COURSE SYLLABUS

Manager-as-Mediator: Make the SHIFT Through Conflict Course

This course, offered in partnership with ADR Vantage, Inc., is designed for managers and supervisors. It introduces the practical SHIFT Framework for manager-led mediation in everyday workplace situations, from coaching employees through difficult conversations to navigating high-stakes dynamics and strengthening team accountability.

Group classes (Live Online) and onsite training are available for this course. For more information, email corporate@nobledesktop.com or visit: https://www.nobledesktop.com/classes/manager-as-mediator-make-the-shift-through-conflict



hello@nobledesktop.com • (212) 226-4149

Course Outline

Module 1: Reframing Conflict

- Understand the purpose and framing of conflict, including psychological safety, recognizing conflict as a normal part of work, and the role of the manager as mediator.
- Reflect on personal approaches to conflict by identifying current challenges, lessons learned, and areas for growth.

Module 2: SHIFT Framework Overview

- Understand the components of the SHIFT Framework, including setting up the conversation, hearing each perspective, identifying needs, finding solutions, and tracking agreements.
- Apply the SHIFT Framework as a structured approach for managing conflict with clear sequencing and discipline.
- Differentiate between reactive and structured approaches to conflict management.

Module 3: Set Up and Perspectives

- Set up the conversation by clarifying purpose and desired outcomes, establishing guidelines and expectations, and defining the facilitator role as neutral and process-focused.
- Practice opening the conversation by developing a clear narrative and setting the tone for productive dialogue.
- Hear each perspective by applying active listening, maintaining neutrality, using paraphrasing and inquiry, and reducing defensiveness.
- Practice paraphrasing and questioning techniques to support balanced and effective communication.

Module 4: Needs and Solutions

- Identify needs by distinguishing between positions and underlying interests, as well as recognizing priorities and concerns.
- Find solutions through collaborative problem-solving, generating options, encouraging shared ownership, and increasing accountability.
- Practice applying mediation techniques in a managerial role through guided exercises and feedback.

Module 5: Agreements and Closure

- Track agreements by identifying key elements, establishing accountability, and planning for follow-up.

- Practice applying the SHIFT Framework from beginning to end in a structured mediation scenario.

Module 6: Integration and Action Planning

- Apply course concepts to real-world situations by preparing for upcoming workplace conversations.
- Develop effective opening language to initiate productive and constructive dialogue.