

Personal Development Portfolio

**Manging Organisational Conflict**

Greater Manchester Learning Lab

*Skills Coaching*





**Welcome to your Good Employment Learning Lab portfolio!**

This portfolio is designed to support your personal development from participating in the [Good Employment Learning Lab](https://www.mmu.ac.uk/business-school/research/tgell/). Our aim is to help line managers to improve their everyday practice in relation to three key line management challenges:

1. Recruiting and managing a secure and agile team, including values-based recruitment
2. Fostering teamwork for innovation
3. Harnessing skills and potential

We have developed training to support you to tackle these challenges more effectively. Specifically, we are offering masterclasses, peer learning groups, and one to one skills coaching. You might attend one or more of these, and for one or all three of the management challenges, as you can tailor the training to your own development needs.

We will research how effective these are in developing people management skills for different line managers in different contexts. Our aim is to find out ‘*what works, for whom, when, where and why*’ so that organisations and training bodies can target investment to effectively develop line managers.

**How to use this portfolio**

This portfolio is intended to be a developmental tool, as well as providing us with important evaluation data. It is a place for you to record your notes, reflections, and actions from attending your skills coaching sessions. You will also find links in the document to our [wakelet resource bank](https://wakelet.com/wake/dpuXSuU9rXB_1_Lp1jJuD) that support the sessions. You should use it before and after each coaching session.

As part of the project evaluation, you will be contacted by one of our research team to discuss your learnings from participating in the Good Employment Learning Lab around 3 to 4 months after completing your programme. The notes you make in this portfolio will help you recall your learnings. They can also be used to support your broader personal development, and feed into any existing performance and development activities that take place in your organisation.

If you have any questions about completing your portfolio, please contact the team: [goodemploymentlab@mmu.ac.uk](mailto:goodemploymentlab@mmu.ac.uk)

We look forward to meeting you!

**Participant name:** Click or tap here to enter text.

**Section 1 – Before your first session**

We’ve created a 3-minute [video](https://mmutube.mmu.ac.uk/media/Good%20Employment%20Learning%20Lab%20-%20Skills%20Coaching/1_f9auv08z) to outline our approach to skills coaching, which you may find helpful. You can access the [GELL Wakelet resource bank](https://wakelet.com/wake/dpuXSuU9rXB_1_Lp1jJuD) if you’d like to explore this topic of managing conflict before your first session.

The management challenge that we are considering for this series of coaching sessions is conflict. As a line manager, your role involves understanding how conflict arises in your team, and using a range of tools and techniques to understand others’ points of view, listen carefully, and become self- aware, so that you can work with your team towards resolving conflict.

How would you rate your knowledge and skill level in managing workplace conflict before attending your first skills coaching session (1 low – 10 high)?

* Choose an item.

How would you rate your confidence level in managing workplace conflict before attending your first skills coaching session (1 low – 10 high)?

* Choose an item.

Why have you scored yourself that way?

Click or tap here to enter text. Please provide as much detail as possible in your response – the box will expand to accommodate your answer.

What do you hope to obtain from the skills coaching?

Click or tap here to enter text. Please provide as much detail as possible in your response – the box will expand to accommodate your answer.

What are your current management challenges in relation to managing workplace conflict?

Click or tap here to enter text. Please provide as much detail as possible in your response – the box will expand to accommodate your answer.

You will need to identify one challenge to discuss at your first coaching session. Please note this below. If you have more than one, we can spend part of the first session helping you identify which challenge you’d like to discuss.

Click or tap here to enter text. Please provide as much detail as possible in your response – the box will expand to accommodate your answer.

**Section 2 - After your first session**

We recommend completing the first three boxes as soon as possible after your skills coaching session. Complete the next two just before your second session.

What challenges and ideas did you discuss in the session? Did this change from what you intended to raise?

Click or tap here to enter text. Please provide as much detail as possible in your response – the box will expand to accommodate your answer.

What actions did you commit to taking forward at the end of the first session?

Click or tap here to enter text. Please provide as much detail as possible in your response – the box will expand to accommodate your answer.

How will you achieve this?

Click or tap here to enter text. Please provide as much detail as possible in your response – the box will expand to accommodate your answer.

**In preparation for your second session**

What progress have you made against the actions from your first session? What has helped/hindered you with this?

Click or tap here to enter text. Please provide as much detail as possible in your response – the box will expand to accommodate your answer.

What would you like to discuss at your next coaching session?

Click or tap here to enter text. Please provide as much detail as possible in your response – the box will expand to accommodate your answer.

**Section 3 – After your second session**

We recommend completing the first three boxes as soon as possible after your skills coaching session. Complete the next two just before your second session.

You can access supporting online resources in our [Wakelet resource bank](https://wakelet.com/wake/dpuXSuU9rXB_1_Lp1jJuD) to explore further content and ideas.

What challenges and ideas did you discuss in the session? Did this change from what you intended to raise?

Click or tap here to enter text. Please provide as much detail as possible in your response – the box will expand to accommodate your answer.

What actions did you commit to taking forward at the end of the second session?

Click or tap here to enter text. Please provide as much detail as possible in your response – the box will expand to accommodate your answer.

How will you achieve this?

Click or tap here to enter text. Please provide as much detail as possible in your response – the box will expand to accommodate your answer.

**In preparation for your third session**

What progress have you made against the actions from your second session? What has helped/hindered you with this?

Click or tap here to enter text. Please provide as much detail as possible in your response – the box will expand to accommodate your answer.

What would you like to discuss at your next coaching session?

Click or tap here to enter text. Please provide as much detail as possible in your response – the box will expand to accommodate your answer.

**Section 4 – After your final session**

We recommend completing the rest of the portfolio as soon as you can after your final session. Please return the portfolio to [goodemploymentlab@mmu.ac.uk](mailto:goodemploymentlab@mmu.ac.uk?subject=Completed%20coaching%20portfolio) within two weeks of your final session. Remember you can access supporting online resources in our [Wakelet resource bank](https://wakelet.com/wake/dpuXSuU9rXB_1_Lp1jJuD) to explore further content and ideas.

What challenges and ideas did you discuss in the session? Did this change from what you intended to raise?

Click or tap here to enter text. Please provide as much detail as possible in your response – the box will expand to accommodate your answer.

What actions did you commit to taking forward at the end of the final session?

Click or tap here to enter text. Please provide as much detail as possible in your response – the box will expand to accommodate your answer.

How will you achieve this?

Click or tap here to enter text. Please provide as much detail as possible in your response – the box will expand to accommodate your answer.

**Section 5 – Your overall experience of all three coaching sessions**

**Knowledge and skills**

What new knowledge and skills about managing workplace conflict have you picked up? (e.g. from Wakelet resource bank, from talking to others or researching yourself).

Click or tap here to enter text. Please provide as much detail as possible in your response – the box will expand to accommodate your answer.

**Reflecting on how you manage**

Tell us about your overall reflections on how you manage workplace conflict and how you could do it differently?

Click or tap here to enter text. Please provide as much detail as possible in your response – the box will expand to accommodate your answer.

**Learning and sharing with others**

Tell us your experience of sharing your thoughts about managing workplace conflict work since the skills coaching (e.g. your coach, your workplace or social life).

Click or tap here to enter text. Please provide as much detail as possible in your response – the box will expand to accommodate your answer.

**Experimenting**

In the skills coaching you identified what you could experiment with in terms of a different way to manage workplace conflict; what did you commit to trying out during the sessions?

Click or tap here to enter text. Please provide as much detail as possible in your response – the box will expand to accommodate your answer.

How did that work out?

Click or tap here to enter text. Please provide as much detail as possible in your response – the box will expand to accommodate your answer.

Tell us about any other experimenting with new ways of managing workplace conflict you have tried - or intend to try - following the skills coaching.

Click or tap here to enter text. Please provide as much detail as possible in your response – the box will expand to accommodate your answer.

**Evaluating your learning**

How would you rate your knowledge and skill level in managing workplace conflict after attending all three skills coaching sessions? (1 low – 10 high)

* Choose an item.

How would you rate your confidence level in managing workplace conflict after attending all three skills coaching sessions? (1 low – 10 high)

* Choose an item.

Why have you scored yourself that way? (What has changed/not changed?)

Click or tap here to enter text. Please provide as much detail as possible in your response – the box will expand to accommodate your answer.

**And finally!**

How was your experience of skills coaching online?

Click or tap here to enter text. Please provide as much detail as possible in your response – the box will expand to accommodate your answer.

Would you have preferred face-to-face skills coaching (if that had been possible)?

Yes No

Is there anything else you would like to tell us about your skills coaching experience?

Click or tap here to enter text. Please provide as much detail as possible in your response – the box will expand to accommodate your answer.

**Please return this completed portfolio to:** [**goodemploymentlab@mmu.ac.uk**](mailto:goodemploymentlab@mmu.ac.uk?subject=Completed%20coaching%20portfolio)

**Remember your responses will be secure and anonymised to protect your privacy.**

**Thank you for your contributions! We hope you found the experience enjoyable and worthwhile.**