



# Conflict Resolution Service

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## TRAINING AND ORGANIZATIONAL SERVICES

### *Resolving Conflicts & Strengthening Relationships Since 1985*

The Conflict Resolution Service (CRS) at St. Stephen's Community House provides affordable and high quality training, mediation, facilitation, teambuilding and consulting services for non-profits, the government sector and businesses. Since our inception in 1985, St. Stephen's CRS has won several awards and is one of the first organizations to offer mediation services for community and workplace disputes in Canada.

*Profits from our training and organizational services support the free community mediation program offered by St. Stephen's CRS.*

#### **WE OFFER:**

- ▶ ***Skills to help you communicate and deal with conflict more effectively***
- ▶ ***Affordable workshops and customized service to meet your needs***
- ▶ ***Participatory and interactive processes***
- ▶ ***Quick response times and flexible scheduling***
- ▶ ***Experienced trainers and mediators from diverse backgrounds***
- ▶ ***Effective, long-term solutions***

### **OUR PHILOSOPHY & METHODS**

Our many years of practical experience make our communication and dispute resolution services effective and relevant to the real world. Our objective is to help people communicate better and resolve their own conflicts in positive and creative ways.

By facilitating instead of directing, our processes not only solve immediate problems, but also build long-term relationships and skills for future cooperation and understanding. We help people find their own solutions to create more harmonious, productive, creative and healthy workplaces and organizations.

Our services utilize proven communication and conflict resolution techniques. We also take cultural differences, power imbalances and confidentiality into account.

Our **training services** provide people with effective communication skills and enhanced ability to resolve conflict. We provide workshops for individuals and custom-designed training for organizations. Our training is participatory, interactive, and tailored to participants' needs and contexts.

Our **mediation services** provide the setting and support people need to understand and resolve their own disputes, while also building their capacity to solve future conflicts. Our mediation process helps people work toward solutions that are satisfying to everyone involved.

Our **trainers and mediators** have years of experience and expertise in mediation, training and facilitation. Their diverse backgrounds and skills allow them to bring first-hand experience to the issues that you want addressed.

## CUSTOMIZED GROUP TRAINING

St. Stephen's CRS delivers tailor-made training suited to meet the needs and objectives of your workplace or organization. Customized training is the most effective way to train groups of 8 people or more. These trainings often focus on topics such as effective communication and conflict resolution, cross-cultural conflict resolution, managing difficult people, negotiation, mediation and facilitation. We can also tailor workshops for managers, front-line staff, board members and/or volunteers. The following are types of custom group training that we offer:

### **Effective Communication and Conflict Resolution Skills (1/2 day - 2 days)**

This workshop focuses on skills that can be used in dealing with conflict and encouraging effective communication for people who interact or work with one another in any setting. We can tailor the agenda to your particular context; for example, to address staff-staff or staff-client communication and relations.

*Participants will learn:*

- How to deal with conflict
- How their actions contribute to conflict
- How to manage different work styles
- Listening techniques so they can get to the heart of the problem
- Ways to respond to blaming statements
- How to raise concerns in a way that the other person will listen
- How to understand underlying interests
- Techniques to problem solve and find effective "win-win" solutions for all

### **Managing Conflict with Difficult People (1/2 day - 2 days)**

This workshop focuses on building de-escalation skills when interacting with someone who is upset, such as a client, customer or co-worker.

*Participants will learn how to:*

- Prepare for a likely conflict situation
- Understand the dynamics of conflict escalation
- Strategize for different stages of anger
- De-escalate tense situations and respond to confrontation
- Skills to help people feel heard and to clarify the situation
- Give information in ways that will not lead to defensiveness
- Apply the concepts of win/win or interest-based problem solving
- Set boundaries effectively and respectfully

### **Negotiation Skills (1 - 2 days)**

This workshop focuses on building the skills and techniques needed to use principled negotiation to reach win-win solutions.

*Participants will learn how to:*

- Deal with challenging interactions
- Understand the different approaches to problem solving
- Listen for interests to achieve win-win solutions
- Use the fundamental aspects of principled negotiation
- Prepare for negotiations
- Generate options
- Be assertive and make sure their own needs are met

## **Mediation Skills (2 - 5 days)**

This workshop focuses on building the skills needed when facilitating a conflict resolution process between people who are in dispute.

*This workshop will cover:*

1. Fundamental skills for mediators
  - The concepts of win-win solutions or interest-based problem solving
  - Active listening skills
  - Effective questioning
  - Dealing with power and hostile comments
  
2. A model of mediation  
An adaptable 3-phase mediation model, taught through lectures, demonstrations, small group activities, role-plays, and explanations of the techniques and skills used in each phase.
  
3. The role of the mediator
  - How mediators manage to remain neutral
  - How to be a mediator in the context of your organizational role
  - Dealing with power and emotion

## **Facilitating Teambuilding (2 days)**

This workshop is for people in leadership positions and focuses on the use of facilitation skills to build effective teams.

*This workshop will cover:*

- Relating team-building to facilitation
- Team-supportive values and stages of team development
- Concrete ways to move from a work group to a team
- Creating a favourable climate for team-building
- How to complement diversity and personal work styles
- The different roles in groups
- Managing difficult team dynamics
- How to facilitate a problem-solving process
- Group facilitation practice

## **Facilitating Effective Meetings (1/2 day - 1 day)**

This workshop focuses on building facilitation skills to run effective meetings.

*Participants will learn:*

- How and why groups go wrong
- Ways to find common ground among group members
- Facilitation tools and techniques needed for effective group processes (setting the stage, naming and discussing issues, decision-making, closure)
- The role of a facilitator and its impact on the group

### **Fees for Custom Group Training**

Our standard rate is \$1,500/day for one trainer. We offer a discounted rate as low as \$1,200/day for organizations with limited budgets. This cost includes consultation (usually on the phone) with our trainers to discuss your specific needs, the workshop agenda, participants' background, detailed logistics and the training materials to be used. The length of the workshops can range from a half-day to five full days.

## PROFESSIONAL WORKSHOPS

St. Stephen's CRS offers professional workshops for individuals who want to develop their communication and conflict management skills. Training in interpersonal mediation, effective communication and conflict resolution skills are offered to the public on a regular basis. All workshops are participatory in nature and combine discussion, exercises, short presentations, demonstrations and role-plays.

Workshop	Description	Dates
<b>Foundational Interpersonal Mediation</b>  <b>20 Hours</b>	<p>In this three-day workshop, participants will learn skills and techniques to mediate disputes quickly and effectively. They will be introduced to a proven 3-phase mediation model that helps people find solutions to their immediate problems and resolve conflicts in the future. The workshop covers:</p> <ul style="list-style-type: none"> <li>• How to build cooperation and achieve win/win solutions</li> <li>• Four role-play sessions with instruction from experienced mediators</li> <li>• Key communications skills, power imbalances, handling bias, writing balanced agreements and more</li> <li>• 120-page manual</li> </ul> <p>The cost of the workshop is \$600.</p>	Sept. 18, 25 & Oct. 2, 2010
<b>Advanced Interpersonal Mediation</b>  <b>20 Hours</b>	<p>This 3-day workshop builds on what was learned in <i>Foundational Interpersonal Mediation</i>. The workshop includes:</p> <ul style="list-style-type: none"> <li>• Additional mediation role plays</li> <li>• Advanced problem-solving</li> <li>• Issues of power and culture in relation to mediation</li> <li>• Pre-mediation strategies</li> <li>• Focus on reframing skills</li> <li>• 75-page manual</li> </ul> <p>The cost of the workshop is \$600.</p>	Nov. 6, 13 & 20, 2010
<b>5-Day Interpersonal Mediation</b>  <b>40 Hours</b>	<p>A combination of <i>Foundational Interpersonal Mediation</i> and <i>Advanced Interpersonal Mediation</i> for people who prefer intensive learning.</p> <p>The cost of the workshop is \$1000.</p>	June 7 - 11, 2010 or Dec. 6 - 10, 2010
<b>Managing Conflict with Angry People</b>  <b>7 Hours</b>	<p>This course is designed for those who want to improve their ability to communicate and resolve conflicts with angry people in work and social settings. This one-day workshop leads participants through the steps needed to manage tense situations and resolve conflicts quickly. Participants will learn:</p> <ul style="list-style-type: none"> <li>• How to prepare when expecting a conflict situation</li> <li>• The dynamics of conflict escalation</li> <li>• Strategies to deal with the stages of anger</li> <li>• De-escalation skills, techniques and practices</li> <li>• How to respond to blaming statements</li> <li>• How to help people feel heard and to clarify the situation</li> <li>• How to give information in ways that won't lead to defensiveness</li> <li>• The concepts of win/win or interest-based problem solving</li> <li>• How to set boundaries effectively and respectfully</li> </ul> <p>The cost of the workshop is \$200.</p>	May 15, 2010 or Oct. 18, 2010

# WORKPLACE MEDIATION

*“The [St. Stephen’s CRS] mediation framework is especially useful for ensuring that the real issues get expressed and addressed early on in a dispute.” - Casey House Hospice*

Difference is part of what makes organizations dynamic, creative and adaptable, but if conflict is poorly handled, it can cause a great deal of damage to specific relationships and the organization or workplace as a whole.

Mediation is a highly effective, alternative dispute resolution process that allows participants to build better relationships and resolve their own conflicts. St. Stephen’s CRS can assist with interpersonal or group conflicts to build consensus and agreement. As part of the mediation process, our organizational consultants will conduct confidential interviews, analyse a situation and recommend processes to address the problems or conflicts. Three out of four mediations result in a written agreement.

## Interpersonal Mediation

Interpersonal conflict between people who work together, or otherwise need to interact with one another, is a fact of life. In one-on-one conflicts, we assign a team of two mediators whose varied backgrounds and experiences allow us to work with a wide range of situations. Our process provides disputants with a safe environment to share their concerns and feelings, and gives them an opportunity to gain and share insights, begin to heal past hurts, and build mutual understanding for renewed relationships.

- Case development is the first step in our process. We assess the situation by holding separate confidential interviews with the two parties involved in the conflict. These private sessions help each person consider the value of mediation for his or her situation. For the mediators, these interviews help them identify the key issues for each person, and assess whether mediation is an appropriate process.
- If mediation is deemed an appropriate course of action, and the two parties agree to participate in the process, we then proceed to a structured mediation session. The purpose of this and any subsequent mediation session is to improve understanding between the parties, and to develop an agreement regarding respectful communication and interpersonal relations.

Case development and preparation will take approximately three hours, and mediation sessions last three hours. Most cases involve one session of mediation, but sometimes a second follow up session is needed, which may also last two to three hours.

## Group Conflict Resolution

Where there is conflict among a group or between groups, we will assign two of our associates to facilitate a multi-party conflict resolution process.

- The first step in our process is to find out what the issues and concerns are for the different parties involved in the conflict. This can be done in a variety of ways such as face-to-face meetings, small group meetings, etc.
- The assessment process will help determine the issues that need to be addressed; however, examples of topics that might be discussed include:
  - (i) Need for a respectful group/organizational/work environment;
  - (ii) Respectful communication and interaction;
  - (iii) Support (what is needed and how to give it);
  - (iii) How to raise concerns and give feedback; or
  - (iv) Agreements over resources, projects, roles and responsibilities.

- Once the issues have been identified, a group meeting will be organized. This process involves creating a safe environment, setting goals, discussing the issues, building consensus and reaching an agreement.

The time required for a group resolution process depends on the number of parties involved, although on average, it takes approximately two, half-day sessions (in addition to time for preparation and assessment).

## **Coaching**

When the mediation process does not meet the needs of the people involved in a conflict, or when they are not comfortable or capable of the self-directed action that mediation requires, St. Stephen's CRS can provide conflict management coaching to select parties.

Coaching is especially useful for supervisors, managers, board members and others with the authority to intervene, when mediation is not possible.

### **Fees for Workplace Mediation & Coaching**

Our standard rate is \$150/hour, but we offer a discounted rate as low as \$120/hour for organizations with limited budgets.

## FACILITATION

Our associates and staff can provide a wide range of facilitation services for your workplace or organization. We can facilitate a pre-set agenda, work with you to design an agenda, or fill the need for a skilled and neutral facilitator to run a difficult meeting.

*We offer:*

- A participatory model of facilitation to ensure that everyone has an opportunity to provide input on key issues that affect the direction of the group
- Flexibility to provide a structured process, or to make room for more unstructured discussions
- Skills to de-escalate tense situations and facilitate difficult conversations
- Strategies to deal with differences in opinion, and to promote understanding of diverse perspectives, even when there isn't agreement
- Interest-based or win-win problem-solving approaches to group decision-making

As outlined above, the facilitation services we offer are enhanced by the experience and skills we have as mediators in community, workplace and organizational settings.

## TEAMBUILDING

More and more workplaces and organizations are being organized around teams, but making teams effective can be a challenge. St. Stephen's CRS provides support for team leaders and various members of a work team.

St. Stephen's CRS teambuilding support can include the following types of activities:

- Exercises that clarify the roles and relationships among team members, especially issues related to information flow, reporting structures and the direction of work
- Building consensus on acceptable behaviour and the style of the team
- Using good facilitation to improve team performance
- Personal work and conflict styles, and how different styles interact
- Decision making for teams

Teambuilding is often combined with communication and conflict resolution skills training. Sometimes interpersonal mediation is needed to rebuild problematic relationships within a team before involving the whole group.

## CONSULTING

St. Stephen's CRS also provides consulting services for organizations that want to design and implement conflict management systems, plan training, or receive other support around conflict and communication.

### **Fees for Facilitation, Teambuilding & Consulting**

Our standard rate is \$150/hour, but we offer a discounted rate as low as \$120/hour for organizations with limited budgets.

***For more information on how we can meet your needs, please contact:***

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