

CanMediate International

From Discord to Dialogue - Solutions That WORK!!

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The Power to Resolve Program™ Course Synopsis

Conflict is a powerful force that exists in all aspects of life. It can destroy relationships, derail careers and create toxic workplaces and interactions OR it can be leveraged to create powerful opportunities for healthy change, creativity and flexible, robust teams. It all depends in how well it is understood and how it is managed. This program provides participants with the opportunity to learn skills, strategies and tools that will support them to understand the dynamics of conflict, explore personal and group relationships with conflict and learn strategies to communicate more effectively, resolve more efficiently and interact more productively. While this program is focused on understanding, preventing and resolving workplace conflicts, the material covered is equally applicable for personal, family and community conflicts as well.

This program is made up of **6 course modules** which integrate together to create a comprehensive learning package for participants. Each module can also be delivered as a stand-alone module.

Who should take this program?

- Employees who are looking for ways to become increasingly productive and proactive at preventing conflicts from arising and resolving them effectively when they do...
- Managers and Supervisors responsible for the day to day operation of the organization and who are frequently on the front line of conflicts and issues when they arise
- Leaders/Executives who need to engage cooperation, create healthy, productive workplaces
- Human Resources, Labour Relations and Union representatives who are resource people who help to resolve issues, prevent problems and reduce the frequency and severity of problems

Return on Investment:

Individual participants will have the opportunity to:

- Gain an increased understanding of their own conflict management and communication style and how it is supporting their success (or getting in their way)
- Increase their understanding of how they interact with others and how to improve relationships
- Explore ways to make constructive changes to their personal approach to conflict

Individuals and groups who work together will have the opportunity to:

- Achieve increased clarity re how conflicts evolve and escalate in general and within their team
- Understand strategies that can be used to effectively defuse and de-escalate conflicts early
- Explore the interconnections and relationships between different personalities and conflict management styles
- Gain insights into the value of diverse approaches and style in creating powerful teams
- Expand their knowledge of group dynamics and ways to create more effective teams

On completion of all 5 modules, successful participants will receive **The Power to Resolve™ Certificate** for 6 days / 45 hours of conflict management training. If the program is delivered in-house and customized then certificates will reflect the actual time / content covered.

Join us for an extraordinary journey that will take your relationships, your career and your life to a whole new level! (and have fun in the process...)

Module 1a: Discover Your Leadership Conflict Blueprint™ - ½ day or 1 day workshop

Leadership is one of the most used words in the workplace vocabulary these days. But what does it mean? Is it where our name sits on the Org Chart? Is it the job classification category that we hold or the number of direct reports we have? Is it our vision for the organization and our capacity to take the organization in that direction? Can one be a leader without the fancy office, the position title and the big salary? What influence does 'who' we are and the personal skills and attributes that we bring to the role have on how we lead?

The level and style of leadership in the organization is often the tipping point between success and failure to achieve results. There are many factors that influence what is going on in an organization but few things have the potential to derail the group's capacity to function normally like a good conflict. And unresolved or poorly resolved conflict can rapidly escalate a minor problem into a negative dynamic that can create unparalleled levels of dysfunctionality, stress, tension and disruption.

The style of leadership in managing interpersonal and organizational conflicts is a major factor influencing the way employees react when they find themselves facing problems. Every human being has a default pattern that defines our instinctive reactions in conflict situations. Most of us are unaware what that pattern is, where it came from and whether it is supporting our success or impeding it. As leaders, our level of influence in our organizations is significant. Thus our own personal Conflict Blueprint is a key factor in defining our leadership style, particularly in those times when our leadership is most important – in situations of crisis and conflict.

Module 1b: Discover Your Personal Conflict Blueprint™ - 1/2 day workshop

This module is very similar to the Leadership Conflict Blueprint with a focus on personal Conflict Blueprint and personal styles of interaction and relationship.

Course objectives (for both Module 1a and 1b):

This course will provide participants with the opportunity to explore:

1. The nature of our personal default 'conflict blueprint' and the role it plays in leading
2. The Dance of Conflict and it's implications within organizations and workplaces
3. Organizational RQ's – how organizations respond to conflict and challenges
4. The nature and role of organizational culture in group dynamics
5. Strategies for successfully initiating change at the personal and organizational levels

Course Outline: This course will include discussions on:

1. Personal and organizational Conflict Blueprints and their link to Leadership or personal success
2. Beliefs about conflict and the impact these can have
3. Emotions, Triggers and Anger
4. Visions, identity and consciousness – individual and collective
5. Tools and Strategies – practical tools to address conflict and leadership issues

Module 2: I'M OK – It's Everyone Else Who Needs Help™ - 1 day workshop

There is no such thing as a static predictable relationship between two people. Human beings are complex adaptive systems that continually interact with and respond to other complex adaptive systems (individuals) and the environment. These interactions are unpredictable, inconsistent and sometimes volatile. We have all encountered people we consider to be 'difficult' and whose actions and behavior trigger stress, frustration, and hurt which can make it tough to work or live together effectively. It is easy to understand and rationalize our own reality – after all we are living it! It is often much more difficult to understand the other person's perspective

Harmonious interpersonal relationships can't be bought, imposed or forced. They must be built, cultivated and nurtured through an investment of time, effort, energy and understanding. So what makes relationships tick? (or not...)

Join us for a light-hearted, but immensely practical exploration of the key traps that can contribute to misunderstandings, conflict and hurt. In this interactive session we will examine some practical and theoretical factors that contribute to both effective and problem relationships as well as strategies to enhance our interactions with others and reduce the stress in our lives. This session will be of use to anyone who finds themselves dealing with conflict – at work, at home, in their community, globally...

Course objectives:

This course endeavours to provide participants with the opportunity to:

1. Understand the dynamics of common conflict situations from a more theoretical and practical basis including the nature of conflict and our responses to it
 - a. Sources of conflict
 - b. Linear thinking and feedback loops
 - c. Systems Theory – an overview
2. Understand and analyse the behind the scenes dynamics in relationships and conflict situations from a systems perspective and the typical traps that can escalate situations
3. Explore various analytical tools that will assist them to understand situations they encounter in the performance of their work

Course Outline: This course will include modules on:

1. Understanding the Nature and dynamics of conflict
 - a. Sources and triggers of conflict
 - b. Interpersonal and situational conflicts
 - c. Conflict escalation dynamics
2. Human reactions and responses in conflict situations
 - a. Thomas Kilman model
 - b. Anger and The Arousal Cycle – the Management of Assaultive Behaviour Model
 - c. DISC Behaviour Model
 - d. The Intent and Behaviour Model
3. The traps which escalate create problems in relationships
 - a. The relationship between operational problems and relationship issues
 - b. The role of 'stories' in escalating conflict
 - c. The challenge of assumptions
 - d. Mental models and their influence
 - e. The Drama Triangle – Victim, villain and hero dynamics
 - f. Motivation, Intentions and Impact
 - g. The role of blame and the challenge of accountability
4. Strategies for increasing the effectiveness of communication in individual, group and workplace relationships.

Module 3: Mastering Difficult Situations and People We Find Challenging™ - 1 day workshop

We continually find ourselves in difficult situations where the choices we make and the actions we take will influence whether the outcome is what we anticipated or not. Of course part of the challenge is that when we make these choices we often neglect to take into consideration the other people involved. We do our best to plan our strategy and then get frustrated when it does not go as we'd hoped. Learning to manage the difficult situations in our lives and how to prevent them from escalating can have a dramatic impact on the amount of stress that invades our lives.

In addition, there are always those people who 'push our buttons' and make it difficult for us to be our best. How do we cope with them?

In this course we will explore the behind the scenes dynamics of relationships, behaviour and personality traits that can increase the stress and conflict in our worlds. And we will look at strategies for understanding and managing our reaction to it so that we learn to enhance our dealings with our 'challenging' people rather than adding fuel to the fire.

Course objectives:

This course endeavours to provide participants with the opportunity to:

1. Explore the dynamics of difficult situations and how people respond to difficult situations – on a personal and a professional level
2. Acquire new insights into behaviour patterns and what triggers different types of behaviour
3. Create opportunities for dialogue with peers on strategies for managing difficult situations and challenging behaviours.
4. Put the theoretical knowledge gained into practise during structured practise sessions

Course Outline: This course will include modules on:

1. Understanding behaviour and personality
 - a. Conflict escalation dynamics
 - b. Challenging behaviour and its impact on us
 - c. Different behaviour patterns and personality profiles
 - i. DISC model
 - ii. Intentions and Behaviour model
2. Surviving people we find 'difficult'
 - a. What happens when I am the difficult person?
 - b. Strategies for working effectively with different behaviours and personalities – ways to change the interactions and decrease the tension.
 - c. Understanding the 3 basic conversations
3. Strategies for dealing with Difficult situations
 - a. What constitutes a 'Difficult Situation'?
 - b. Why do we struggle to resolve these particular types of situations?
 - c. De-escalating situations of conflict
 - d. Stumbling blocks to avoid
 - e. Moving from positions to interests
 - f. Dealing with impasse
 - g. Assertive disengagement
4. Resources and other reading

Module 4: From Discord to Dialogue™ (1-2 day workshop)

Communication and conflict are closely related as our ability to communicate effectively (or not) influences the outcome of our conversations and can either defuse or escalate the conflicts we have in our lives. Consequently, as human beings our ability to communicate effectively is a powerful determining factor in whether we are able to engage others in collaborating to resolve difficult situations, negotiate constructively and effectively for what we need to achieve and build positive effective relationships at work and in our personal lives.

An immense amount of time and energy is wasted resolving issues that are not the real problem – while the real problem continues to fester and cause problems. And people are not necessarily forthcoming with their issues and concerns – unless the person asking the questions knows what to ask and how to ask it! Also, until we have an accurate picture of the problem, it is impossible to know exactly what it is that we need to solve! This entails knowing how to elicit information from people so that we can understand their perspective, clarify the issues and learn the information we need in order to move forward.

Effective communicators have solid tools to use to help them achieve success in their careers and relationships. This 1 or 2 day intensive course will build on the material covered in modules 1-3 and provide participants with the practical skills to engage in difficult conversations with success. A must for employers, customer service reps, managers, union reps, HR Professionals, parents and anyone who finds themselves engaged in difficult conversations and needs to do them well...

Course objectives:

This course endeavours to provide participants with the opportunity to:

1. Explore the dynamics of communication from both a practical and theoretical point of view.
2. Understand a straightforward but flexible Communication Framework for conducting a difficult conversation
3. Expand their repertoire of communication strategies to build greater capacity for constructive collaboration through effective communication

Course Outline: This course will include modules on:

1. Understanding the factors that influence communication success
 - a. Barriers to effective communication
 - b. Mental models and their impact on individual and group communication patterns
 - c. What makes difficult conversations so difficult?
2. Effective participation in constructive dialogue
 - a. Listening skills
 - b. Reducing defensiveness and building collaboration
 - c. Communicating Non-defensively - Video
 - d. The science of non-verbal communication
3. Interviewing skills
 - a. The art and science of questioning and eliciting information
 - i. Coming in empty
 - ii. Inquiry and questioning
 - iii. The art of timing
 - iv. Disclosure and advocacy
 - v. The impact of presence and instinct
 - b. The power of underlying interests
 - c. The Communication Framework
4. Strategies for effective collaboration and difficult conversations

- a. Escalation prevention – strategies for when things get stuck!
 - i. Sources of frustration – for us and for them
 - ii. Expectations, Comfort Zones and Triggers
 - iii. Understanding Anger – in ourselves and others
 - iv. Overt and covert sabotage
 - v. Hidden agendas
- b. Power dynamics
- c. Tools for enhancing communication success

NOTE:

The 1 day version of this module focuses on the theory and some practise. The 2 day version provides participants with additional practise and integration of the material to enhance skill levels.

Practical simulations and exercises are integrated throughout both days to provide an opportunity for participants to apply the theoretical knowledge gained and increase their skills in communication.

Module 5: Understanding Organizational Conflict™ - (1- 2 day workshop)

If we take a group of individuals and bring them together, give them a mandate and a job to do, provide some resources, develop policies and procedures and put someone in charge we have created an organization. But not every organization meets its mandate or achieves what it set out to do. What makes the difference between a group that efficiently gets the job done and one that limps along producing mediocre results at best - and typically making excuses for the ongoing failure to achieve success.

In this module we will explore organizational theory and strategies for dealing with conflict within the organization and its interconnectedness with the organizational system . The focus will be on providing participants with a broad overview of the challenges inherent in working with conflict in organizations and a sense of the resources, strategies and tools that can be utilized to resolve conflicts effectively. The module will be an interactive discussion format on the dynamics of dealing with group conflict. The process will include mini-lectures, full group discussions, small group work, case study analysis and video analysis.

NOTE: The 2 day version of this module provides opportunities for organizational groups to work together to analyze and understand a problem in their organization and create an Action Plan to address it.

Course objectives:

This course endeavours to provide participants with the opportunity to:

1. Explore the sources of conflict in organizations at the interpersonal level and the management / organizational level
2. Discuss the dynamics of organizational conflict and its impact on the viability and success of the organization
3. Examine the role of leadership (formal and informal) in the evolution and resolution of conflict within groups
4. Study the practical reality of conflict in organizations through a theoretical lens that can help in understanding what is happening
5. Explore the processes available to assist groups to deal with conflict
6. Investigate the steps in the consulting process and the strategies for resolving complex conflicts in groups.

Course Outline: This course will be customized to include topics of interest to the group. 2 day versions of the course will include an enhanced practical component. :

1. Understanding multiparty and organizational conflict
 - a. Organizational dynamics
 - i. Linear Thinking vs. System's Thinking
 - ii. Who is the 'core group'?
 - iii. Archetypes and their role in what is going on
 - b. Introduction to Collaborative Learning in organizations
 - c. Various theoretical approaches to organizational conflict
 - d. Resolution-resistant 'Super-Conflicts'
 - i. Breeding grounds
 - ii. Warning signs of infection
 - iii. The role of time and timing in conflicts
2. Organizational culture
 - a. Its impact on people, plans, change and conflict
 - b. Understanding the dynamics of culture
 - c. Articulated vs. Operative values...
 - d. Current trends in organizational conflict management and harassment
 - e. The role and impact of leadership

3. Mental Models
 - a. What are mental models?
 - b. Understanding individual and group mental models
 - c. Appreciating our own mental models and those of others...
 - d. Their impact on conflict and our ability to work with / in it
4. Conflict Management processes for multi-party and Organizational conflict
 - a. Processes that work with groups
 - b. Techniques for mediating / facilitating multi-party and organizational conflict
 - c. Creating personal connections and emotional investment with participants
 - d. Building capacity in participants
 - e. More tools for the tool box...
5. The consulting process
 - a. Internal vs. External consultants
 - b. Making the business case – to owners, employers, senior managers, managers, employees, unions and others...
 - c. Parachute in... Parachute out... minimizing the impact
6. System's Thinking Tools
 - a. Understanding the patterns – what is really going on?
 - b. Archetypes – both positive and negative
 - c. Supporting systemic dynamics
 - d. Simplifying the complexity – strategies for making wise changes with maximum potential for success
7. Team Dynamics
 - a. Team player styles
 - b. Evolution of Team dynamics
 - c. Challenges faced by teams
8. The role of the mediator / consultant
 - a. Role of the mediator / consultant
 - b. Managing the process effectively
 - c. Expectations of the parties
 - d. Contracting and other logistical considerations
 - e. Getting busy... getting paid...
9. The Intervention Process
 - a. Learning their story:
 - i. Conducting an assessment
 - ii. Diagnosing the problems
 - iii. Identifying the issues
 - b. Achieving agreement to proceed:
 - i. Engaging the stakeholders
 - ii. Contracting for the intervention process
 - c. Preparation and set-up
 - d. The Intervention process:
 - i. Facilitating the intervention
 - ii. Reaching agreement
 - iii. Implementation and Follow-up
 - iv. Putting it into action
 - v. When to leave...

Training Philosophy:

CanMediate International is committed to providing high quality, customized, affordable training opportunities clients to provide participants with the opportunity to:

- increase their awareness of personal styles, individual perspectives and issues
- develop self-confidence in relationships and improve effectiveness in interactions
- develop strategies to begin creatively resolving problems and issues
- develop an acceptable level of comfort with the material that will allow them to implement their new knowledge / skills in their daily lives

Training Methods:

We endeavour to:

- present relevant informative material in a clear, professional manner
- create a safe, relaxed and enjoyable learning environment
- recognize that “the mind can only absorb what the seat can endure...” and teach accordingly!

Instructors use a variety of teaching techniques and strategies including (but not limited to) mini lectures, role plays, simulations, video presentations and analysis, video recording and debriefing, individual and group exercises, reflection and assignments. Customized written reference material is supplied to participants to provide additional information and a source of support in the application of the course material.

NOTE: Practical simulations and exercises

Participants will have the opportunity to participate in various simulations, exercises and case studies dealing with the course material covered in all modules. This will enhance the practical application of the theoretical material and increase participants’ abilities to use the skills effectively and appropriately.

Contact us at 613.599.8177 to discuss how we may be able to help you achieve your training and professional development goals!

***Check our website for upcoming course / event dates and more information.
www.canmediate.com***