

HAVING THE DIFFICULT CONVERSATIONS

A course aimed at helping supervisors in tertiary education manage staff behavioural issues.

www.lhmi.edu.au

Program overview

To many, tertiary institutions appear to attract more than their fair share of difficult people. It is true that most staff in tertiary institutions have been high achievers all their lives and have high expectations of themselves and of others. Unfortunately, a small proportion of high achievers either cease achieving, or become increasingly disruptive in the workplace. The supervisor's time is spent dealing with their behaviour or its consequences.

Behavioural issues may result in aggression or bullying; refusal to participate in departmental strategies; acrimonious fights over research infrastructure; or bitter disputes over issues such as workload allocation. Sometimes, the behavioural issue is temporarily resolved while the staff member thinks that the supervisor will resolve concerns in their favour, only to break down in even more bitterness when that does not occur. Dealing with these behaviours is both difficult and debilitating, particularly as the supervisor may also be a colleague.

Managing behavioural issues through the standard industrial processes is complex, and likely to be unsuccessful. Other processes, such as informal mediation may be more successful, however, dealing with the behaviours is likely to take up 80% of the supervisor's time - to the detriment of other staff in the department and their own

Who should attend?

Academic and professional staff in leadership roles including Directors, Deans, Heads of School/ Department, HR Managers, or tertiary sector managers who have staff management responsibilities.

Delivery mode

One-day course (non-residential).

Dates and locations

Friday, 16 March 2012
LH Martin Institute, The University of Melbourne. Level 1, 715 Swanston Street, Carlton.

Course fee:

\$1,100 (\$1,210 incl. GST)



Course content

Key themes to be covered include:

- Understanding what drives high conflict individuals,
- Dealing with different types of conflict personality,
- Alternate forms of managing conflict, and
- The legal/industrial framework.

Learning outcomes

Upon completing this program, participants will gain an understanding of:

- Drivers of high conflict behaviours,
- Appropriate forms of interaction with high conflict staff, and
- Alternate means of managing conflict.

Program facilitator



Liz Baré commenced her working life in charge of a small specialist library in a government agency, supervising two other staff.

There she learnt valuable lessons in management, supervision and working in complex organisations. She moved through a series of technical and line management positions in that agency, and in 1983 was appointed to head its 50 strong personnel branch. There she fell in love with human resources management and decided that this was her true vocation. Her next assignment was to create a human resources function in one of the world's largest volunteer organisations.

She has now headed the human resource function in three different organisations. Her longest appointment was as Vice-Principal (Human Resources) at the University

of Melbourne. She and her colleagues developed the HR function at the University from a personnel function to a well regarded human resources division. In recent years, Liz has been Head of Administration at the University of Melbourne, where she was responsible for service delivery of IT, Finance, Research, Marketing, Property and Grounds, as well as overseeing a major restructure of administrative service delivery.

Liz is currently a Senior Fellow of the LH Martin Institute for Higher Education Leadership and Management and also a Senior Fellow in the Centre for the Study of Higher Education, at the University of Melbourne. Liz currently advises universities in Australia and overseas on management and human resource management issues.

Registration

To register, please go to our website www.lhmi.edu.au or contact us.

Testimonials

'Good useful information on dealing with conflict.'
(2011 participant)

'Excellent presenters.'
(2011 participant)

About the LH Martin Institute

The LH Martin Institute was established, with the support of the Australian Government, to help leaders, professionals and academics gain an understanding of the rapidly changing tertiary education sector and translate that knowledge into effective management strategies for their institution. In other words, we aim to improve management and leadership in the tertiary education

sector by assisting its current and aspiring leaders in fulfilling their missions. We do this by providing an integrated set of programs, events and research projects that are tailored to the particular needs of the sector.

For more information about our full range of programs, events and projects please visit the website, subscribe to our e-Newsletter or contact us.



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