

ESSENTIAL CONFLICT MANAGEMENT COMPETENCIES FOR TODAY'S LEADERS

Program Overview

Twenty-first century organizations are often described as flat, flexible, networked, diverse, and global. These organizational characteristics create a very challenging landscape for leaders to operate in. In order to be an effective and efficient leader who produces results that address important bottom-line numbers, one must be an expert in their functional area. However, this technical expertise alone is rarely sufficient to be successful.

To navigate and succeed in the turbulent organization of today, a leader also needs to know how to build and repair important working relationships, manage conflict in the workplace, and solve complicated problems via negotiation. The two full day (or four half-day) training sessions address these important and often overlooked leadership competencies.

Program Topics

Building and Repairing Healthy Work Relationships

Topics/Activities (half-day):

- Key working relationships self-assessment
- Trust exercise
- Trust – What is it? How do you build it?
- Broken trust exercise
- What leads to mistrust? How do you repair broken trust?

Managing Conflict at the Workplace

Topics/Activities (half-day):

- What is conflict? Types of conflict
- Conflict diagnosis at your organization exercise
- Thomas-Kilmann's Conflict Mode Instrument Self-Assessment
- Managing conflict at your organization exercise
- Difficult conversations

Solving Work Problems via Negotiation

Topics/Activities (full day):

- Definition and scope of negotiation
- Negotiation mistakes and myths
- Preparation for negotiations
- Negotiation exercise
- Claiming value in negotiations
- Negotiation exercise
- Creating value in negotiations

Program Objectives

Participants who complete these sessions will be able to:

- Build and maintain healthy working relationships
- Manage conflict effectively by matching the appropriate conflict management method to the particular conflict situation
- Prepare for negotiations
- Create value in negotiations
- Claim value in negotiations

About the Instructor



Dr. Robert D. Yonker is an Associate Professor of Management in the College of Business and Innovation at The University of Toledo. He holds a Ph.D. and M.A. in Industrial and Organizational Psychology from the University of Missouri-St. Louis, and a B.A. in Psychology from Bowling Green State University.

Dr. Yonker is a recognized authority in human resource management, leadership and negotiation. He teaches courses in negotiation and conflict management, training and employee development, organizational staffing, and leadership. Dr. Yonker has been the recipient of a number of awards for exceptional teaching including the DeJute Award for Undergraduate Teaching Excellence and most recently, he was selected as The University of Toledo Outstanding Teacher in 2013.

His research interests are in the areas of negotiation, conflict management, decision making, and creating high performance HR and leadership practices. His articles have appeared in journals such as *The International Journal of Conflict Management*, *The Journal of Applied Social Psychology*, *Journal of Management Development*, *Development and Learning in Organizations: An International Journal*, and *The Journal of Compensation and Benefits*, among others. Dr. Yonker is a member of the Academy of Management, the International Association for Conflict Management, the Society for Industrial and Organizational Psychology, the Society for Human Resource Management. In addition, Dr. Yonker is an active executive and leadership educator, speaker, and consultant in a variety of both public and private sector organizations.

If you wish to tailor this program for onsite training at your company, please contact Carrie Herr, CFCI Director, by calling 419-530-2037 or via email at carrie.herr@utoledo.edu.