

# Resolving Difficult Conflicts & Behaviors

Community of Practice

September 19, 2006

Presenter: Marilyn Manning, Ph.D.

**The Consulting Team**

Facilitating Positive Change

Conflict Mediation • Coaching • Facilitation • Keynotes • Training

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## The Consulting Team, LLC

**82% of The Consulting Team's business is repeat.** We have been helping organizations solve difficult organizational and people problems for over twenty years. Through meeting facilitation, strategic planning, and one-on-one coaching, we assist you in becoming more effective at resolving conflict, developing leadership, and implementing change.

**Marilyn Manning, Ph.D., CSP, CMC**, is one of only 18 international speakers holding both certified management consultant (CMC) and certified speaking professional (CSP) designations. She lectures regularly at several of Stanford University's Leadership Forums. Marilyn has authored 7 business books, which have been published in eight languages. Her latest book *Developing as a Professional: 50 Tips for Getting Ahead* was published in 2004.

Her interactive speaking and consulting style is uniquely educational and motivational. As a certified speaking professional, Marilyn has delivered over 1000 speeches and trainings to more than 300 clients. Her topics of expertise include: Leadership, Change, Communications, Team Dynamics, Strategic Planning, Conflict Management and Assessments.

### Partial Client List:

American Business Women's Association	Kaiser Aluminum & Chemical Corp.	Columbia Corporation
American Electronics Association	Lockheed Corporation	Cordis
American Society for Training and Development	Motorola	Johnson & Johnson
American Society of Safety Engineers	PepsiCo	Stanford University Hospital
American Society of Women Accountants	Raychem Corporation	VISX
Association of Executive Saleswomen	Shiseido Cosmetics	Adobe
Medical Group Management Association	Trane Company	Apple Computer
Meeting Professionals International	United Airlines	Cirrus Logic
Project Management Institute	Unocal 76	Cisco
Sales and Marketing Executives	VISA USA, Inc.	GTE
Santa Clara County Bar Association	Bank of Walnut Creek	Compaq/Hewlett Packard
American Standard	Institute of Certified Public Accountants	KLA-Tencor
AT&T	Norcal Insurance	Lam Research
Brook Furniture Rental	Professional Insurance Agents	Lucent Technologies
Chevrolet-Pontiac-Canada Group	Risk Insurance Management Society	National Semiconductor
Dow Chemical	San Francisco Federal Savings	NetFlix
Eli Lilly & Company	Security Pacific National Bank	Network Associates
Ford Aerospace	State Compensation Insurance Fund	Symantec
General Electric	The Institute of Financial Education	The Packard Foundation
General Motors	ALZA Corporation	United States Chamber of Commerce
GTE	Catholic Healthcare West	

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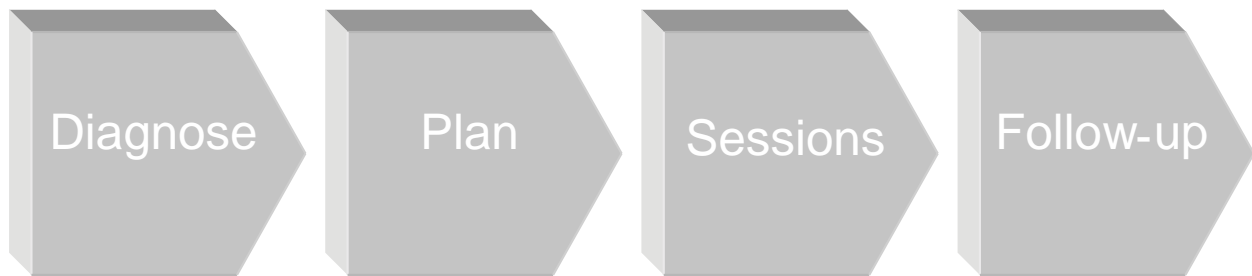
## Goals

- Improve communication
- Learn conflict resolution tips
- Enhance listening skills
- Diffuse anger, negativity, and stress

## Opening Scenario

1. List at least ten strategies that Dr. Manning used to resolve the conflict.
2. Note one or two strategies that you seldom use, but are willing to try.

# Conflict Resolution Model



## A. Diagnose

1. Hold "confidential" interviews with impacted parties.
2. List all stakeholders affected by conflict and note impact.
3. List all possible sources of the conflict. Include content and process issues.
4. Cite critical issues and assumptions individuals are holding.
5. Assess levels of emotions. Consider possible emotional reactions from an intervention.
6. Review the history and what's been tried. Be aware of past relationships.

Is there anything in the past that impacts this conflict?

## B. Plan and Prepare

1. Use individual sessions for coaching, venting, writing, and preparation.
2. Coaching: after their venting, ask "What would you like to say to . . . "
  - "Could you say . . . ?"
  - Build their confidence levels.
3. Identify desirable, reasonable outcomes and benefits for change for all stakeholders.
4. Analyze data and possible pitfalls or resistance.
5. Choose appropriate strategies and timing for styles of individuals.  
(eg. decide quickly; extensive research; involve group)
6. Prepare your approach: note steps, timeliness, location, inform parties.

## **C. Conflict Resolution Sessions**

1. Use R.O.A.R. (Roles, Outcome, Agenda, Rules)
  - Roles: Facilitator, participants, observer, timekeeper
  - Outcome is the desired deliverables (the vision of possibilities)
  - Agenda: Order of activities and processes
  - Rules: You can call a time-out & agree to stay in the room
2. Note timing (late in day) and location (neutral).
3. Set realistic expectations, stating common goals and desired outcomes.
4. Focus on issues and values, not personalities.
5. Listen empathically; preserve dignity and respect.
6. Formalize agreements in writing. Set time frames for any follow-ups.

Ask participants to write their agreements or goals and distribute to each other and their supervisor.

7. Consider using a neutral mediator or third party.

## **D. Follow-up**

1. Discuss learnings and evaluate solutions.
2. Ask “How would you act/change next time?”
3. Commit to new behaviors or actions.
4. Identify reinforcement of changes: who, how...
5. Have contingency plans for slippage.
6. Agree on future conflict resolution processes.
7. ID “neutral” parties for future needs.
8. Consider team building or conflict management training.
9. Debrief with next level of leadership. Prepare them to coach and reinforce behavioral changes.
10. Energize people through these transitions—create a sense of urgency, set worthy and stretch

## Two Types of Conflict: Content vs. Process

### DISCUSSION:

List typical conflicts that occur in your team or in the workplace: \_\_\_\_\_

—

#### 1. Conflicts of Content (what)

Market plans, production schedules, policy and procedures, time deadlines, budget review, long-range plans, contracts, project plans, etc.

*(what's often written)*

#### 2. Conflicts of Process (how)

How will we make decisions? Are everyone's roles and responsibilities clear? Who is the formal / informal leader? Are contributions respected? Is our group fair? Will my personal goals be met? How do behavioral styles impact communication? How, when, to whom does information get disseminated?

*(what's often unwritten)*

### There are two implications of this distinction:

- Issues of process usually masquerade as issues of content.

That is, we use questions of market strategy or production plans to fight questions of relative influence, prestige, participation, access rights, decision rights, and so on.

- Issues of process must be resolved first.

When bargaining or conflict resolution is unsuccessful, it often (but not always) means unresolved issues of process have contaminated or distorted any consideration of genuine substantive issues. Only when process issues are clear can the discussion of substantive issues be clear. It's often necessary to go slowly and clear up process issues to be able to go fast and deal effectively with the substantive issues.

### DISCUSSION:

Review each identified conflict, deciding if it is a conflict of content or a conflict of process.



## Short Form - Assessing Another Person

Circle the two words in each of the fifteen lines that best describe the person you are assessing in the work environment.

*Use the context:* When the person you are assessing is stressed at work, which two (of the four) words best describes him or her?

**Example:**

Task-oriented

Challenging

People-oriented

Calm

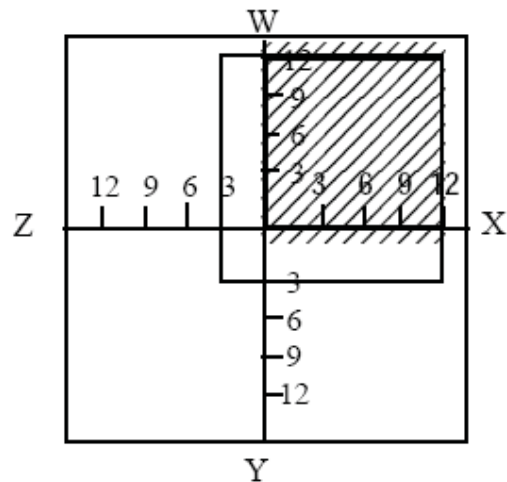
### Descriptive Word Groups

**Reminder:** Circle 2 words out of each of the 15 groups of 4 words

1	Task-oriented	Challenging	People-oriented	Calm
2	Formal	Risk-taker	Warm	Careful
3	Self-controlled	Competitive	Outgoing	Adaptable
4	Serious	Tells	Playful	Asks
5	Industrious	Active	Sociable	Gentle
6	Logical	Dominant	Friendly	Trusting
7	Systematic	Confident	Spontaneous	Modest
8	Organized	Persuasive	Free-wheeling	Reasonable
9	Efficient	Independent	Idealistic	Cooperative
10	Practical	Extroverted	Creative	Thoughtful
11	Diligent	Enthusiastic	Youthful	Supportive
12	Thorough	Assertive	Excitable	Tactful
13	Deliberate	Masterful	Compassionate	Receptive
14	Detail-Oriented	Emphatic	Easy-going	Consistent
15.	Productive	Urgent	Responsive	Patient
Totals:	<hr/> (W)	<hr/> (X)	<hr/> (Y)	<hr/> (Z)

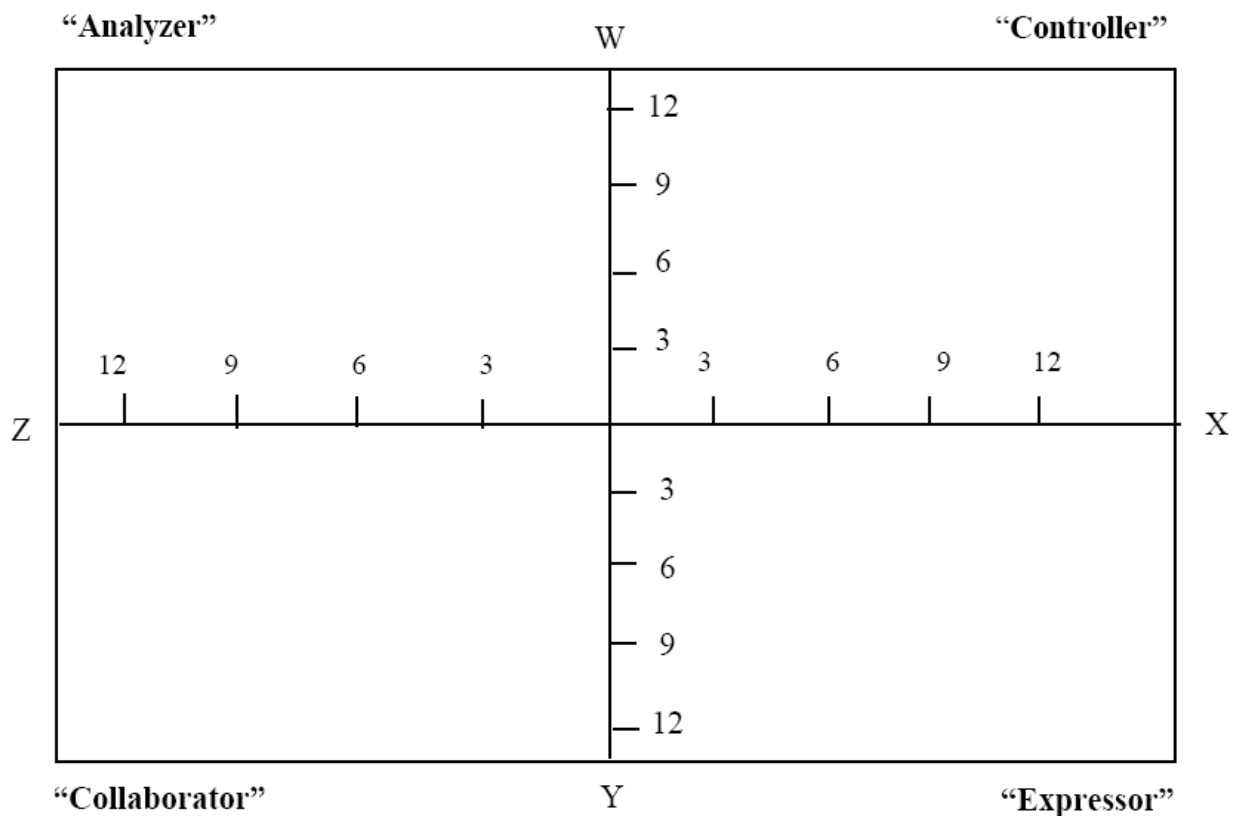
Take each of the four totals for W, X, Y, Z from the Tally Section and mark them on the appropriate axis. Then make a rectangle by drawing straight lines horizontally and vertically through the plotted points.

*Example:*      W = 12          Y = 3  
                      X = 12          Z = 3



Then, lightly shade the largest quadrant. The area in which the largest quadrant rests will determine the behavioral style. The example above is the “Controller” style.

### Short Form



# Behavioral Tendencies

*Used with Permission from Inscape Publishing*

## **High “D”: Driving Controller**

High ego strength  
Results, “bottom-line” approach  
Motivated by directness & challenges  
Basic fears: being taken advantage of, boredom, failure  
Tends to be insensitive of others’ views and feelings  
“What’s the bottom line?” “Watch out-Here I come.”  
“Can you get to the point?”

**Approach:** No small talk, don’t waste time, give bottom-line

## **High “T”: Influencing Promoter**

Optimistic visionary  
Social, charismatic, friendly  
Motivated by recognition and approval  
Basic fears: social rejection, inadequacy, boredom  
Tends to be disorganized, impulsive, aggressive  
“Wow, do I have a deal for you.” “What’s up...”

**Approach:** Be personable, listen well, keep on track, set deadlines

## **High “S”: Stable Supporter**

Pragmatic, loyal team player  
Concrete action-oriented  
Motivated by tradition, order, and relationships  
Basic fears: loss of stability, rejection, conflict  
Tends to be possessive and overly-yielding  
“How can I help you?” “We can smooth this over.”

**Approach:** Be friendly, emphasize team, draw them out, give step-by-step

## **High “C”: Conscientious Analyzer**

Accurate, precise, and systematic  
Intuitive and sensitive  
Motivated by the “proper way” and "perfection"  
Basic fears: criticism, error, confrontation  
Tends to be overcritical of self and others  
“Do it right or don’t do it at all.”

**Approach:** Offer facts and written follow-up, no small talk, redefine perfection

## Motivating Diverse Styles

Identify someone in each of the styles. Discuss a task you need from them and your approach.

### **D: Dominance**

**Typical Characteristics:** Logical, unemotional, controlling, results-driven, impatient

**Bottom Line:**

- Be structured and credible
- Let them be in control, if possible
- Take quick action

### **I: Influence**

**Typical Characteristics:** Enthusiastic, captivating, talkative, dominant, quick-paced, and big picture

**Bottom Line:**

- Make specific straightforward requests
- Focus on results
- Show Personal interest

### **S: Steadiness**

**Typical Characteristics:** Responsible, cautious, loyal, team-oriented

**Bottom Line:**

- Focus on proven methods
- Give ample time and resources
- Use a team approach

### **C: Conscientiousness**

**Typical Characteristics:** Cerebral, slow-paced, logical, perfectionist

**Bottom Line:**

- Have lots of data
- Be specific with timelines and details
- Don't rush

## **Anger Expression and Resolution**

### **D's can get upset if: too many rules, too much detail, too slow, too much chit-chat**

- noticeable body language - red faced
- physically aggressive - pound fist, or point finger
- raises voice and verbalizes anger
- demands a quick result/answer

### **I 's can get upset if: too slow, no enthusiasm, no challenge, no recognition**

- can be patient to a point - gets impatient with "roadblocks"
- can become demanding if they feel taken advantage of
- verbalizes frustration until it is acknowledged
- tries to accommodate; stays in relationship while seeking resolution

### **S's can get upset if: rushed, impersonal, disconnected, conflictual**

- seldom expresses anger openly; withdraws
- wants to accommodate and reflect
- feelings can get hurt if not handled correctly
- may vocalize angry sounds: "hmph! sigh. tsk. tsk."

### **C's can get upset if: unstructured, rushed, few details:**

- calmly righteous and withdraws
- nonemotional, silent indignation
- very positioned in the facts
- when not fair, ethical, logical = gets angry or sarcastic

— Adapted from Inscape Publishing

## **How can we calm them down?**

### **D's are focused on results so:**

1. Take quick action.
2. Use very few words and get to the point.
3. SAY: "Here's what I can do now."

### **I's want challenge and speed so:**

1. Give a quick relief solution.
2. Keep positive energy (even humor).
3. SAY: "Can you believe this? Let's do X."

### **S's want connection and stability so:**

1. Probe with questions, listen, and validate.
2. Appeal to their accommodating side.
3. SAY: "Let me show you how we can move forward."

### **C's want logic-driven information and details so:**

1. Use full explanations, logic, charts, graphs, step by step, and methodical solutions.
2. Appeal to their need to analyze.
3. SAY: "You're right. That should never have happened. Let's analyze why."

## Listening Lowers Stress

People who interrupt are up to 7x more likely to get heart disease.

Researchers theorize that people who interrupt tend to be competitive and controlling—two hallmarks of "Type A" personalities.

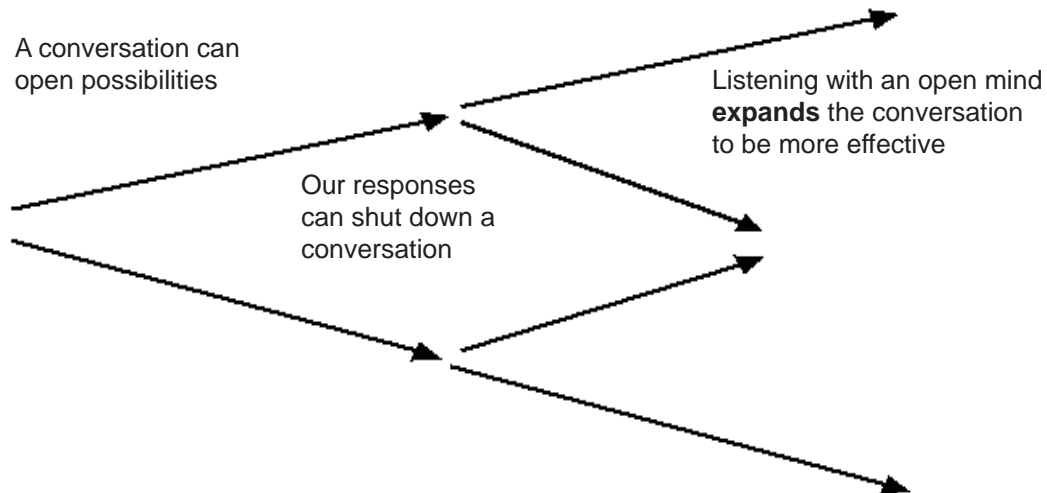
### **Result:**

- These high risk people can lower their risk just by practicing being good listeners.
- By increasing their listening, they lowered both their blood pressure and their stress hormone levels.

(Duke University study)

# Generous Listening

The quality of what you do depends on the quality of thinking you do first. The quality of your thinking is directly related to the quality of attention that you receive while thinking.



## Phrases for Generous Listening

- That's a great idea!
- Tell me more...
- What would make that possible?
- Interesting! What else?
- What would that allow for?
- Help me to understand.
- Yes, "dear."

## Phrases for Ungenerous Listening

- That will never work.
- Where will you get the budget?
- I don't have time.
- I've already tried that.
- I did that 5 years ago and it didn't work.
- What are you *thinking*?
- We need to be realistic.

## Summarizing

Summarizing reduces several statements into one concise restatement. Generous listening and summarizing can validate and calm people down.

## Partner Exercise

A: Talk for two minutes completing the following sentence: "If anything were possible or if we had more resources, I would..."

B: Respond with generous listening phrases. E.g., "Interesting! Tell me more..."

—Nancy Klein, *Time to Think*



[illegible]

## Listening My Buttons

Complete the template from your point of view:

Button pushers:	My feeling:	My need:	My request:
e.g. Cuts you off mid sentence.	anger	Respect	"Please let me finish."

Now try to understand what the other person was experiencing when they did the above behavior.

- What do you think they were feeling?
- What do you think they were needing?

Looking at situations from both points of view enhances our listening skills.

adapted from Marshall Rosenberg, [www.nvc.com](http://www.nvc.com)

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[illegible]

- [illegible]

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## Key Insights

What are three key insights you are going to take away with you today?

- 
- 
-

## **Appendix**

# Product Order Form

Qty.

## BOOKS

\_\_\_\_\_ **The Communication Coach II: Communication Tips FROM the Pros, FOR the Pros! - \$19.95**

(Featuring Dr. Manning et al., 2006). Improve your communication skills—in both your personal and professional life—and see what 14 of the top communications trainers/consultants in the world are saying about communication skills.

\_\_\_\_\_ **Developing as a Professional: 50 Tips for Getting Ahead - \$13.95**, (Manning & Haddock, 2004)

Project a competent and responsible appearance and attitude. Remember proper etiquette in business and social situations. Maintain your professionalism by keeping your skills up-to-date. Develop good professional relationships.

\_\_\_\_\_ **Office Management: A Productivity and Effectiveness Guide - \$13.95**, (Manning & Haddock, 2001)

Become an effective planner. Organize teams that work well together. Develop standards and controls for office productivity. Communicate well to get the results you need.

*"A practical guide for increasing office productivity. I recommend it for beginners and experienced managers." - Executive Director, Leadership Academy*

\_\_\_\_\_ **Professionalism in the Office: Techniques for Administrators, Secretaries & Coordinators - \$13.95**

(Manning, 2001) Develop excellent time management and planning skill..Use effective telephone and writing techniques. Handle conflict and stress with confidence and professionalism.

*"An excellent blend of no-nonsense, practical advice and positive motivation all in one book."*  
*- First Vice President, Professional Secretaries International*

\_\_\_\_\_ **Leadership Skills for Women: Achieving Impact as a Manager, \$13.95**, (Manning & Haddock, 1995)

Discover your unique leadership style. Learn the seven basics of team leadership. Master the art of effective feedback using "I" messages. Develop your personal power with five key skills.

*"An action-oriented book that gives the busy working woman an 'extra edge' to succeed in her job."* - Director, National Association of Female Executives

## TAPES

\_\_\_\_\_ **Using Stress and Conflict Positively - Two cassette audio album, \$25**, (Manning, 2000)

Develop a stress-resistant personality. Learn relaxation & problem-solving techniques.

*"One of the most well-thought-out, succinctly presented and practical treatments on how to deal creatively with life's tension."* - Personal Selling Power Magazine

## COMMUNICATION STYLE ASSESSMENTS

\_\_\_\_\_ **DISC Personal Profile System, 2800 Series - \$38 (online, full report) / \$18 paper version**

A reliable self-assessment for behavioral-based learning and coaching that addresses behaviors across four dimensions: dominance, influence, steadiness, and conscientiousness. Identify and understand your individual behavioral tendencies. Create motivational environments and interact more effectively.

\_\_\_\_\_ **360° Interpersonal Profile Report - \$225**

The over forty page computer-generated report and graphs display your behavioral tendencies, comparing self evalutaion to that of your supervisor, peers, and staff. Includes behavioral highlights, motivating factors, strategies for increased effectiveness, how you manage, delegate, organize, work with conflict, stress, and change. Knowing how others perceive you helps you better develop your effectiveness.

**FREE On-line Innovative Change Course: [www.TheConsultingTeam.com](http://www.TheConsultingTeam.com)**

**FREE Leadership Tips Newsletter: Homepage**

**FREE Articles and on-line assessments: Homepage**

Ship to \_\_\_\_\_

Subtotal \$ \_\_\_\_\_

S&H \$ \_\_\_\_\_

\$5 for first item

\$2 for each addtl. item

8.25% CA sales tax \$ \_\_\_\_\_

**Total Enclosed** \$ \_\_\_\_\_

## Reading List

- Buckingham, Marcus and Donald O. Clifton. *Now, Discover Your Strengths*. The Free Press, 2001
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**Note:** Marilyn Manning's books can be ordered by phone, fax or on the Web at [www.theconsultingteam.com](http://www.theconsultingteam.com) and [www.amazon.com](http://www.amazon.com).

## What is Innovative Change?

Most change is imposed upon us and our first reaction is to feel just that, imposed upon. In this course, we will give you the tools to be an innovative change agent rather than a reactive “victim.” An innovative change agent is a person who anticipates needed changes, takes the initiative to identify needed changes, and champions the implementation of change.

When you get in the change driver’s seat and become an innovative change agent, you have a lot more options. You can train yourself to recognize early signs of change so you can be better prepared. You can anticipate some of life’s surprises and take the necessary steps to be in charge. Creating and innovating change can be a lot more enjoyable than having others telling you what to do.

According to the Change Management Learning Center, a leader in change research, the ability to lead change is a key leadership skill still missing in many business managers. Most companies train their managers in basic skills that include planning, supervision, and organization. Few managers receive thorough training in change management skills.

Our clients have been asking us for years to help them with their #1 concern: Change. They have wanted an easy to follow, easy to learn method for teaching change management to their leaders, managers, supervisors, and employees. We’re happy to announce that we’re going to give them what they want, and we’re giving it away for FREE. Yes, FREE.

We’ve developed an online course on Innovative Change. This course is the culmination of over 20 years of our collected experience. We’ve distilled some essential points about change management and are giving what was asked for; easy to follow and easy to learn. In this course we will look at the following components *lack of good planning, addressing the people side of change, and denial and resistance.*

The benefits of the course are:

- learn to recognize the emotional reactions to change
- gain tips on helping yourself and others overcome resistance
- set a step-by-step plan for navigating a difficult change

Go ahead and sign-up now.

Go to [www.theconsultingteam.com](http://www.theconsultingteam.com). Click on the FREE button and you can register for the course. Remember the course is absolutely FREE, so what do you have to lose?



## Free offer and Evaluation

☐ Yes! I'd like the on-line free quarterly newsletter, *Leadership Tips*.

☐ Yes! I'd like the free on-line innovative change course.

Name: \_\_\_\_\_

Email: \_\_\_\_\_

Title: \_\_\_\_\_

Phone: \_\_\_\_\_

Organization: \_\_\_\_\_

Address (home or office?): \_\_\_\_\_

Please state your overall reaction to this program and speaker. How do you think you or your organization will benefit from the program? What useful insight will you apply?

May we quote you?      YES      NO

Would you like to have Dr. Manning back? On which topic(s)?

Stress Management

Communication/Styles

Conflict Resolution/Difficult Customers

Team Building

Facilitation & Meeting Management

Customer Service

Leadership

Change Management

Do you know someone who would enjoy this program?

Name: \_\_\_\_\_

Organization: \_\_\_\_\_

Phone/email: \_\_\_\_\_

Address: \_\_\_\_\_