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This paper is the fourth in a series of case studies exploring innovative approaches to conflict management in the workplace. It follows earlier papers on conflict resolution strategies, two in the public sector and the other in a private sector organisation (see Acas Research Papers 01/11, 05/12 and 08/12). The Conflict resolution practice has largely focused on conflict taking place in public, as if it was set on a theater stage with an audience watching the interactions unfold. In reality, conflict plays out behind the scenes, unobserved by the conflict analysts and system designers. Examine listening skills, appropriate and strategic

verbal and non-verbal communication skills, and how to assemble a conflict management plan likely to yield positive resolutions. Upon completing this course, you will be able to: 1. Use active listening skills when dealing with conflict 2.

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