



COURSE SPECIFIC COACHING GUIDELINES

COMFORT IN CONFLICT

- ✚ This may be the first course a participant takes in the program. SUPPORT and ENCOURAGEMENT are key. The focus is to help the participants get to know 'WHO THEY ARE IN CONFLICT'. It is also to introduce them to the ADRLi learning experience

- ✚ It is very likely that you will often intervene in role plays at this level. The expectation is that the interventions and feedback will be educational, supportive and encouraging. Remember that you are working with adults – respect that they have many skills, they might just be struggling with the one they are practicing – remind them that we celebrate mistakes in our courses because it means they are learning something new.

- ✚ Topics Covered:
 - Definition of conflict
 - ADR Continuum
 - Positional to Collaborative
 - Who are you in conflict? Conflict Styles Inventory
 - Conflict Engagement – KEN Principle – Approaching Conflict – Resolving Internal Conflict – Clearing the Air – Clarifying Assumptions – Giving and Receiving Feedback
 - Dialogue vs Debate
 - Preparing self for Conflict Resolution
 - CALM Model
 - About needs and interests

- ✚ Skills that are Coached
 - Clarifying Assumptions
 - Questioning from a place of curiosity to understand – open
 - Active Listening – Demonstrating Understanding
 - Paraphrase practice
 - Roleplays using the CALM Model

COACHES MAY BE NEEDED FOR THE AFTERNOON OF DAY 1 (DEPENDING ON THE NUMBER OF STUDENTS) AND WILL BE NEEDED FOR THE FULL SECOND DAY. If it is the first time coaching in this course then you will be expected to attend both days before you can coach in it.

COMMUNICATING THROUGH CONFLICT

The University recommends Comfort in Conflict before attending this course, but it is not a required pre-requisite.

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- ✚ Topics Covered:
 - Emotional Intelligence
 - Cognitive Behaviour Model (think, feel, do loop)
 - Rules of Engagement
 - Passive, Aggressive, Assertive - DESC Model
 - Common Needs

- ✚ Skills that are Coached
 - Assertiveness practice using DESC Model
 - Listening Skills - acknowledgement, empathic responses, paraphrasing, summarizing
 - Using "I" statements
 - Questioning – open, clarifying and probing

COACHES ARE REQUIRED FOR THE FULL DAY.

COMMUNICATING THROUGH ESCALATED CONFLICT

The University recommends Comfort in Conflict AND Communicating through Conflict before attending this course, but it is not a required pre-requisite.

- + This may be the first course a participant takes in the program. SUPPORT and ENCOURAGEMENT are key. The focus of this course is managing the emotional climate.
- + Feedback will be given on the skilled person's ability to diffuse their own anger. If skilled person has been triggered, jump in and ask him/her to think about his/her self-talk and remind him/her to confront the self-talk and get curious.
- + You will also observe and make comment on the skilled persons ability to diffuse the disputant (use Diffusing Toolbox handout as your guide), set limits, and disengage.
- + All of the role plays in this course contain the element of anger. As a coach you have to be confident in your skills to manage the emotional climate. The role plays may become very real. Role players will be shouting and acting aggressive some may get emotional and cry.
- + The focus is to help the participants get to know 'WHO THEY ARE IN CONFLICT'. It is also to introduce them to the ADRLi learning experience
- + Topics Covered:
 - Love, fear, anger
 - Types of anger, Framers of anger and gender differences
 - World of Survival - Anger arousal cycle
 - Five ability domains of emotional intelligence
 - Three styles for attending to and dealing with emotions
 - Identify own triggers
 - World of Empowerment – Choice Cycle; Self talk
- + Skills that are Coached
 - Defusing self-talk
 - Defusing others
 - Setting Limits
 - Disengaging

COACHES REQUIRED FOR THE AFTERNOON ONLY – however you are welcome to attend the entire day, and it is expected that coaches new to the course will attend entire day.

CONFIDENCE IN CONFLICT

The previous three courses are pre-requisites for this course. Therefore all participants will have completed courses with us previously and will be used to the idea of being coached. They will also have been told that this course is about bringing everything they have learned in the other courses together and applying the skills within the CALM Model with a disputant who they are upset with, or who is upset with them.

This course contains some refresher exercises. A review of what they remember, how they have applied it, and a role play to see what they remember.

It contains Reframing, SCARF Model, deeper dive into interests, many role play opportunities with coaching. On the second day the role play they do will be evaluated to determine if they receive a course completion letter only or if they also earn our Certificate in the Art of Conflict Resolution.

- ✚ They will be nervous when they are told at the end of day 1 that they will be evaluated on day 2. You will have to calm the jitters and assure them that it will be harder not to succeed than to succeed.
- ✚ As a coach you will have to be confident coaching students in the CALM model, reframing, getting at underlying interests, and providing honest feedback in a very kind and encouraging, non-judgemental, manner. It is expected that you can separate the behaviour from the person and provide very behaviourally specific feedback.
- ✚ Depending on the number of students, you may have to conduct the skills evaluation. Paperwork will be available to coaches and students on Day 1 for the areas that will be evaluated.

COACHES ARE REQUIRED FOR BOTH FULL DAYS.

NEGOTIATION FOR MEDIATORS

Pre-requisite for this course is completion of the Art of Conflict Resolution or ADRIA's Communication 40 hour program, or the JIBC or Mount Royal conflict resolution and communication courses.

This course is a pre-requisite to our Nationally Approved Mediation courses.

- + This course focuses on Interest-based negotiation to provide mediators who have not had negotiation training, and students going into mediation, to more fully understand the negotiation processes that mediators are contracted to facilitate.
- + Feedback will be given on the participants ability to know what stage of the model they are in, and how to skilfully proceed through that stage. Since this is the final Negotiation course prior to the Negotiation Assessment participants will require specific feedback to help they prepare for that assessment
- + This course should not require many interventions by the coaches. Your role will be to record the skills the negotiator uses, and observe and comment on behaviours that affect the process. Negotiators should be given your written notes at the end of the role plays.
- + Topics Covered:
 - o Negotiation definition
 - o Negotiation Styles
 - o Negotiation Theory
 - o Interest-based Model
 - o Preparation
 - o Dirty tricks
- + Coached Skills
 - o Paraphrasing
 - o Questioning for interests
 - o Reframing
 - o Roleplays in the model of each stage then all together

DEBRIEF ORDER:

FIRST - Skilled person **SECOND** - Disputants **THIRD** - Observers **FOURTH** - You

COACHES ARE REQUIRED FOR THE SECOND AND THIRD DAY.

MEDIATION FOUNDATION 1.1

- ✚ This is the first course where the participants will shift from being one of the disputants into the role of Mediator. You may find that they want more information about the role play than is necessary. Remind them that they do not have to be aware of the content since they are only responsible for managing the process.
- ✚ As a coach you will encourage and support the participants efforts in transferring all the skills they have acquired in previous courses, into the role of Mediator.
- ✚ The feedback will be focused on the skills they demonstrate that facilitate the process and progression through the Conflict Resolution Model.

DEBRIEF ORDER:

FIRST - Skilled person **SECOND** - Disputants **THIRD** - Observers **FOURTH** - You

MEDIATION CHALLENGES 1.2

- ✦ The focus of this course is to give participants and opportunity to further develop skills to manage the emotional climate in a mediation, understand the impact of cultural biases, the impact of power and trauma in a mediation. Their role play will require a demonstration of Phase 3 work probing underlying interests, creating a goal statement, and introducing Phase 4 with some facilitation of solution generation.
- ✦ This is an advanced course and participants will need feedback on their comfort level with emotional outbursts in mediations. Therefore, we require coaches with strong skills in defusing anger, setting limits on parties' anger, using positional outburst as a way to explore underlying interests.
- ✦ Coaching in this course will require keen observation skills and an ability and willingness to give very direct feedback.
- ✦ It will be necessary to give participants written notes on how they conducted themselves in the role of mediator. What did they do well? What will they have to work on prior to the assessment?

DEBRIEF ORDER:

FIRST - Skilled person **SECOND** - Disputants **THIRD** - Observers **FOURTH** - You

BEING A MEDIATOR 1.3

- ✚ The focus of this course is to give participants and opportunity to further develop mediation skills and practice dealing with more complex conflicts.
- ✚ This is an advanced course and participants will require less intervention and more specific feedback that will help them prepare for the assessment. We will only use coaches with a QMed designation, and many hours of coaching and demonstrated feedback skills, for this course.
- ✚ Coaching in this course will require keen observation skills and an ability and willingness to give very direct feedback.
- ✚ It will be necessary to give participants written notes on how they conducted themselves in the role of mediator. The template that will be used for feedback is based on ADRICS competency checklist. What did they do well? What will they have to work on prior to the assessment?

DEBRIEF ORDER:

FIRST - Skilled person **SECOND** - Disputants **THIRD** - Observers **FOURTH** - You

LEADING THROUGH CONFLICT – SPECIALTY COURSE

This training is for managers and supervisors. It is built on the premise that they know the people who report to them; they have positional power over them; and they determine what issue the parties are required to resolve.

Mediation	Leader as Conflict Manager
Parties determine the issues to resolve	Leader decides what issue has to be resolved
Mediator is the process expert and uses a variety of skills to keep conversation going	Leader facilitates the process – mostly by saying nothing. They only interject if the parties are “walking away” (not talking) or “pulling a power play” (coming up with one sided solutions)
Mediation is designed to resolve a conflict	Leader is facilitating a process to have the conflicting parties resolve the business problem that is created by their conflict.

To coach in this course you must understand the difference between Mediation and the CALM for Leaders Model.

- ✚ Participants in this training are sometimes told they have to attend, others are excited to be there.
- ✚ Some are exceptional leaders and they learn quickly, others are in a leadership role because they have worked for the organization for a long time.
- ✚ Often this training is delivered within an organization and the participants are colleagues. This creates a level of resistance to roleplaying. Sometimes their supervisor is in the training with them. Ask if anyone in your group reports to anyone else in your group. It can be very awkward for both people and we will place them in separate groups. Often the instructor has taken care of this already but it is worth checking.
- ✚ This is usually their first course with us, and their first course with this concept of having their disputing subordinates work thing out in their presence. There are many shifts in beliefs and a LEAP of faith required. Be honest, gentle and encouraging with your feedback. Be behaviourally specific.

COACHES ARE REQUIRED FOR DAY 1 IN THE AFTERNOON AND ALL OF DAY 2