COURSE SYLLABUS

From Fixing to Facilitating: Essential Conflict Skills for Managers Course

This half-day course, provided in partnership with ADR Vantage, Inc., gives managers, supervisors, and team leads a third option for team conflict: instead of fixing it themselves or hoping it fades, they learn practical skills to help employees work it out on their own.

> Group classes (Live Online) and onsite training are available for this course. For more information, email onsite@graduateschool.edu or visit: https://www.graduateschool.edu/courses/from-fixing-to-facilitating-essential-conflict-skills-for-managers-course



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Course Outline

Module 1: Reframing Conflict

- Recognize the two default responses to team conflict, fixing and avoiding, and when each one backfires
- Reframe conflict as useful information about the team rather than a problem to make disappear

Module 2: The SHIFT Framework at a Glance

- Understand the five steps of the SHIFT Framework and why their order matters
- Recognize when conflict calls for another path first, such as a referral, a management decision, or coaching

Module 3: Set Up and Hear Perspectives

- Open a conflict conversation by naming your role, your stake, and what employees can expect
- Help employees feel actually heard by applying paraphrasing and open inquiry questions in live practice

Module 4: Identify Interests and Find Solutions

- Ask questions that get below stated positions to the interests driving the conflict
- Support employees to brainstorm and evaluate solutions they own, using empowerment rather than prescriptive questions

Module 5: Practice, Agreements, and Action Planning

- Apply the SHIFT structure in a live facilitated role play with coaching and debrief
- Test agreements against three criteria (specific, owned, and durable) and draft the opening lines of a real upcoming conversation