Western Professional&ContinuingEducation

# Resolving Conflict at Work
**ADRN 6221**

## Course Outline

**Description:**
This interactive course adds to and reinforces the skill sets developed by students in either Conflict Management Fundamentals or the Leading Through Conflict mini-certificate. In this course, students complete readings and watch videos in preparation for weekly Zoom sessions where the concepts are discussed and applied. The final session is a practice session in a small group with a coach.

**Pre-Requisite:**
Either Conflict Management Fundamentals (ADRN 6220) or all three courses in the Leading Through Conflict Certificate: Leader's Role In Resolving Conflict (LEAD 6253), Leading Difficult Conversations (LEAD 6211) and Negotiation Skills for Leaders (LEAD 6210).

**Course Goals:**
The overall goal of this course is to give students further comfort and confidence in conflict situations and to provide them with skills and approaches to prevent conflict and the escalation of conflict and facilitate the resolution of conflicts involving themselves and others (non-neutral mediation).

**Course Objectives:**
At the completion of this course, the student will be able to:

- Use varying approaches to sustain a harmonious work environment and reduce the risk of inter-personal conflict
- Appreciate the value of conflict in the workplace while avoiding unnecessary escalation of conflict
- Structure positive feedback to reinforce desirable behaviour and structure negative feedback to facilitate course correction while reducing the chance of defensiveness
- Reflect on their communication habits and consider how to be more assertive if typically passive, or less directive and more engaging of others if they are typically directive
- When appropriate, say 'no' in a way that is clear yet does not damage relationship
- Handle oppositional tactics used by others
- Improve their fallback alternative and know when to withdraw from a negotiation
- Use independent standards to find fair resolutions where win-win solutions are not available
- Consider when and how to intervene in conflicts primarily involving other people but where you have some stake (non-neutral mediation)
- Remember skills from previous courses and consider how to apply them in non-neutral mediation
- Reframe negative comments by others
- Recognize and address attributions made by others that are escalating conflict
- Have initial conversations with the conflicted parties to determine if non-neutral mediation is appropriate
- Use the focused conversation method to engage with others in resolving workplace conflicts
- Challenge the instructor to deal with situations they would find difficult and observe her approach
- Apply the concepts from the course to a fictional or real-life situation in a practice session

This course outline is a sample only and is subject to change.

**Text:**
*Getting to Yes: Negotiating Agreement Without Giving In*, 2nd edition. Roger fisher, William Ury and Bruce Patton, Penguin, 1991.

**Evaluation:**
This is a graded course where a complete or incomplete will be issued. In order to receive a completion for this course, a student must:

- attend three out of four Zooms sessions in Weeks 1-4.
- attend a final practice session at a time selected from several time slots offered, one of which will be the regular course time. **The final session is mandatory.**
- achieve at least 70% in all five quizzes
- complete at least four assignments
- post a minimum of 12 answers and replies (any combination of these) to Forums distributed over at least four weeks.

**Course Schedule:**

Week 1: Preventing Conflicts and Escalation
Topics: Creating a Positive Environment, Using Empathy to Anticipate Problems, Giving Feedback, Dealing with Negativity, Groundrules, Five Dysfunctions of a Team

Week 2: Key Success Factors
Topics: Assertiveness, Positive No, Interests, Negotiation Ju Jitsu, BATNA, Independent Standards

Week 3: Communication Skills and People
Topics: What is Non-Neutral Mediation, Review of Communication Skills including Reframing, Attributions

Week 4: Engaging Participants
Topics: Focussed Conversation Method (includes ORID); Experiential Aim and Substantive Aim, Fake Input Meetings, Inviting Participants

Week 5: Putting It All Together – Role Play Practice Session in Triads

**Policy on Cheating and Academic Misconduct:**
Academic honesty is a cornerstone of conduct at Western University. We cannot have freedom of expression without integrity. Students are responsible for understanding the nature of and avoiding the occurrence of plagiarism and other academic offences; please refer to the section on "Scholastic Offences" in the current University Academic Calendar, or on the web at http://www.westerncalendar.uwo.ca. Such offences include plagiarism, cheating on an examination, submitting false or fraudulent assignments or credentials, impersonating a candidate, or submitting for credit in any course any academic work for which credit has previously been obtained or is being sought in another course in this University or elsewhere (without the knowledge and approval of the instructor to whom the work is submitted). Students enrolled in non-degree courses are expected to abide by the University's code of conduct.

**Code of Student Conduct:**
The purpose of the Code of Student Conduct is to define the general standard of conduct expected of students registered at Western University, provide examples of behaviour that constitutes a breach of this standard of conduct, provide examples of sanctions that may be imposed, and set out the disciplinary procedures that the University will follow. For the complete Code of Student Conduct: http://www.uwo.ca/univsec/pdf/board/code.pdf.

**Plagiarism:**
All required papers may be subject to submission for textual similarity review to the commercial plagiarism detection software under license to the University for the detection of plagiarism. All papers submitted will be included as source documents in the reference database for the purpose of detecting plagiarism of papers subsequently submitted to the system. Use of the service is subject to the licensing agreement, currently between Western University and Turnitin.com ( http://www.turnitin.com).

**How often will the instructor communicate with me?**
Within 48 hours

**Policy on Late Assignments:**
The suggested submission date for assignments is Sunday evening of each week of the course. However, any assignment may be submitted up to Sunday of the last week of the course. Upon request, this due date may be extended by one day.

**How do I hand in assignments?**
All assignments will be submitted electronically through OWL using the assignment tool. Failure to meet deadlines without the instructor's written permission will be subject to the late assignment policy. It is the student's responsibility to ensure that all assignments forwarded to the instructor arrive before the due date. If you experience difficulty in submitting assignments through OWL, you are responsible for contacting the instructor.

**When will I receive my grades?**
Final grades will be available 2 weeks after the last scheduled day of the course. A grade report can be printed from myWCS.

**Western Digital Badge**
If you have met the course requirements for this Western approved micro-credential, you will receive an email from MyCreds to claim your digital badge. Badges are embedded with data that

verifies your skills and achievements. Share them with your employer, on LinkedIn and other social media sites.

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