

WEBINARS ON DEMAND

Leading Through Conflict

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In this webinar, I'm going to show you how exceptional leaders harness the power of conflict

I'm going to share with you how to **encourage and manage the right kinds of conflict** so that you **minimise the risks**, but more importantly, **create opportunities**!

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By the end of this webinar, you will…

Understand the difference between unnecessary and useful conflict.

Recognise that different kinds of conflict require different approaches.

Know how to create a safe environment for conflict in your organisation.

Identify the attributes of a conflict confident leader.

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Webinar overview

- Introduction
- Different kinds of conflict
- Different approaches to conflict management
- Creating a safe environment for conflict
- Attributes of a conflict confident leader
- How you can learn more

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About me

- Pracademic
- PhD in law / conflict management
- 25 years experience as a practitioner (mediator and coach)
- 25 years as an educator (university and private training)
- Founder of the REAL Conflict Coaching System

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Conflict happens!

Whether it's dealt with constructively or inappropriately or not at all!

Conflict that is not dealt with constructively will cost money – sooner or later, and probably much more than the cost of managing it well at an early stage.

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How do exceptional leaders lead through conflict?

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They understand the difference between





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- Often arises due to:
  - Poor communication
  - Inadequate conflict management skills
  - Lack of, or unclear, boundaries.
- Escalates because not addressed adequately or early enough.
- Causes harm with minimal opportunities for learning and growth.
- Usually preventable.

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- Allows people to share their different perspectives and concerns.
- Leads to increased communication and understanding.
- Promotes creative thinking and innovation.
- Builds trust.
- Creates opportunities for learning and growth.

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Exceptional leaders

minimise unnecessary conflict



encourage useful conflict

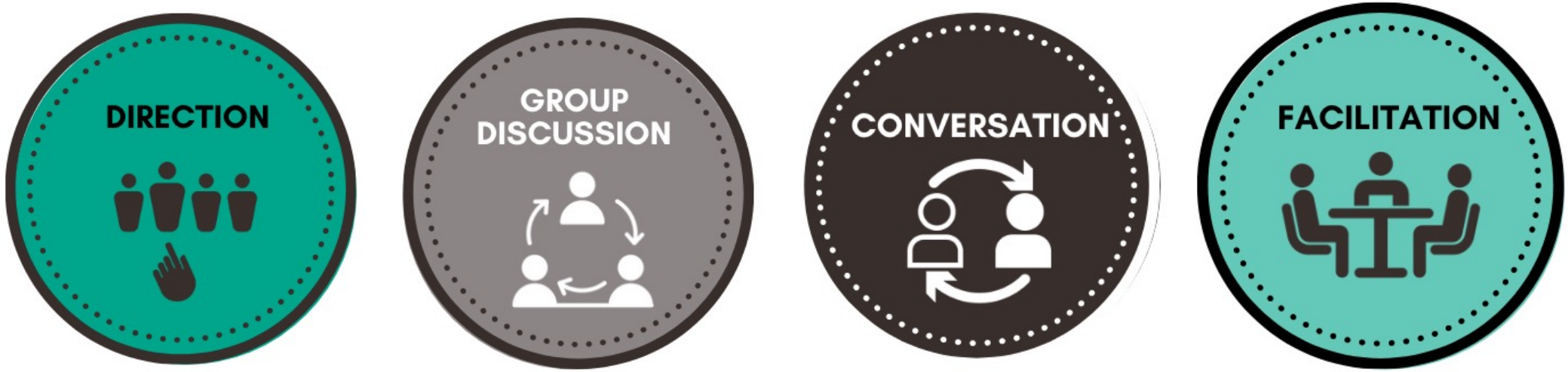


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They understand that different kinds of conflict require different approaches



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They encourage direct communication



- Leaders know that conflict is frequently caused by, and results in, a breakdown in communication.
- They encourage direct communication, as early as possible, where safe and appropriate.

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They provide support to enable people to talk



- Leaders know that it is not easy for people in conflict to talk to one another.
- They provide appropriate support to maximise people's opportunity to communicate effectively.

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They understand the systemic nature of conflict



- Leaders know that conflict is sometimes influenced by, and impacts, more than just the individuals directly involved.
- They are prepared to take a systemic approach to conflict management, ensuring that all relevant stakeholders are involved.

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They are prepared to direct when necessary



- Leaders know that there are times when the appropriate response to conflict is to use their power to direct an outcome.
- Effective conflict management is not always about having warm fuzzy discussions!

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Think about your organisation

- Do your leaders ACTIVELY PROMOTE conflict?
- Do your leaders actively promote CONSTRUCTIVE conflict?

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They create a safe environment



- Leaders ensure that there are clear expectations about how conflict should be handled.
- Leaders role model being open to disagreement.
- Leaders ensure that all staff are trained to communicate constructively.
- Leaders monitor and maintain safe environment for all employees.

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What does a conflict positive workplace look like?

- Disagreement is encouraged (in constructive ways).
- Employees are psychologically safe in conflict situations.
- There are strong expectations and boundaries to manage conflict, and these are known and accepted by everyone in the organisation.
- There are both formal and informal conflict support systems (which integrate).
- The workplace has a way to learn from conflict.
- Leaders are conflict competent and support employees to raise and manage conflict constructively.
- Employees are trained in conflict management and communication skills.

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Signs you might NOT have a conflict positive workplace

- There is no conflict (which usually means conflict happens behind closed doors).
- Employees are fearful of raising disagreements and concerns.
- Conflict management is inconsistent and ad hoc across the workplace.
- Conflict resolution processes exist but are rarely used. (Or only the formal processes are used with highly escalated conflict.)
- There is a high level of employee turnover (conflict often results in someone leaving the organisation).

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Attributes of a conflict confident leader

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WELCOMES CONFLICT

Invites staff to raise differences of opinion early, and in a constructive manner. Provides a safe and supportive environment for discussion. Is ready to have a hard conversation as soon as it is necessary.

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CREATES AND MAINTAINS EFFECTIVE BOUNDARIES

Sets and maintains good boundaries for yourself and for your team. Knows your employees and colleagues boundaries. Monitors and maintains boundaries. Responds and repairs when boundaries are violated.



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IS TRUSTED WHEN THINGS GET TOUGH



Trust can prevent conflict and stop it escalating because people will be open about their concerns early and willing to discuss them and to be collaborative in problem solving; Trust means that people will believe you will be fair in managing their conflict; and will help people accept outcomes that they may disagree with.

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CAN COMMUNICATE WELL IN CONFLICT

Shares information, tells the truth, admits mistakes, gives and is open to receiving constructive feedback, maintains confidentiality, communicate directly to the people involved with positive intent to resolve the issue.



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IS COMFORTABLE WITH EMOTIONS

Emotions can cause conflict, can escalate it, and can impact on how we manage it. Leaders need strong emotional self-awareness, self-management, social awareness and the ability to manage relationships.

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IS COMMITTED TO ONGOING DEVELOPMENT

Good leaders know that there is always more to learn, and aspire beyond mere competence to aim for artistry. They reflect on their successes and their failures and learn from all experiences.



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Conflict Management for Leaders



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Course Content

Expand All

1. Introduction to workplace conflict
   8 Lessons — Expand

2. Understanding conflict dynamics
   8 Lessons | 5 Activities — Expand

3. Conflict in the modern workplace
   6 Lessons — Expand

4. Topical examples of workplace conflict
   7 Lessons — Expand

5. Processes for managing workplace conflict
   7 Lessons — Expand

6. Attributes of a conflict competent leader
   7 Lessons — Expand

7. BONUS: Introduction to Conflict Management Coaching
   7 Lessons — Expand

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Colin Hodgson ★★★★★

Dove Nest Group, UK

I found the Conflict Management for Leaders course very practical. The connection between our company structure and the types of conflict that occur was eye opening and has been instrumental in influencing people's responses to conflict, both mine and other employees. My own responses to conflict situations have been informed and challenged by the sessions, I am better able to manage how I respond and as a consequence, focus on finding a way forward.



Eleanor Strang ★★★★★

Manager Customer & Corporate Services

The Conflict Management for Leaders course was amazing and very clear to follow. It is ideal for managers, supervisors and leaders. I could complete the course at my own pace, and I really enjoyed the videos and the resources supplied for each module. I have gained so much practical knowledge to assist me in my role. Do the Conflict Management for Leaders course, you will learn so many new skills to assist you in your working life and personal life.

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Tania Waters ★★★★★

Manager Human Resources,
Jackson McDonald Lawyers, Australia

I thoroughly enjoyed Samantha Hardy's Conflict Management for Leaders course. The content is practical, relevant, evidence-based and insightful. I also like the online delivery model, being able to schedule study when it suits me. Learning how to have difficult conversations and manage conflict effectively is an important life skill for everyone, not just managers!



Loriann Granados ★★★★★

Director of Human Resources
for Accessible Space, Inc. USA

Your incredible knowledge and experience coupled with your engaging and approachable teaching style makes this just an incredible course! Much more engaging than any other online experience! Really so very well done! The Conflict Management for Leaders course is for everyone, and specifically HR Managers and leaders who manage leaders - so that it can help to change the culture around conflict in the workplace.

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Nicole Carter ★★★★★

Social Worker in private practice,
Queensland, Australia

The training was excellent. I loved every minute of the online learning experience. It was absolutely fantastic. All of the information was spot on, relevant and easy to understand. It could be applied to any leadership role. This is a course necessary for your development as an effective leader, especially those who are in Social Work or any other helping profession. If you are serious about effective people management, then this is a course you cannot afford to miss out on.



Mark McPeak ★★★★★

Independent Consultant, USA

The Conflict Management for Leaders course is ideal for any leader or manager in any organization, particularly if they have not studied conflict before. Even if they have done some conflict resolution training, the first few modules will be a useful refresher before the more in-depth content in the later part of the course. The lectures are interesting and come in bite-sized bits, so they are easy to fit in around other commitments. The worksheets are particularly useful in applying your learning to your own particular context.

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Ann Aitken ★★★★★

Director of Nursing, Midwifery
and Facility Manager, Australia

The Conflict Management for Leaders course is for anyone who wants to better understand conflict with a view to managing it more pro-actively and more effectively. It is a very real world program!



Genevieve Heng ★★★★★

Venture Capitalist, Singapore

The Conflict Management for Leaders course was very enlightening and helped me to get a better perspective of the many types of conflict in today's modern workplace and the approaches to take in dealing with these conflicts. The pace was good and the worksheets allow for self reflection. I thoroughly enjoyed the course.

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