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<i>Business Purpose</i>	<ul style="list-style-type: none">• Kiplinger Co. Outdoors not only wants great employee/customer relationships, they want to have great employee/employee relationships.• Kiplinger Co. has seen a rise in employee/employee complaints. They want store managers to be better equipped with handling employee conflict as to allow HR to spend more of their time on more serious issues.• This training will provide managers with the knowledge of different styles of conflict management and the best practices to manage a conflict.• The goal is to get managers to handle conflict in house rather than having more employee complaints to HR.
<i>Target Audience</i>	<ul style="list-style-type: none">• All managers directly working with employees
<i>Training Time</i>	<ul style="list-style-type: none">• 30 minutes
<i>Training Recommendation</i>	<ul style="list-style-type: none">• 1 e-learning course• This is an introductory, knowledge and comprehension level course with definitions, scenario-based examples, and interactivity for each topic discussed.• Managers of our company are spread over a wide geographical region so this course can be an individualized experience with an e-learning course completion at own time and pace.• This course will have a 1-page job aid to help our managers remember the best practices of conflict management. We want our managers to continually be aware and reminded of how to handle conflict that may occur within our stores.• There will be a follow-up in-person learning experience to ensure the application of the content.
<i>Deliverables</i>	<ul style="list-style-type: none">• Storyboard• E-learning course developed in Articulate Storyline 360.• Voice over narration.• One (1) Best Practices of Conflict Management PDF job aid.
<i>Learning Objectives</i>	<ul style="list-style-type: none">• Identify the styles of conflict management.• Match the management style to their level of assertiveness and cooperation.• Determine the style of conflict management given in a description.• Identify the steps of best practice to manage a conflict.
<i>Training Outline</i>	<ul style="list-style-type: none">• Introduction<ul style="list-style-type: none">- Welcome- Navigation- Objectives

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- **Definition of conflict management**
- **Assertive/Cooperative**
 - Scale – each style is placed in first quadrant for low/high level placement
 - Table
 - Definitions for assertive and cooperative
 - Effects of being assertive and cooperative
- **Five (5) styles of conflict management**
 - Accommodating
 - Scenario - angry customer wants to use expired coupon and manager agrees since it's only a couple days past due.
 - Reaction explanation – minor issue, doesn't care much about the conflict.
 - Situation – keeping the peace, knowing what battle to pick, not putting more effort than necessary.
 - Consequences – harmful to the relationship
 - Avoiding
 - Scenario – coworker brings fish for lunch and makes terrible smell in office.
 - Reaction explanation – easily ignore by removing oneself from the situation.
 - Situation – when a cool-down period is needed or when more time is needed to think about the conflict.
 - Consequences – not caring attitude, non-flexible impression, and lets conflicts simmer and heat up.
 - Competing
 - Scenario – manager is telling what to use for job aids with no feedback from employees.
 - Reaction explanation – time running low for another option.
 - Situation – specific course of action, no time, or an unpopular decision must be made.
 - Consequences – increase level of threat, suboptimal decisions, lowering morale and productivity.
 - Collaborating
 - Scenario - talking with a store about the use of social media to help promote.
 - Reaction explanation – best long term results, work together.
 - Situation – maintain parties' relationships, solution has a significant impact.
 - Consequences – may not be worth the time, can be manipulative.
 - Compromising

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	<ul style="list-style-type: none">○ Scenario - missing an entrée on food delivery but decide to accept a credit on next food order.<ul style="list-style-type: none">▪ Reaction Explanation – understanding of the situation and able to get food at convenience.▪ Situation – time constraint or simply needs to happen rather than be perfect.▪ Consequences – easy way out when other solutions might work better and may breed resentment.- Preferred Style<ul style="list-style-type: none">○ 10 Questions, each with a rating of 1 (disagree) to 4 (agree).<ul style="list-style-type: none">▪ Each question refers to a style of conflict management.▪ Preferred style is based on highest total.• Knowledge check with review<ul style="list-style-type: none">- Drag and drop each style on its description.• Steps to best practices of managing conflict<ul style="list-style-type: none">- Awareness – Be aware of conflict.- Approach – Take a considerate and rational approach to conflict.- Investigate – Investigate the situation.- Decide – Decide how to tackle the conflict.- Voice – Let everyone have their say.- Agreement – Identify options and agree on a way forward.- Implement – Implement what has been agreed.- Evaluate – Evaluate how things are going.- Strategies – Consider preventative strategies for the future.• Assessment<ul style="list-style-type: none">- Quiz• Conclusion<ul style="list-style-type: none">- Recap objectives- Summary
<i>Assessment Plan</i>	<ul style="list-style-type: none">• Graded Quiz• 80% correct for passing score on e-learning course assessment<ul style="list-style-type: none">- Must retake until passed• 5 questions