

# Managing Organizational Conflict



## **Scheinman Institute on Conflict Resolution**

Educating the next generation  
of neutrals and practitioners



Cornell University  
ILR School

# Managing Organizational Conflict Certificate

Conflict in the workplace can be a symptom of unresolved problems or faulty systems, but managed well, conflict can also be a source of creativity and innovation. This certificate series will equip you with the analytical frameworks and skills to play a productive role in managing your organization's conflicts. Each workshop uses realistic workplace scenarios to challenge you to diagnose the sources, levels, and dimensions of conflicts, determine how to best address each type of conflict, and practice the skills necessary to play a variety of roles in conflict management.

## LR311

### Fundamental Negotiation Skills

Negotiation is a basic means for resolving conflicts and disputes in the workplace, home, and community. This workshop takes participants through a series of role plays and experiential learning situations to understand and practice fundamental negotiation skills and approaches to one-on-one, small group, and collective negotiations settings in the workplace. Participants will gain insight into their own negotiation biases, weaknesses, and strengths, and build negotiation confidence and competency.

#### Features and Outcomes

- Communication skills for effective negotiations
- Structuring negotiations to yield the best outcomes
- Positional and interest-based negotiation approaches

## DR210

### Cross Cultural Issues in the Workplace

This program provides a unique and detailed examination of the role that culture plays in conflict and conflict resolution. Participants will analyze and attempt to resolve complex, multi-layered problems in this intensive hands-on workshop. Professor Ilhyung Lee, one of America's foremost experts on the subject of cross cultural issues, will serve as lead instructor for the program.

#### Features and Outcomes

- World views of cultural differences
- Cultural dimensions, values and attribution theory
- Communication/ perception process
- Cross cultural exercises in negotiation and mediation

## CO336

### Resolving Conflict

Conflict can have constructive or destructive consequences on both individual and team performance. The difference depends on your ability to identify and confront these conflicts, resolve them appropriately, and grow wiser and stronger in the process. By learning to handle conflict well, you will enhance your success and that of your organization.

#### Features and Outcomes

- An understanding of the nature of conflict in organizations
- Key approaches for managing conflict
- Insight into your style of handling conflict and ways to enhance your conflict resolution effectiveness
- Strategies and skills to resolve conflicts with individuals and groups



## DR148

### Leading Difficult Conversations and Heated Discussions

When dealing with contentious issues, our interpersonal exchanges can often become heated, challenging communications and productivity. Managers and HR professionals can be prepared to productively engage this challenging dynamic, including the emotional aspects, while supporting people and/or groups in constructively resolving their conflicts. Explore these critical skills and strategies and the role they play in difficult one-on-one, small group, and large group discussions in this highly interactive, practice-based workshop.

#### Features and Outcomes

- Intervention techniques for when conversations become negative and/or destructive
- Practice in creating personal emotional boundaries while supporting constructive conversation
- Tools to prevent escalation and / or de-escalate and shift the conflict dynamic
- Strategies for designing and facilitating meetings to maintain civility, strengthen community, and increase effectiveness

## DR225

### Facilitation Skills for Conflict Management

HR practitioners and managers are often faced with the challenge of helping others to resolve their own issues. Knowing when to take a facilitative approach, and how to structure facilitated problem-solving discussions is essential to providing productive assistance to parties in conflict. The workshop also provides ample opportunity for practicing techniques for effective small group and one-on-one facilitation.

#### Features and Outcomes

- The potential and limits of the facilitator role
- Facilitator interventions for dealing with difficult behavior
- Coaching skills to support participants in facilitated discussions

## DR140

### Designing Effective Dispute Resolution Systems for the Workplace

The workshop is based on extensive research by ILR faculty on how leading organizations in the U.S. structure systematic practices to deal with the entire range of workplace disputes. The program is highly participative with an emphasis on exploring how delivery techniques may be applicable to your own organization. Case studies from both the private and public sectors will be used to practice design skills.

#### Features and Outcomes

- Diagnosing the current states of conflict within the organization, and assessing readiness and commitment
- Understanding the range of system options and how to implement a system
- Establishing a design team and overcoming resistance



# The ILR School: Advancing the World of Work

Founded in 1945 as the New York State School of Industrial and Labor Relations and known today as ILR, we help people around the globe to work better and live better. We prepare leaders. We inform policy. We improve workplace practice. We impact working lives.

Extension and Outreach are where theory and practice come together. Part of ILR's broad mandate includes translating what we learn through research and what we teach in the classroom into resources for the workplace. Through a range of outreach programs, services, and activities, ILR expertise on workplace issues is readily accessible to organizations, managers and practitioners, union leaders and members, policy makers, and working adults.

## The Scheinman Institute on Conflict Resolution

The Institute combines the academic depth of an Ivy-league Institution with the practical knowledge of leading practitioners to create permanent capacity in organizations and deep, lasting skills in individuals. The Institute operates under the principle that conflict is an inevitable part of human interaction, and its resolution is an essential tool to learn larger lessons and promote organizational reform.



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