

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 in Live Online and onsite training is 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