



INTERNATIONAL
THEORY OF CONSTRAINTS

***Conflict Resolution through
Winning Collaboration***

2 Day Workshop

Featuring:

- **Unique and powerful tools that successfully overcome many types of conflicts – one-on-one conflicts, empowerment issues, system-wide root problems, internal dilemmas and more**
- **A step by step process to define any conflict in a way that makes sense to all parties**
- **New ways to find breakthrough solutions that will permanently eliminate the conflicts**
- **How to communicate in a hostile or emotional setting**
- **Ways to find solutions, moving both sides from “you against me” to “us against the problem”**
- **Effective ways to positively influence the half-baked ideas of your boss, your peers and your employees, before it’s too late**

Introduction

Everyone faces conflicts and poorly thought-out ideas in their day-to-day lives. Some conflicts have a destructive impact on relationships. These conflicts make it more difficult to carry on a working relationship, even when such relationships are a “must”. Other conflicts, while less destructive, make life at home and at work more challenging, more stressful and less productive.

This 2-day workshop provides two advanced, proven tools for building positive collaboration among teams and co-workers, with external relationships, family members and others. The facilitators have every participant apply and practice the techniques in class, with both school and real-life examples. Using this approach, you will return to

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your organization and family with an effective, step-by-step approach to achieve a much higher level of leadership and communications skills.

In *Conflict Resolution through Winning Collaboration*, participants learn a *scientific approach* to dramatically increase the chance of success in human interaction. Conflicts come in many flavors, so the entire first day concentrates on how to successfully resolve the following types of issues:

- conflicts between individuals,
- system conflicts,
- empowerment conflicts, and
- internal, decision-making conflicts.

In **Transforming Negative Behaviors**, taught on the second day, participants learn how to cause others to self-correct negative actions, ideas and behavior in a way that builds positive relationships. Today, many managers and leaders find it difficult to influence these behaviors using an authoritarian approach. Attendees learn and practice the powerful, Socratic method of getting people to listen to, and act on, your feedback and advice.

Thousands of attendees have agreed that the *Winning Collaboration* approach is a better way to deal with tough issues. Through the valuable insight and hands-on practice sessions in this workshop, you will elevate your skills in dealing with difficult situations and people to an entirely new level. This workshop offers you new and unique tools to construct and communicate common sense in a more powerful way.

With practice, you will master these new skills and vastly increase your value to your organization. As you find yourself more and more able to influence people and decisions in a way that is positive to you and your organization, your quality of life will greatly improve.

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During the workshop, you will master the following subjects:

- **How to define a conflict in simple, common sense terms**
- **Overcome conflicts systematically, using a step-by-step approach.**
- **Communicate in a tense situation, reducing friction and bringing the other side to collaborate with you willingly.**
- **How to get others to listen to your negative feedback and advice, without resentment.**
- **Resolve empowerment issues to reduce fire-fighting.**
- **Build your leadership, negotiation and conflict resolution skills using proven tools and techniques**
- **Identify breakthrough, win-win options to overcome any conflict.**
- **Communicate logically, using three powerful rules of logic**

Who Should Attend?

Many people attending this workshop have had some prior training in “soft” management skills. While there are no prerequisites for this workshop, it will particularly benefit those people who have tried other techniques and found them lacking or insufficient. This workshop is designed for executives, managers, supervisors, union leaders, program managers, engineers, project managers, and others who want to build on existing skills with a more scientific approach. This workshop is essential for anyone involved in implementing change in his or her organization. Anyone concerned about being more successful in working with other people in today’s stressful environment will also benefit.

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Agenda

Part I – Conflict Resolution

- 1) Introduction to Conflict Resolution Through Winning Collaboration**
 - a) Participant and instructor introduction and expectations
 - b) Workshop objectives
 - c) Workshop structure – modules and approach
 - d) Paradigm Shift – New ways of influencing relationships
 - e) Types of conflicts
 - f) What symptoms make it so difficult to resolve conflicts
 - g) The core problem of all conflicts

- 2) Constructing the Conflict Diagram**
 - a) Five major elements of resolving tough issues
 - b) How to separate needs and wants (demands)
 - c) The five box Conflict Diagram – wants, needs and common objective
 - d) Define a Day to Day Conflict accurately and precisely – Case Study
 - e) Defining a conflict – participant examples

- 3) Finding Win-Win Solutions**
 - a) Three opportunities for finding solutions
 - b) Understanding assumptions underlying a conflict – Case Study
 - c) Finding solutions that overcome assumptions – Injections for the case study
 - d) Finding assumptions and injections – participant examples

- 4) Successfully Communicating a Conflict – Winning Collaboration**
 - a) The five step communications process
 - b) Avoiding manipulation – Being open to solutions on all sides
 - c) Developing win-win solutions together
 - d) When to stop – three possible outcomes

- 5) Dealing With Other Types of Conflicts**
 - a) Apply the Conflict Diagram technique to empowerment conflicts
 - b) Other types of conflicts – internal, system and chronic
 - c) Folder of real-life examples

Part II – Influencing Poorly Thought-Out Ideas and Negative Behavior

- 1) Understanding the other person's ideas / motives.**
 - a) The positives in every idea
 - b) Is the purpose behind the idea worthwhile pursuing?
 - c) The negatives – what bothers you the most
 - d) Will the negatives really occur? Under what circumstances?

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- 2) **Transforming Emotion and Confusion into Logic**
 - a) Rules of Logic – Clarity, Causality, Sufficiency
 - b) Three layers of logic – Covey's 7 Habits
 - c) Examples
 - d) Exercises and case studies
 - e) Using the rules to scrutinize logic

- 3) **School Example**
 - a) A real-life idea with probable negative side effects
 - b) Defining the positives and negatives
 - c) Separating entities into supporting logic and direct outcomes
 - d) Creating the negative branch

- 4) **Participant Examples**
 - a) Construction of negative branch, based on attendee examples
 - b) Presentation of negative branches for scrutiny
 - c) Three keys to successful communication of a negative branch

Facilitator Profiles



Gerald I. Kendall, PMP

Gerry is a world expert in the Theory of Constraints. He is a Project Management Professional (PMP) with extensive senior management and consulting experience. Gerald has consulted across the U.S., Canada, Mexico and Asia dealing with issues of change management and organizational strategies. His experience includes extensive work in the supply chain, project management, labor relations, production logistics, marketing, sales, operations and human resource development. He has worked in strategic planning with the senior executives of a wide range of industries including medical products and services, shipbuilding, aluminum and steel production, high technology, food production and electric and water utilities.

Gerry is a graduate and silver medal winner of McGill University, and author of the books *Advanced Project Portfolio Management and the PMO* and *Securing the Future, Strategies for Exponential Growth Using the Theory of Constraints*.



Jacquelyn K. Kendall, PMP

Jacquelyn Kendall is an expert in the areas of Theory of Constraints, supply chain improvement, strategic planning, production logistics, organization and training, management skills, union relationships, finance and measurements and market development. Jacquelyn has facilitated public training programs with York University in Toronto, Canada, as well

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as public and on-site executive and management training programs with thousands of individuals and dozens of groups over the past 10 years.

Jacquelyn's clients include aluminum and steel companies, food service and cigarette multinationals, judicial systems, leading health insurance companies and a wide variety of manufacturers and distributors. She has worked with union presidents, CEOs and senior management teams of many organizations, helping them find the common ground across functional areas to implement successful improvement strategies.

For More Information or to set up a program on your site:

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