

Managerial Decision Making & Problem Solving with Conflict Resolution

ChangeWorks
Inc.



Problems and conflicts...Every organization has them, and every manager and every supervisor is responsible for solving and/or resolving them. This highly interactive five-day skill-building workshop will help your managers and supervisors continue to develop these critical competencies:

PROBLEM SOLVING

❖ Determine Your Concerns

- Of everything that is going on, what should we work on, and what should we work on first?
- Use concern-identification tools: brainstorming, criteria setting, polling, and priority setting
- Select one concern to resolve

❖ Solve Problems

- Problem solving is a search for the cause of the problem
- Define any problem completely in four dimensions
- Build a "comparison base" to make finding the solution easier
- Use "distinctions" and "changes" to identify the source
- Test "possible causes" and verify the true cause
- Determine the action(s) to take to eliminate the problem

❖ Make Decisions

- Decision making is making the best balanced choice
- Determine and order the objectives of the decision
- Define "MUSTS" and "WANTS" and weight the importance of the "WANTS"
- Identify and evaluate alternatives for the decision
- CREATIVITY is the key
- Make the best balanced choice considering satisfaction of objectives and acceptable risk
- Use the decision-making format to present recommendations so that action is taken

❖ People Problems

- Discuss overview of the Performance System
- Understand job performance problems - categories, problems, and solutions
- Set performance expectations and provide performance feedback
- Provide reinforcing consequences and needed information
- Handle task interference and provide appropriate training
- Know the 5% and what to do about them



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CONFLICT RESOLUTION

❖ Identify "Interests"

- Why identifying and satisfying "interests" is better than supporting "positions" or "conclusions"
- Understand your own interests and the interests of others
- Check it out: verify interests

❖ Conflict Resolution

- We can get what we want, even in difficult situations
- Separate the people from the issue, make a human connection, and level the playing field
- Resolve the issue on its merits, concentrate on interests, develop options for mutual gain, and employ objective standards

❖ Implementing Plans Successfully

- Plan for the resolution of conflict
- "Protect" the plan

❖ Facilitating Conflict Resolution

- Coach, counsel, and facilitate
- Tools, techniques, and practice

ACTION PLANNING

- ❖ **What?** What are we going to do?
- ❖ **Who?** Who will help us do it?
- ❖ **When?** By when will it be done?

Although this program is available in several formats, five full days is recommended.

