COURSE SYLLABUS

Manager-as-Mediator: Make the SHIFT Through Conflict Course

This course is designed for managers and supervisors and is provided in partnership with ADR Vantage, Inc. It delivers the practical SHIFT Framework for manager-led mediation in everyday situations, from coaching employees through difficult conversations to managing high-stakes dynamics and building team accountability.

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/manager-as-mediator-make-the-shift-through-conflict-course



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Course Outline

Module 1: Reframing Conflict

- Understand the purpose and framing of conflict, including psychological safety, recognizing conflict as a normal part of work, and the role of the manager as mediator.
- Reflect on personal approaches to conflict by identifying current challenges, lessons learned, and areas for growth.

Module 2: SHIFT Framework Overview

- Understand the components of the SHIFT Framework, including setting up the conversation, hearing each perspective, identifying needs, finding solutions, and tracking agreements.
- Apply the SHIFT Framework as a structured approach for managing conflict with clear sequencing and discipline.
- Differentiate between reactive and structured approaches to conflict management.

Module 3: Set Up and Perspectives

- Set up the conversation by clarifying purpose and desired outcomes, establishing guidelines and expectations, and defining the facilitator role as neutral and process-focused.
- Practice opening the conversation by developing a clear narrative and setting the tone for productive dialogue.
- Hear each perspective by applying active listening, maintaining neutrality, using paraphrasing and inquiry, and reducing defensiveness.
- Practice paraphrasing and questioning techniques to support balanced and effective communication.

Module 4: Needs and Solutions

- Identify needs by distinguishing between positions and underlying interests, as well as recognizing priorities and concerns.
- Find solutions through collaborative problem-solving, generating options, encouraging shared ownership, and increasing accountability.
- Practice applying mediation techniques in a managerial role through guided exercises and feedback.

Module 5: Agreements and Closure

- Track agreements by identifying key elements, establishing accountability, and planning for follow-up.

- Practice applying the SHIFT Framework from beginning to end in a structured mediation scenario.

Module 6: Integration and Action Planning

- Apply course concepts to real-world situations by preparing for upcoming workplace conversations.
- Develop effective opening language to initiate productive and constructive dialogue.