University of Louisville Office of the Ombuds Training Programs

These learning programs can be tailored to a particular group or work unit and can be structured to a time frame that does not seriously interrupt work flow.

- **Conflict Resolution training for managers and supervisors**…although conflict may be valuable to the organization, it makes people feel uneasy. Much of the reaction toward conflict comes from not understanding its causes and from a lack of confidence in our personal skills in handling emotional and sensitive issues that often surround a conflict situation. The human inclination for a manager dealing with a conflict in the workplace is to avoid those situations which are threatening. Nevertheless, an effective manager should be able to assist in the resolution of interpersonal disputes so that the underlying problem is addressed and the relationship of the disputants is not damaged.

- **Coaching for managerial staff**...every manager or supervisor, who wishes to be effective and accepted as a leader and not just "the boss" must have the emotional intelligence and skills for effective and constructive communication to accomplish the tasks and goals of the organization and the cooperation of others. People should be the most important part of any business or organization, and positive relationships and conflict management within the workplace are essential for productivity. Leadership in management can be developed through training and experience with trial and error, or it can be reinforced after training through coaching and mentoring.

- **Group facilitations**…unmanaged or unresolved conflict is costly as interpersonal disputes often polarize the workplace and teams compete against each other rather than cooperate in harmony. Intervention with a conflicted work group can lead to exploration of underlying issues and concerns to improve the workplace and allow for empowerment of individuals to address and resolve matters of personal or practical interest.

- **Relationship Detoxification...** core values that promote trust, diversity, personal and professional growth, mutual respect, civility, and productive communications are absolute necessities in modern, innovative, and successful corporations and businesses. Unfortunately, even the most well intentioned corporate policies are undermined by unmanaged conflict between individuals, which is a distraction from otherwise productive use of time, energy, and resources as it diminishes internal and external relationships and eventually impacts the bottom line. We offer a series of training episodes and coaching sessions to managers and top leadership who wish to attain or sharpen skills in negotiation, listening, relating, and leadership communication. Workplace bullying is driven by the perpetrator's need to control another and is initiated by bullies who select targets, timing, place, and methods and can escalate to

involve others who side with the bully, either voluntarily or through coercion, and it undermines legitimate business interests when the bully's personal agenda takes precedent over work itself.

- **Compassion in the Workplace…**care and compassion are not new to philosophy, theology, and science, but they have only occasionally been the focus of management scholarship. The Academy of Management Review has recently devoted an entire issue to this topic.

  The philosophy that elevates compassion to the highest level is Buddhism, for all beings desire happiness while at the same time all beings suffer. The Dalai Lama has said compassion is a fundamental attribute or potential inherent in all people…the highest form of moral wisdom. Buddhism also recognizes that people are often more motivated by greed, anger, hatred, or like hindrances rather than by this fundamental attribute. Compassion is generated by the mind but focused outward and manifests in generosity directed toward others. The ultimate goal of Buddhist compassion is to remove suffering, including that which arises from our self-centered desires and attachments to various ambitions, people, and material objects. In the past 25 years or so, empirical evidence has begun to suggest the possibility of symbiotic positive relationships between emotions and reason, compassion and justice, and altruism and self-interest. There has been an emerging understanding by neuroscientists that emotions are not separate from reason and that emotions often enhance reasoning abilities rather than detract from them. Social scientists have found we are born to interrelate and humans enjoy a dedicated neurobiological system that is responsive to social bonds and fosters other-interested feelings and behaviors. Theoretical models that put care and concern for others at the center to explain behaviors, personal and professional development, and even organizational effectiveness have long been recognized in education and nursing, where relationships are fundamental to the work of the profession. Care and compassion are not separate from being professional or doing the work of the organization but are a natural and living representation of people's humanity in the workplace.

  It is vitally important we have theories that reflect the accumulating evidence that other-centeredness and interconnectedness are central aspects of humanity.

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DEPARTMENTAL NEEDS ASSESMENT SURVEY
OFFICE OF THE OMBUDS
UNIVERSITY OF LOUISVILLE

1. Which of the following skills do you most value in colleagues or others?
   a. _____ Communication Skills
   b. _____ Conflict Management Skills
   c. _____ Diversity/Culture Appreciation Skills
   d. _____ Negotiation Skills
   e. _____Other _____

2. Please rank the following in order of importance to your department.
   a. _____ Communication Skills
   b. _____ Conflict Management Skills
   c. _____ Diversity/Culture Appreciation Skills
   d. _____ Negotiation Skills
   e. _____ Other _____

3. What do you believe would be the most important change that providing these skills will have on your department?
   a. _____ Improved Employee Motivation
   b. _____ Increased Productivity
   c. _____ Higher Morale
   d. _____ Employee Retention
   e. _____ Other _____

4. Describe the types of conflicts that occur in your area.
   _____

   _____

5. How was that situation handled? _____

   _____

6. How does this affect your attitude about your job? _____

   _____

7. Are you interested in improving your interpersonal skills or how you relate to others?
   a. _____ Yes
   b. _____ No
   c. _____ Maybe

8. What do you feel is the best method of teaching new skills to people?
   a. _____ Face-to-Face
   b. _____ Web Based
   c. _____ Web-Assisted (a combination of face-to-face and web-based)
   d. _____ Other _____

9. Please rank in order of importance which group in your organization should be trained in those areas you identified as important in question 2 above.
   a. _____ Upper Level Managers
   b. _____ Middle Managers
   c. _____ Team Leaders
   d. _____ Faculty
   e. _____ All Employees
   f. _____ Other _____

10. If you could design a conflict management program what would it include?

   _____

   _____

   _____

   _____

Please address any concerns or points on interest in the space below: