

RRG CONSULTING





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RRG CONSULTING

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CORPORATE DEVELOPMENT TOOLS & TRAINING

Conflict Resolution Training

Effective conflict management increases team productivity and innovation, and attracts top talent. Our Conflict Resolution Training (CRT) program will provide participants with in-depth feedback on their responses to conflict and how their behaviors influence their team. Participants will gain understanding about how to manage their emotions and communicate positive contributions with their team when potential conflicts arise.

These courses blend online and in-person training sessions. The first part of the CRT program utilizes online training to provide

an overview for effectively handling conflict.

The second portion delves deeper and provides in-person training to focus on practical techniques participants can use in their day-to-day operations. Role-playing exercises will be designed to simulate conflict scenarios provided by the participants. As a result, participants become equipped to reduce the harmful effects of future conflicts while confidently addressing current situations in ways that strengthen team relationships.

Note that training programs can be scaled or broken up to fit the scheduling needs of your organization. Please consult regarding rates.



ENTERPRISE PROFILE AND DEVELOPMENT

Enterprise Profile and Development (EPD) is a comprehensive program that allows us to assess and determine top areas of conflict within an organization followed by a customized conflict resolution education and management plan. We identify the most common conflict scenarios through data analytics, industry-specific surveys, and interviews; using individual assessments, we determine each department's profile as well as enterprise-wide conflict behavior trends and indicators.

- ▶ Enterprise-wide and business unit specific
- ▶ In-person and online
- ▶ Ongoing support via weekly collaborative calls as well as online consultations
- ▶ Benchmarking every six to twelve months to measure program effectiveness and assure alignment with enterprise core competencies

Estimating Organizational Conflict

While informative to understand the broad scope workplace conflict, the existing scientific research only succeeds in painting a generalized/aggregated picture of the hidden and direct costs of conflict for organizations. The merit of RRG's approach to estimating the cost of conflict is individualized customization. Our algorithm considers factors omitted by prior work in order to produce a highly accurate estimate of what conflict is costing your organization. For example, existing cost calculators fail to account for the type, level, and duration of the conflict, which are critical omissions since some forms of conflict are productive—especially if resolved swiftly and without incident (Jehn, 1997).

Instead, we collect data from a variety of internal and external sources and approach calculating the degree of conflict in an organization from three distinct sources—the individual employee,

the firm, and the quality of the match. To assess how individual employee characteristics may influence conflict, we develop a robust profile of personal characteristics to include demographics, education, experience, employee rank, organizational tenure, salary and benefits, family structure (i.e., work-life balance), organizational commitment, role clarity (and more). At the firm level, we consider a number of customizable and proprietary factors such as organization segment and type, regional cost of living, access to a qualified workforce (and more). Our match analysis assesses the degree to which employees are able to work effectively with each other (and in teams) and how the structure of the firm aligns with the personal characteristics of its workers. This allows us to quantify the quality of the employee-to-employee match and the firm-to-employee match in order to assess how alignment in both of these relationship types impacts workplace conflict.



Assessment 1.0

Organizational Conflict Profile (OCP)

This assessment identifies the type, level, source, duration, and intensity of the conflict as a starting point. The tool also captures demographic/characteristic data regarding education, experience, employee rank, organizational tenure, salary and benefits, family structure (i.e., work-life balance), organizational commitment, job satisfaction, turnover intentions, role clarity (and more). At the firm level, we consider a number of customizable and proprietary factors such as organization segment and type, size, structure, personnel management practices, regional cost of living, access to a qualified workforce (and more).

Assessment 2.0

Conflict Cost Calculator “the C3”

This assessment identifies the cost of conflict to an organization. We do this by mapping the 1.0 assessments data against a number of firm-level data points and industry averages. For example, we consider the type, level, duration, and intensity of the identified conflict against variables such as wasted time, absenteeism, presentism, turnover, commitment, legal support, grievance filing (and more) to estimate the cost of conflict to the organization. In doing so, we consider, the cost of turnover X the gross worker wage.

What does Conflict Cost the Organization?

According to CPP Inc., employees in the United States spend almost three (3) hours per week involved with some form of mild to intense conflict, which amounts to approximately \$359 billion in paid hours or the equivalent of 385 million working days nationally. Another study by AtTask, who defined conflict as “...any workplace disagreement that disrupts the flow of work,” found that organizational managers can spend upwards of 26% of their time managing conflict in the workplace, which accounts for nearly one full workday each week. Moreover, direct costs such as litigation from grievance filings, insurance premium increases, theft, and sabotage to projects and equipment can result from workplace conflict.

What does Conflict Cost the Employee?

Conflict, if left unresolved, can also lead to attitudinal and behavioral issues among employees and staff that carry hidden costs. For example, reductions in productivity, decreased job satisfaction and commitment, absenteeism, and eventually turnover all lead to bottom-line costs, increased hiring costs, and disruptive restructuring (Lewin, 2002). A litany of academic research on employee conflict (De Dreu & Gelfand, 2008; Jehn et al., 2008) has further indicated that managing conflict is an essential workplace skill, since interpersonal stress, wasted time, decreased motivation, and avoidance behaviors resulting from conflict can pejoratively influence organizational climate and employee functioning. However, fewer than 40% of all U.S. employees have received any form of conflict management or dispute resolution training.

What is the 'Bottom-Line' for my Company?

RRG offers a customizable way to assess and estimate the propensity of employee conflict and can produce an annualized cost of conflict for your organization. Our approach is unique to each partner and we tailor our data collection and empirical analysis based on the needs of your organization. Our algorithms will produce robust, highly accurate, and granular data, which are based on scientific research. This approach allows the organization to improve decision making in an effort to reduce future conflict and associated costs.



Conflict MGMT Profile (CMP)

The **Conflict Management Profile** is an online test designed to identify participants' top hot buttons for conflict. An in-person or virtual breakdown of the data is provided to develop a plan for effectively managing conflict scenarios.

Participant outcomes:

- ▶ Gain a better understanding about how conflict emerges
- ▶ Increase awareness of personal constructive and destructive tendencies
- ▶ Develop a tangible plan for cooling hot buttons and strengthening constructive responses to conflict
- ▶ Receive a personalized summary report

Interactive Conflict Training (ICT)

Interactive Conflict Training using in-person role-plays, designed prior to training and based on the top three conflict scenarios participants face according to the organization. Participants will perform the role-plays under the supervision of the trainers to practice applying practical techniques to resolve the conflict.

Participant outcomes:

- ▶ Identify and use techniques to resolve realistic conflict scenarios within their organizations.
- ▶ Receive feedback from a panel of trainers on ways to improve upon their performance within the role-plays.
- ▶ Develop a plan for diffusing conflict specific to their organizational responsibilities.



Collaborative Subscription Platform (CSP)

The Enterprise Profile and Development program insures personalized and continued support by allowing all members of a team to attend a weekly consulting session facilitated remotely by a conflict resolution expert. Digital recordings and executive summary transcripts are made available through our secured enterprise portal for reference and access to team members unable to attend weekly sessions.

- ▶ Provides private access to your organization's customized on-line curriculum (on-line courses billed separately)
- ▶ Individual CDP (Conflict Dynamics Profile) dashboard
- ▶ On line consultation requests and fulfillment
- ▶ Knowledge repository with your organization's conflict resolution internal and external resources

Our online helpdesk system is available to process support requests, questions, or concerns related to conflict management within 24 hours

One-on-One Training

Personalized coaching to executives is available upon request and can be facilitated in person or by teleconference.

In this program, we will develop a strategy based on your unique strengths and experiences. Through case studies and experiential exercises—including ones that place you in the shoes of someone going through conflict—you will develop and fine-tune essential conflict management skills. By moving beyond typical mentoring and day-to-day managing, you will find new ways to resolve conflict while strengthening your team and adding value to your organization. Our one-on-one training sessions take place over two consecutive half days and involve a short interview and an online assessment (CDP) one week prior to the coaching event date.

Distance Learning Training (DLT)

Our online training platform is designed to provide techniques and practical digital role play scenarios. Many of the online courses count for continuing education credit for over 150 different organizations. Upon completion of the courses, participants will receive a certificate of completion. Many of the courses will provide a certificate from Texas A&M University.

Participant outcomes:

- ▶ Improve your ability to identify conflict and appropriate strategies for successfully managing interactions
- ▶ Develop enhanced communication skills and techniques to effectively resolve conflict within your organization
- ▶ Increase self-awareness regarding your contribution to effectively managing conflict

Rapid 3rd Party Mediation (RPM)

RRG Consulting provides mediations for disputes that escalate within an organization. Examples include the grievance process within independent school districts and in-house mediation within corporations.

THE CULTURE WORKS®

An innovator in Employee Engagement solutions, The Culture Works® is home to *What Motivates Me Engagement Training*,™ *All In Leadership Training*,™ and *Carrots Recognition Training*,™ and is the provider of *The Motivators Assessment*™—the world’s most extensive and scientifically tested assessment to help individuals identify their unique blend of core motivators.

What Motivates Me, The Culture Works®

This is an empirically validated tool that identifies a person’s individual blend of engagement drivers, helping employees and their managers make some relatively small changes in job responsibilities or work situations that create huge boosts in engagement.

Participant outcomes:

- ▶ Develop an understanding of what motivates and demotivates them individually
- ▶ Identify the top motivators for their direct reports
- ▶ Identify roles and responsibilities that energize their employees
- ▶ Grow a deeper understanding of their employees, which will drive higher engagement and stronger workplace productivity.

All In, The Culture Works®

Based on a global 300,000-person research study of high-performance managers, the one-day *All In* leadership training teaches specific leadership skills so managers can build a profitable, winning work-group culture of their own where employees give that extra push of effort that leads to outstanding results. Designed for supervisors, managers, and executives of all levels who want to create a unifying team culture, learn vital leadership skills, and inspire a new level of commitment and performance in their work groups.

Participants will build specific action plans for their teams from the *All In* 7-step leadership road map:

- ▶ Define a burning platform
- ▶ Create a customer focus
- ▶ Develop agility
- ▶ Share everything
- ▶ Partner with your talent
- ▶ Root for each other
- ▶ Establish clear accountability



CUSTOMIZED ONLINE LEARNING & LMS INTEGRATION



Three Step Approach

RRG offers effective online learning, customized curriculum, and LMS integration to help address your learning and development needs. Every organization has its own unique set of challenges, culture, and strategic needs. Our philosophy to learning and development is centered around a three step approach.

DEFINE

Assessing company needs through a discovery process, thus informing the true needs of the organization.

DESIGN

Formulate cutting edge curriculum and learning plans to address your needs

DEVELOP

By working hand in hand with the partnering organization through the implementation of the curriculum, we strive to develop informed and confident leaders.

This approach allows us to utilize our team of experts to create a transformational type of curriculum that addresses organization needs, growth, and strategy.

HUMAN PERFORMANCE CONSULTING & TRAINING

Improve Productivity

Understanding the genesis of human error teaches us how it can be better managed. This translates to positive results in all parts of your organization, and at an individual level. Nobody wants to be the person singled out for an error, especially when anyone given the same situation would have made the same mistake.

These courses are designed to instruct organizations and their employees how to predict, prevent, and correct human error within the framework of the systems they work within. The principles and practices of human performance improvement are universally applicable regardless of the industry or agency you work. This training is for anyone who desires to improve productivity, safety, and quality.

WORK SYSTEMS

CULTURE



PROCESS

EQUIPMENT



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