
Workplace Conflict Resolution Training Course: Disputes, Group Choices and Delegated Authority

28 February – 4 March 2027
Kuala Lumpur





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Programme Summary

Workplace conflict resolution is the subject of this one-week training course for managers and department heads, ending in a resolution and delegation plan for one live situation. Unresolved disputes slow decisions, and managers who decide everything themselves leave teams waiting. The programme links the handling of disagreement to the way choices are made and authority is shared, then applies each method to a real dispute and team of the participant's own. Mars Training Centre UK delivers this workplace conflict resolution programme to mixed-organisation cohorts.

The Business Case

Where managers avoid disputes or settle them by instruction, the same disagreements return, decisions queue at one desk and capable staff stop offering views. A managed approach to disagreement, joint choices and delegated authority lets an organisation settle issues earlier, spread responsibility across more people and keep accountability clear while doing so, without sending every decision upward.

- Decision Speed: Improves as authority is delegated within clear boundaries.
- Dispute Recurrence: Falls as agreements are written and followed up.
- Team Initiative: Strengthens as staff see their input shape the decision.

Principles and Evidence Base

- Thomas-Kilmann conflict modes: They describe five ways of responding to conflict, and they frame Sessions 1 and 2.
- Interest-based negotiation from Fisher and Ury: It separates positions from interests, and it shapes Session 2.
- The Vroom-Yetton-Jago decision model: It matches the way a decision is made to the situation, and it guides Session 3.
- The Tannenbaum and Schmidt leadership continuum: It sets out degrees of authority a manager can share, and it informs Session 4.

Intended Participants

- Managers who settle disputes between members of their teams.
- Department heads who make decisions affecting several groups.
- Supervisors who decide how much authority to hand to staff.
- Project leads who work through disagreements without formal authority.
- Advisers who support managers in difficult conversations.

Typical functions include operations, finance, healthcare administration and public services.



Learning Outcomes

1. Participants will be able to diagnose the sources and stage of a workplace dispute.
2. Participants will be able to evaluate their own response to conflict against the five conflict modes.
3. Participants will be able to construct a facilitated conversation that moves parties from positions to interests.
4. Participants will be able to select a decision mode that fits the situation, the team and the time available.
5. Participants will be able to justify the boundaries of authority delegated to a team.
6. Participants will be able to design a follow-up routine that keeps agreements and accountability visible.

Programme Structure

Day 1: How Workplace Conflict Starts and Escalates

What causes workplace conflict, and how do small disagreements become entrenched disputes?

- Conflict Source Diagnostic
- Escalation Ladder Chart
- Thomas-Kilmann Conflict Modes
- Personal Conflict Response Profile
- Dispute Fact Sheet

Day 2: Resolving Disputes between People

How does a manager move two parties from positions to interests and reach an agreement both can keep?

- Interest-Based Negotiation Frame
- Neutral Facilitation Script
- Active Listening Practice Cards
- Options Generation Grid
- Written Agreement Template

Day 3: Making Decisions with a Group

When should a manager decide alone, consult or share the decision, and how is a group choice reached?

- Vroom-Yetton-Jago Decision Model
- Decision Mode Selection Table
- Consultation Round Planner
- Group Choice Scoring Sheet
- Dissent Recording Log



Day 4: Delegating Authority and Building Trust

How much authority can be handed to a team, and what keeps accountability clear once it is?

- Tannenbaum and Schmidt Continuum
- Authority Boundary Statement
- Delegation Agreement Form
- Trust Repair Conversation Guide
- Check-In Rhythm Calendar

Day 5: Applying the Methods to One Live Situation

Do the diagnosis, resolution, decision and delegation methods hold together in one live situation?

- Diagnosing the Participant's Dispute with the Session 1 Chart
- Planning a Session 2 Facilitated Conversation
- Selecting a Decision Mode Using the Session 3 Table
- Drafting a Session 4 Authority Boundary Statement
- Completing the Resolution and Delegation Plan

Methodology

The programme uses a case analysis method built on anonymised disputes, decision records and delegation cases from operations, finance and healthcare settings. Participants work in small peer groups, take the manager and party roles in turn, work on a situation of their own and receive facilitator feedback on every script, table and statement they produce.

- Suggested activity: Reading a dispute case and marking where it could have been resolved earlier.
- Suggested activity: Facilitating a mock conversation between two parties with observers noting each move.
- Suggested activity: Re-deciding a past management decision under a different decision mode and comparing results.

Capstone Output

Each participant completes a resolution and delegation plan for one live situation. It holds a conflict diagnosis, a facilitation script, a decision mode choice, an authority boundary statement, a delegation agreement and a follow-up calendar. The plan is used at work to open a conversation between parties, brief a team on what it now decides and review progress with a line manager.



Frequently Asked Questions

Is workplace conflict resolution training suitable for managers with no formal mediation background?

Yes. The programme assumes people management experience, not mediation skill, and builds workplace conflict resolution from diagnosis of the dispute upward.

Which models does workplace conflict resolution rest on in this programme?

It rests on the Thomas-Kilmann conflict modes, interest-based negotiation from Fisher and Ury, the Vroom-Yetton-Jago decision model and the Tannenbaum and Schmidt leadership continuum.

How is the plan from workplace conflict resolution used at work?

You use it to open a conversation between parties, brief your team on what it now decides and review progress with your line manager.

How does workplace conflict resolution differ from a programme on negotiation skills?

It centres on disputes inside a team and the decisions and delegation that follow, while negotiation skills centre on reaching agreements with outside parties over terms and value.