



SOCIAL DIALOGUE

MANAGING INTERPERSONAL WORKPLACE CONFLICT

13 – 17 JULY 2020
TURIN, ITALY

Information Note

BACKGROUND

As workplaces are becoming more diverse, with advances in technology and shifts in methods of work, and changes in organizational structures, the type of conflict being experienced in the workplace is changing. Increasingly, organisations are being faced with interpersonal and relationship-based conflict caused by the breakdown of trust, communication and understanding between management and workers, and/or between workers themselves.

Although difference in cultural, ethnic and demographic background, does not per se cause conflict, the way in which organisations, their employees and employees' representatives manage and express these differences, can contribute significantly to the development of interpersonal and relationship-based conflict in the workplace.

Not only does this type of conflict have a significant impact on the well-being of the individuals involved in the conflict, it often affects other members of the team or department who directly or indirectly become drawn into the conflict situation. In addition to the individual and team impact, such conflict carries the risk of negatively affecting productivity and the profitability of the enterprises. Research shows that ineffective conflict handling costs organizations millions of Euros each year. In the event that interpersonal conflict is not effectively managed, the sustainability of the business and the jobs of its employees may be threatened.

Some workplace conflict may be appropriately addressed through, not only consensus-based processes such as negotiation, but also through parties exercising their power or engaging a third party adjudicator. However, in the case of interpersonal and relationship-based conflict, where one is dealing with not only 'facts' but personal perceptions and interpretations, negotiation and joint problem-solving processes are the most appropriate and effective way of addressing the conflict situation. This is because such processes enable parties to focus on their (unmet) needs and interests, and work towards outcomes which address the underlying causes of the conflict and which meet both of their needs.

Given the complex nature of such conflict, organisations/enterprises and their members are being called upon to manage conflict with greater self-awareness, sensitivity and skill. They need to be much more alert to potential conflict and its development, and very importantly, conflict managers need to be sufficiently skilled to address conflict proactively, in order to minimise the risk of the conflict escalating.

More skilled and effective intervention can make a considerable difference to the productivity of organizations and the morale and commitment of its members.

OBJECTIVES

Against this background, the objectives and focus of this exciting 5 day programme is to assist conflict managers in dealing with interpersonal and relationship-based workplace conflict to:

- be more self-aware (of their own predominant conflict handling style and patterns of behaviour and thought which informs their way of handling conflict);

- enhance and/or develop their knowledge, skills and competencies to intervene early in the life of a conflict before it escalates into a dispute;
- identify effective conflict management styles and adopt situation-appropriate styles and processes;
- work towards outcomes which address the parties' underlying needs and concerns; and
- adopt behaviours and enhance and/or develop their core skills and competencies which support them in achieving more effective and sustainable outcomes. resolution body.

PARTICIPANTS' PROFILE

- Line managers (i.e. any persons who have the responsibility for managing others)
- Human resources managers and officers
- Workers' representatives
- Staff from labour dispute agencies
- Staff from Ministries of Labour involved in dispute prevention and resolution
- UN Staff and ombudsperson
- Industrial relations experts and practitioners

CONTENTS AND METHODOLOGY

1. INTRODUCTION

What is interpersonal conflict? What it is not?

2. RESPONSES TO CONFLICT

- Individual responses to conflict
- Organisational responses to conflict
- Consequences of conflict on individuals and organisations
- Individual conflict management styles
- Conflict as an opportunity for understanding, learning and development

3. UNDERSTANDING CONFLICT

- What causes conflict
- Different types of conflict
- Development of conflict and the Conflict Path
- Conflict detection and early intervention

4. APPROACHES TO CONFLICT MANAGEMENT

- Identifying approaches to conflict management
- Adopting an appropriate conflict management approach
- The impact of organisational and individual approaches on workplace conflict
- Conflict management processes

5. OUTCOMES IN CONFLICT MANAGEMENT

- Exploring outcomes in conflict situations
- Working towards needs-focused outcomes – distinguishing between positions and needs; extracting needs; reframing positions to needs.

6. SKILLS AND BEHAVIOURS FOR EFFECTIVE CONFLICT MANAGEMENT

- Identifying behaviours, qualities and skills of effective conflict managers
- Building rapport
- Effective listening and paraphrasing
- Use of questions
- Working with emotions

7. ASSUMPTIONS, PREJUDICE AND STEREOTYPING

- The impact of assumption, prejudice and stereotyping on conflict
- Building self-awareness about assumptions, prejudice and stereotyping
- Understanding the 'Ladder of Inference'
- Managing assumptions

8. PREPARING FOR 'DIFFICULT CONVERSATIONS'

- Understanding the elements of a 'difficult conversation'
- Preparing for a "difficult conversation"
- Reflecting on the experience of preparing for a "difficult conversation"

LANGUAGE

The workshop will be conducted in English and participants are therefore expected to have a good command of the English language.

APPLICATIONS

The ILO promotes equality of opportunities and strongly encourages women's applications.

The cost of participation (**2,285 Euros**) should be paid in advance by the participant or his/her sponsoring organisation.

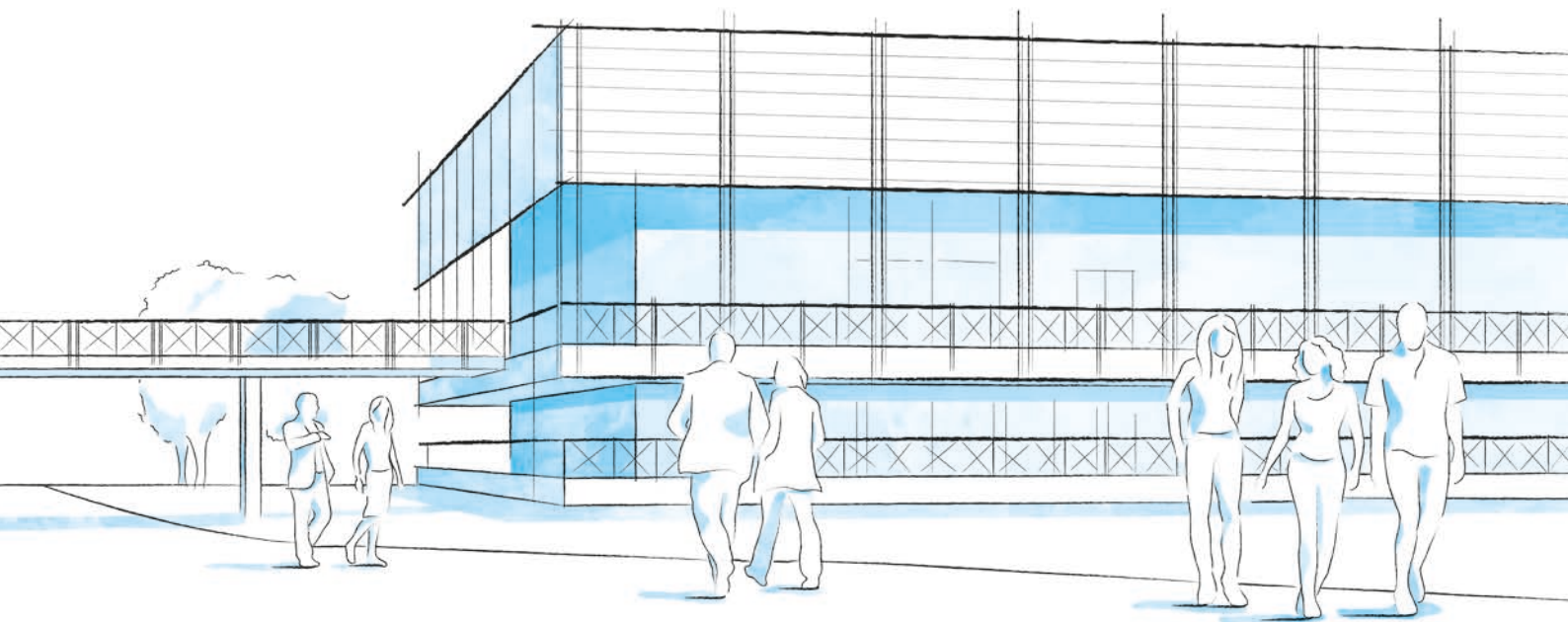
Participants will be provided with full board accommodation with private facilities at the ITC/ILO Campus, routine medical care and medical insurance, use of computer and internet facilities.

In order to apply for the course please click on the following link:

<https://oarf2.itcilo.org/STF/A9012785/en>

and fill in the application form that appears. You will be required to attach a sponsorship letter from the Institution that will cover your course fees and travel.

Please note that the deadline to apply is **29 May 2020**.



CAMPUS LIFE

A THRIVING UNITED NATIONS CAMPUS AND COMMUNITY OF PROFESSIONAL PEOPLE FROM AROUND THE WORLD

- **Three organizations** from the United Nations system on campus
- **More than 300 training courses** and activities in a stimulating international environment
- **Thousands of participants** from all over the world

ENVIRONMENT AND SURROUNDINGS

Grab a campus bicycle and explore the Turin Centre.

Located in a leafy park on the banks of the Po River, it's a great place for study and collaboration. Experience innovative learning and training methods in modern classrooms equipped with simultaneous translation services.

HOUSING, DINING, AND MORE

Comprising more than 280 private dormitories, the **Turin Campus provides a broad range of services for course participants and partners** including a free-flow restaurant, bank, travel agency, laundromat, post office, gym, medical services and a reception desk open 24/7.

COMMUNITY ENGAGEMENT AND DIVERSITY

Participants can enjoy social events organized by the Turin Centre as well as by their course facilitators.

Whether on or off campus, people from different cultural backgrounds have the opportunity to listen to live music together, cook and share traditional foods, or team up to play games and network.

INFO

FOR FURTHER INFORMATION PLEASE CONTACT

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