MANAGING CONFLICTS & DIFFICULT SITUATIONS
The Complete Guide in Handling People’s Behaviour Effectively

23 - 27 Jul 2018, Vienna
Introduction

The management of conflicts and difficulties is one of the most misunderstood, time-consuming and poorly handled of leadership responsibilities. Most leaders, managers and supervisors regard 'conflict' as something negative. However, if it is used and managed well and occurs in high-trust cultures, conflict can be a powerful source of sustainable competitive advantage. This GLOMACS Conflict Management training seminar entitled Managing Conflicts & Difficult Situations has been specifically designed to help leaders and managers to control and reduce negative conflict, build high-trust organizational cultures and deal proactively with difficult situations using highly effective techniques. The programme incorporates the latest research from the Harvard Negotiation Project, Emotional Intelligence (EI), neuro-science, psychology, personality research and cutting-edge communication and influencing techniques. To date these specific skills and the training approach that will be employed has been used in more than 300 of the Fortune 500 companies.

This GLOMACS training seminar will highlight:

- Your natural personality preferences for thinking, feeling, speaking and behaving that may trigger conflict – or help to manage it
- The default conflict-management strategies people use – both helpful and unhelpful
- The nature, types and causes of conflict and difficulty – interpersonal and strategic
- Highly effective strategic and verbal techniques to address conflict and difficulties at both the individual and organizational level
- How to structure your meetings, presentations and communications to reduce negative conflict and encourage healthy debate

Objectives

This GLOMACS training seminar is designed to help you to:

- Identify the common types and sources of conflict in your workplace
- Appreciate your own and other's personality profiles and preferred conflict approaches
- Understand the predictable emotional triggers and responses to conflict
- Differentiate between assertive, passive and aggressive behaviours
- Deal with difficult people and situations using a large range of powerful techniques

At the end of this GLOMACS training seminar, you will learn how to:

- Understand the root causes of conflict in the workplace
- Determine people's preferred conflict styles
- Adopt the most effective skills and techniques to swiftly address the issues
- Feel confident, competent and in command when handling difficult situations
- Hold those 'crucial conversations' with others regarding their contribution, behaviour or attitude

Training Methodology

This GLOMACS training seminar will use a range of approaches to learning, including experiential group activities, individual exercises, mini-case studies, role plays and discussions. Graphical materials and stimulating explanations will be used to introduce underlying models. A key part of the learning process is sharing the different experiences you will bring to this GLOMACS training seminar, as well as experimenting with novel – and sometimes challenging – practical techniques. An MBTI-type (Myers-Briggs Type Indicator) profile will be used to give you an insight into how your own and other's personality can contribute to creating or resolving conflicts. In addition, the Thomas Kilmann Conflict Mode profile will reveal what a person's default conflict-management strategy is and the Social Styles profile will suggest how you could better handle it.

Organisational Impact

By attending this GLOMACS training seminar and applying the insights, your organization will benefit from:

- Having a high-trust culture of openness, integrity and certainty
- Stronger working relationships, greater collaboration and discretionary effort
- Enhanced ability of employees to resolve their own problems and difficulties so avoiding extended disruptions
- Reduced workplace stress and tension that results in improved morale
- Constructive resolution of conflicts and challenges
- Higher levels of organizational productivity

Personal Impact

An AMA survey by Thomas & Schmidt found that managers spend between 18-26% of their time dealing with conflicts that can amount to 10 hours of your valuable time per week! As a leader, manager or supervisor, this GLOMACS training seminar will help you to:

- Recognize the warning signs of conflict early on
- Address the issues quickly and effectively
- Increase the overall productivity of your team or department
- Focus on more important strategic and operational matters
- Master a skill set that's essential in more senior roles
- Gain credibility in the eyes of senior management

Who Should Attend?

Leaders, managers and team leaders / supervisors who need to take charge of – and resolve – conflicts or difficult situations that could have a negative impact on performance, effectiveness and relationships. The seminar would also benefit junior / middle managers new to their role, or with experience but little previous training.
**SEMINAR OUTLINE**

**DAY 1**

Understanding the Nature and Impact of Conflict and Difficulties in the Workplace
- Appreciating why conflict and difficulties need to be addressed proactively
- Defining the terms of reference: conflict, difficulties, competing, accommodating, etc.
- Understanding how your personality can contribute to creating conflicts using the social styles questionnaire
- Recognising your default conflict-management strategy using the Thomas-Kilmann conflict mode questionnaire
- Considering the nature, types and causes of conflict
- Identifying the common manifestations and sources of conflict in the workplace
- Constructing a framework for understanding and managing organisational conflict
- Preparing for the predictable conflicts associated with team development
- Acknowledging how demographic shifts in the workplace can lead to increased conflict
- Understanding the psychology of conflict and aggression in the workplace

**DAY 2**

Understanding What Makes Communication Challenging
- Deep psychological insights into the origins of people's behaviour
- Understanding our own and others' personality preferences using the MBTI questionnaire
- Acknowledging the subconscious factors that influence behaviour
- Determining the personal agendas and intentions of others
- Recognising the values or 'hot buttons' of others
- Clarifying the motivations or drivers of individuals and groups
- Differentiating between a person's 'positions' and 'interests'
- How our perceptions can come become projections we cast onto others
- Mixed messages – when there is a conflict between verbal and non-verbal language
- Being aware of and understanding the major communication filters

**DAY 3**

Mastering Advanced Communications Skills for Collaboration
- Using a knowledge of personality preferences to better communicate with and influence others
- Utilising the four major sensory channels to communicate at a deeper level
- Establishing and maintaining rapport to fully appreciate another person's situation
- Displaying active listening skills to validate others' needs
- Asking the right types of questions – and appreciating why they are being asked of you

**DAY 4**

Processes and Techniques to Handle Challenging or Difficult Conversations
- Using the Thomas-Kilmann conflict modes to manage conflict and difficult situations
- Anticipating the main kinds of difficult conversation you need to have
- Structuring such 'crucial conversations' to produce optimal results
- Recognising and handling ineffective conflict responses
- Knowing and exploiting effective approaches to conflicts
- Dealing with strong emotions such as anger, rage, and frustration
- Using the three-step strategy to address serious challenges
- Influencing with integrity by living your values and acting as a role model
- Knowing when and how to use negotiation, and other alternative dispute resolution (ADR) strategies, to address conflict
- Recognising that '1 in 20 employee' – the organizational sociopath – and how to handle them

**DAY 5**

Building High-trust Cultures Where Positive Conflict is Actively Encouraged
- Acknowledging the public's judgement of 'toxic' organizational cultures
- Understanding the key elements of your organisation's culture
- Comparing the characteristics of high-trust vs. low-trust cultures
- Identifying where and how cultures contribute to – and maintain – conflicts and difficulties
- Introducing and embedding the key elements of high-trust cultures into your organisation
- Using the power of strategic planning to establish appropriate values and behaviours
- Making conflict management a strategic advantage for your organisation
- Using transformational leadership to create positive conflict that stimulates and challenges current thinking and performance
- Attracting and retaining outstanding talent by making your organization a highly desirable and exciting place to work
- Applying the principles covered to add to your organisational and professional reputation, managerial impact, gravitas and charisma
**REGISTRATION DETAILS**

**LAST NAME:**

**FIRST NAME:**

**DESIGNATION:**

**COMPANY:**

**ADDRESS:**

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**CITY:**

**COUNTRY:**

**TELEPHONE:**

**MOBILE:**

**FAX:**

**EMAIL:**

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**AUTHORISATION DETAILS**

**AUTHORISED BY:**

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**DESIGNATION:**

**COMPANY:**

**ADDRESS:**

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**CITY:**

**COUNTRY:**

**TELEPHONE:**

**MOBILE:**

**FAX:**

**EMAIL:**

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**PAYMENT DETAILS**

- Please invoice my company
- Cheque payable to GLOMACS
- Please invoice me

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**CERTIFICATION**

Successful participants will receive GLOMACS’ Certificate of Completion

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**4 WAYS TO REGISTER**

- **Tel:** +971 (04) 425 0700
- **Fax:** +971 (04) 425 0701
- **Email:** info@glomacs.com
- **Website:** www.glomacs.com

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**TERMS AND CONDITIONS**

- **Fees** – Each fee is inclusive of Documentation, Lunch and refreshments served during the entire seminar.
- **Mode of Payment** – The delegate has the option to pay the course fee directly or request to send an invoice to his/her company/sponsor. Credit card and cheque payments are both acceptable.
- **Cancellation / Substitution** – Request for seminar cancellation must be made in writing & received three (3) weeks prior to the seminar date. A US$ 250.00 processing fee will be charged per delegate for each cancellation. Thereafter, we regret that we are unable to refund any fees due, although in such cases we would be happy to welcome a colleague who would substitute for you.
- **Hotel Accommodation** – is not included in the course fee. A reduced corporate rate and a limited number of rooms may be available for attendees wishing to stay at the hotel venue. Requests for hotel reservations should be made at least three (3) weeks prior to the commencement of the seminar. All hotel accommodation is strictly subject to availability and terms and conditions imposed by the hotel will apply.
- **Attendance Certificate** – a certificate of attendance will only be awarded to those delegates who successfully completed/attended the entire seminar including the awarding of applicable Continuing Professional Education Units/Hours.
- **Force Majeure** – any circumstances beyond the control of the Company may necessitate postponement, change of seminar venue or substitution of assigned Instructor. The Company reserves the right to exercise this clause and implement such amendments.
- **Fair Access / Equal Opportunities** – In the provision of its services as a world-class Training Provider, the Company is committed to provide fair access/equal opportunities throughout the delivery of its courses and assessment leading to the completion of training seminars, or 3rd party qualifications/certifications.