

PREVIEW GUIDE



What to Do When Conflict Happens

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BACKGROUND

INTRODUCTION

Workplace conflict haunts organizations every day – it leads to lost productivity, diminished morale, and decreased performance. And, it is very expensive – it will have a negative effect on your organization's bottom line through increased employee absenteeism, decreased job performance, and poor customer service. If employees escalate their conflict to combat status, the entire organization is affected.

If you wait to discipline employees after interpersonal conflict grows, their conflict may start to affect the performance of others in the group. Waiting is an unproductive, reactive approach. Instead, what you need as a manager is a proactive approach: a method to help your employees learn how to resolve small conflicts and uncomfortable situations before they grow into something requiring your intervention. Many employees do not feel they have the responsibility to resolve conflicts – that solving problems between employees is a manager's responsibility. When employees are given a tool that helps them analyze, discuss, and resolve conflicts in a cooperative and respectful manner, everyone wins.

The CALM model introduced in *When Conflict Happens* is an effective and practical way to meet your real goals: improved performance throughout your department. This workshop will help you mentor your employees through the conflict resolution process, and provide them with the skills to resolve most workplace conflicts on their own.

HOW THIS WORKSHOP EXPLORES CONFLICT RESOLUTION

CRM Learning's *When Conflict Happens* workshop provides the video and workshop resources to present a focused, thought-provoking session on this vital topic. Most employees do not know they are responsible for resolving their own conflicts, which has often been viewed as a responsibility of management. This workshop will help employees master skills to successfully resolve conflict situations and avoid future ones.

Participants will evaluate the development of conflict, how it affects the workplace, and how to resolve conflicts that occur. Most importantly, the workshop teaches a thoughtful, effective approach using the CALM model to address and evaluate these situations. Examples of conflicts are demonstrated through concise, expressive videos. Participants can role-play situations using the skills they learn, and take those skills back to their desks to apply to their own situations.

Managers and supervisors will develop new skills to mentor their employees through the conflict resolution process, as well as skills in mediating and even mandating resolutions when required.

Training Design Overview

The *When Conflict Happens* workshop package includes a structured training design to support a 3-hour workshop experience.

- The **video** presentation illustrates the problem of conflict in the workplace, and the use of the CALM model to resolve them. The VHS or DVD also includes optional Leadership Discussion Segments.
- This **Leader's Guide** provides an introduction to the Workshop and a Presentation Script to help facilitate it. Workshop activities and structured discussions help participants explore their own beliefs and tactics for conflict resolution.
- **Participant Workbooks** (10 copies) provide worksheets for completing the activities and space for notes.
- A PowerPoint presentation on the CD-ROM includes slides to support the scripted presentation. Slides to support the optional Leadership Module are also included.
- The kit includes 10 copies of the **book** *What to Do When Conflict Happens* by Eric Harvey and Steve Ventura.
- A **Reminder Card** (10 copies) provides a quick refresher of the key points and strategies covered in the workshop.

Customizing Your Program

Your specific needs and circumstances should determine the workshop agenda. Customize the presentation by supplementing, replacing, rearranging, or removing components.

- Modify activities and discussions to meet your objectives.
- Add information and examples from your own workplace.
- Modify the PowerPoint presentation to add information tailored to your organization or procedures.

Learning Points

Learning Points for the workshop are listed below.

After watching the video and completing this workshop, participants will:

1. Become more aware of the signs of workplace conflict.
2. Recognize the negative impact conflict has on them, their organization, and others.
3. Recognize that they have a responsibility to resolve conflicts when they occur.
4. Learn and practice a CALM approach to conflict resolution: Clarify the Issue, Address the Problem, Listen to the Other Side, and Manage Your Way to Resolution.

WORKSHOP FOLLOW-THROUGH

We've all been to training sessions where the energy is high, the progress is tangible, and everyone leaves with new skills and resolve for making changes. And we've all seen how the grind of daily activity can quickly take the edge off new awareness and skills.

Planned follow-through is the best way to ensure that the new perspective and motivation gained from this workshop can be maintained.

- Make arrangements to replay the video for the benefit of individuals who could not attend the training.
- With participants' permission, summarize and distribute key ideas generated during the workshop.
- Email the participants after a few weeks to see if they have had any interpersonal conflicts in their departments and have been successful in using the principles of *When Conflict Happens* to resolve them. Offer to provide any required coaching to help them implement the four steps in the *When Conflict Happens* CALM Model.
- If you are using CRM Learning's Hosted Online Video Training system, have your employees complete a copy of the self-assessment on page 63 of this Leader's Guide (it can also be found on the CD-ROM as a Word .doc). After they complete the self-assessment, meet with them to select which videos they should view and work with through the online system. See below for more information about this system.

CRM Learning's Hosted Online Video Training System

Would you like to offer personalized follow-up training to the participants in your *When Conflict Happens* workshop?

CRM Learning's Hosted Online Video Training system gives your employees a way to identify the skills they think they might have trouble with as they begin using the CALM model, and then receive supplemental training in that specific area.

With this optional post-training follow-through process, you can assess trainees weeks or months after the training event to see how they're doing at implementing the concepts and related skills covered in the *When Conflict Happens* workshop. After the assessments are completed and scored, you'll have the information you need to direct them to additional video-based training addressing areas of perceived weaknesses. These video programs are available on the CRM Hosted Online Video Training system.

If you use this option, your organization can purchase a specific number of "views" on the system, and your trainees will use these views to login, watch the program(s) that the assessment key recommends, and take brief (optional) quizzes following their viewing to assess their mastery of the prescribed topic.

The system will automatically notify you as the number of views you have purchased are used up, allowing you to reorder as required and keep the training momentum going.

To see how this service works, review the sample Assessment and Planning Key on pages 63, 64 and 65 of this Leader's Guide. To purchase this Hosted Online Training System service, call your CRM Sales Consultant at 1-800-421-0833.

TIME TO BEGIN!

Now you're ready to begin your presentation of CRM Learning's *When Conflict Happens* workshop.

Complete your review of the materials and enjoy the session. We're sure you'll gain some valuable insights about your organization as you prepare for and conduct the workshop!

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PRESENTATION SCRIPT: WHEN CONFLICT HAPPENS



Note: This workshop is designed to be presented in a 3-hour session.

PURPOSE OF WORKSHOP AND EXPECTED OUTCOMES

Time: 11 minutes



SLIDE #1: WORKSHOP TITLE



INTRODUCE yourself, welcome the participants, and make a brief comment about how excited you are to discuss a subject people don't like to talk about: conflict.

ASK

Kickoff questions:

- **What's the overall attitude in your workplace? Do people often seem to be at odds with each other?**
- **What's wrong with a little conflict anyway? What are the positive and negative aspects of workplace conflict? (Allow some discussion of this question).**

Point out that workplace conflict haunts organizations every day; it leads to lost productivity, diminished morale, and decreased performance. And, it's expensive. It can negatively affect the bottom line through employee absenteeism, health issues, legal problems, and poor customer service.

Would you agree that it's a good idea to reduce workplace conflict? If so, this workshop will help you develop strategies to do it!

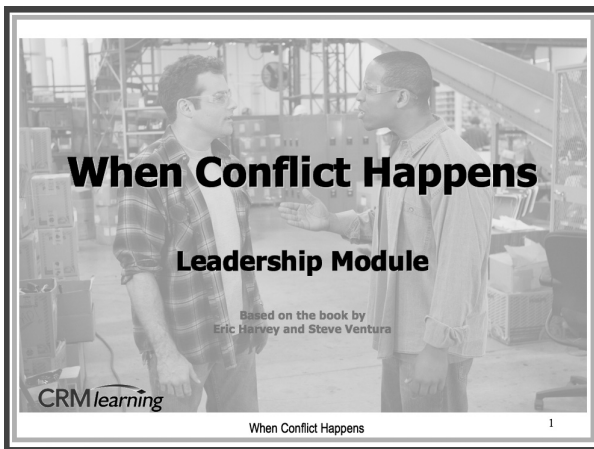
LEADERSHIP MODULE (OPTIONAL)

This optional activity should be used when you are working with a group of leaders, managers or supervisors.

Note: There is a separate set of slides for the Leadership Module on your CD-ROM.

Time: 45-60 minutes

 LEADERSHIP SLIDE #1: LEADERSHIP MODULE



SAY

When it comes to interpersonal conflicts, the individuals involved have the primary responsibility to resolve them. But sometimes, the two parties can't find a solution – even if they are using the CALM model. That's when you, as the manager, need to step in.

Step 2: Address the Problem

The Opening

I need your help to solve a problem I'm facing...

Define the Issue

Exactly what happened:

How it made you feel:

The negative impacts the situation has caused:

Other things to remember:

1. Have a walk-in strategy; you may want to practice what you plan to say.
2. Don't repeat what co-workers have said; this is between the two of you.
3. Keep the end in mind; the goal is not to win an argument. The goal is to reach a respectful, collaborative result.

Background Information

CRM Learning's *What to Do When Conflict Happens* training program provides the video and workshop resources to present a focused, thought-provoking session on this vital topic. All employees will develop new skills to help them with conflict resolution in the workplace.

During the workshop, participants will analyze possible situations in their own work environments and develop ways to solve conflict in a constructive way using the C.A.L.M. model. They will learn how to examine why a conflict is happening, why they feel the way they do, and they will also learn what they need to keep in mind as they address a conflict situation.

Materials Included With *What to Do When Conflict Happens*

The *What to Do When Conflict Happens* workshop package includes a structured training design to support a 3-hour workshop experience plus an optional 1-hour module for organizational leaders.

- The **VHS or** chaptered **DVD** illustrates the problem of conflict in the workplace, and introduces the C.A.L.M. model to resolve this conflict. The video also includes optional Leadership Discussion Segments.
- The **Leader's Guide** provides an introduction to the Workshop and a Presentation Script to help facilitate it. Workshop activities and structured discussions help participants explore their own beliefs about workplace conflict and teach tactics for conflict resolution. An optional training design is included for leaders, managers and supervisors.
- **Participant Workbooks** (10 copies) provide worksheets for completing the activities and space for notes. Included is a Post-Training Assessment for trainees to rate themselves on different aspects of conflict and where they would like to improve.
- A **PowerPoint** presentation on CD-ROM includes slides to support the scripted presentation. Also included is a PowerPoint for the leadership training design.
- **10 copies of the book** *What to Do When Conflict Happens* by Eric Harvey and Steve Ventura.
- **10 Reminder Cards**, spelling out the C.A.L.M. model, are included for distributing to participants at the workshop's conclusion for their use following the session.

Program Information and Pricing

Purchase Price: \$995.00

Rental Price: \$275.00 (does not include Participant Materials)

Preview Price: Free

Video running time: 21 minutes

Quantity Pricing Discounts

What to Do When Conflict Happens Video Program

1-2 copies	\$995 each
3-14 copies	10% off
15-25 copies	15% off
26-50 copies	20 % off
51+ copies	call for quote

Participant Workbooks

1-50	\$14.95 each (list price)
51-250	\$12.71 each (15% off)
251-500	\$11.96 each (20% off)
501+	call for quote

What to Do When Conflict Happens Softback Books

1-99	9.95 each
100-499	\$9.45 each (5% off)
500-4999	\$8.96 each (10% off)
5000+	call for quote

Reminder Cards* (sold in packs of 10)

1-50 packs	\$5.00 each
51-250 packs	\$4.25 each (15% off)
251-500 packs	\$4.00 each (20% off)
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* BONUS: Buy 50 or more Participant Workbooks and get an equal number of Reminder Cards for FREE!

Industry discounts may apply. Call your Sales Consultant for more information.

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