

Early Resolution Skills for Managers and Team Leaders

Dates: Tuesday 11 and Thursday 13 November 2025 | **Format:** online event via Zoom

Led by Clare Ramos, Director of Clare Ramos Associates

Tuesday 11 November

10.00 Welcome and introductions

10.15 Exploring your relationship with conflict

- What makes it hard?
- How does your conflict style affect this?
- What are the signs of early conflict in your teams?

11.10 Getting under the surface

- Positions, Interests and Needs
- Iceberg – what's below the 'water line'?

11.25 Break

11.40 Skills and Qualities leaders need to resolve conflict

- Your role is to surface conflict
- Demo of conversation

Skills: Questioning, summarising, collaborative problem-solving, managing difficult behaviours and strong emotions

Qualities: Curiosity, empathy, managing self, empowering, recognising importance of feelings/needs and how they drive behaviours

12.15 Questioning and Summarising

13.00 End of day one

Thursday 13 November

10.00 Welcome and recap of day one

10.15 Dealing with difficult behaviours and strong emotions

- How might we manage?
- Practice dealing with strong emotions

10.55 Break

11.10 Scenario role play practice (+ short break)

12.40 When to refer to HR or signpost

- Including what is mediation, facilitated conversation

12.55 Overview of the days, final questions and close

13.00 Close