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# CONFLICT MANAGEMENT

There is a tendency in higher education to set aside difficult issues in an attempt to preserve a collegial environment, but this can lead to less accountability and issues simmering quietly rather than being resolved. This learning plan will help you develop your understanding of conflict, what causes it, and strategies for managing it when it arises.

**Webcast Recordings** . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . **~4 hours**
The following trainings will help you gain a deeper understanding of conflict and how to manage it.

Webcast Recording- Learning to Lead Through Conflict (1 hour)
This webcast uses 5 scenarios to help you learn to identify the root causes of conflict, understand how office climate and interpersonal communication styles impact tense situations, and evaluate your own emotional intelligence.

Webcast Recording- Conflict Management for Institutional Leaders (1.5 hours)
This webcast will impart practical strategies for managing and resolving conflict, including how to understand the nature and drivers of conflict, how to differentiate between a conflict and a formal dispute, and how to use framing when addressing tense situations.

Webcast Recording- Managing Difficult Faculty (1.25 hours)
Difficult faculty are particularly challenging to manage as they are often tenured and don't acknowledge the department chair as a true authority. Academic leadership must nonethe less address their behaviors as they can undermine your department's effectiveness.

Activity- Collaborative Learning Design
This document describes a group activity we think could be adapted for use with this learning plan to great  success. We recommend tweaking this activity by asking participants to review their assigned webcast prior to meeting to help prevent participants from getting burned out.

**Additional Resources** . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . **~2-10 hours**
The resources contained in this section will help you develop a broader awareness of conflict in higher education.

Book- Communication and Conflict Management: A Handbook for the New Department Chair ($75.00)
This book acts as a primer on essential communication and conflict management skills.

**Non-AI Publications**

Kriteck, Phyllis Beck. *Negotiating at an Uneven Table: Developing Moral Courage in Resolving Our Conflicts*. Jossey-Bass, 1994.

Gallagher, Richard S. *How to Tell Anyone Anything: Breakthrough Techniques for Handling Difficult Conversations at Work*. New York: American Management Association, 2009.

Cipriano, Robert E. *Facilitating a Collegial Department in Higher Education: Strategies for Success*. San Francisco: Jossey-Bass, 2011.

Ury, William. *Getting Past No: Negotiating Difficult Situations*. New York: Bantam Books, 1991.