

**MMA-KAS Conflict Management & Grievance Redressal by former Indian Air Force Officer**

17 December 2025 09:45 AM - 17 December 2025 05:30 PM

**Brief Overview:**

**MADRAS MANAGEMENT ASSOCIATION**

**Presents**

**One Day Workshop on**

**Conflict Management & Grievance Redressal by former Indian Air Force Officer**

**Date :Wednesday, 17th December 2025**

**Time : 10:00 AM - 5:30 PM**

**Venue : Madras Management Center, Chennai.**

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**Session content:**

- **Workshop Outline**

**Understanding Conflict & Grievances at the Workplace**

**Stages of conflict escalation (Thomas-Kilmann model overview)**

**Red Flags for Escalation**

- Case Study – Physical Assault in factory premises

**Preventive Conflict Management – Building a Healthy Culture**

**Five Step Team Conflict Resolution Process**

- Case Study – The New Hybrid Policy

**Essential Communication & Emotional Intelligence Skills**

- Case Study – The Feedback that back fired

**Formal Grievance Handling Procedures & Best Practices**

## **Step-by-step grievance process (receipt ? investigation ? resolution ? follow-up)**

- Case study analysis: “What went wrong in this grievance?”

## **Resolution Techniques & Mediation Skills**

### **Interest-based negotiation (getting to win-win)**

### **Basic mediation framework for managers/**

- Case Study – The Schedule War

## **Workshop Activities**

### **▪ Fish Bowl Mediation**

- A group discussion technique useful for managing conversations within larger groups.
- A small group of max 5 participants are made to sit in an inner circle discussing a topic and the larger group observes.
- The participants are rotated, providing an opportunity for everyone to express their opinion.
- The process involves a timed discussion in the core group followed by Q & A.

### **▪ Start-Stop- Continue**

- A technique applied to enhance performance feedback, project reviews and strategic planning.
- It helps in clarifying priorities, identifying areas for improvement, & reinforcing positive behaviors.

- Overall, it is the best tool for continuous learning & improvement by guiding individuals or teams to reflect on criticality.
- Role play Triads
- A group of 3 is formed where participants exchange views in the form of a debate, and one amongst them becomes the mediator.
- It helps in developing or enhancing inter-personal skills, conflict resolution and communication skills.
- It brings out leadership qualities and better understanding about colleagues

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**For Whom:**

- **This workshop on Conflict Management and Grievance Redressal is suitable for a wide range of professionals who seek to improve their skills in handling interpersonal and organizational conflicts effectively.**

**Ideal attendees include:**

**Team leaders and supervisors responsible for managing people and resolving workplace disputes.**

**Human resource professionals involved in employee relations and grievance handling.**

**Middle and senior managers aiming to foster a positive work environment and reduce conflict-related disruptions.**

**Employees in roles requiring negotiation, collaboration, and communication across teams or departments.**

**Organizational development and training professionals who design or facilitate programs related to workplace harmony.**

**Anyone interested in enhancing their conflict resolution skills and understanding formal grievance redressal processes for career development or leadership roles.**

**This workshop is particularly beneficial for those in environments where teamwork, communication, and procedural fairness are critical to organizational success. It can be adapted for various industries and functional levels to meet specific organizational needs.**

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**Key Takeaways:**

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- **Recognizing different types of conflicts (interpersonal, structural, value-based)**

- **Early identification of warning signs, and proactive communication to prevent conflicts from escalating.**
- **Active listening, empathy and self-regulation to de-escalate heated situations.**
- **Transparent grievance handling process with proper documentation.**
- **Basic mediation techniques to help craft durable, win-win solutions.**
- **Inevitability of Conflict: Participants will recognize that conflicts are a natural and unavoidable part of any workplace, and not inherently negative if handled constructively.**

**Importance of Communication: Attendees will understand that clear, honest, and empathetic communication is crucial to resolving conflicts and preventing escalation. Skills in both assertive speaking and active listening will be emphasized as critical tools.**

**Self-Awareness and Emotional Intelligence:** Enhanced awareness of personal conflict styles and triggers, along with strategies to regulate emotions and respond thoughtfully rather than reactively.

**Multiple Conflict Resolution Strategies:** Familiarity with different conflict management approaches (competing, collaborating, compromising, accommodating, avoiding) and when to apply each for optimal outcomes.

**Consensus and Collaboration:** Experience in building consensus, encouraging collaborative problem-solving, and seeking win-win solutions for workplace challenges, reinforcing trust and improving team dynamics.

**Grievance Redressal Mechanisms:** Detailed understanding of formal processes for grievance handling, from complaint registration to resolution, and the importance of fairness, transparency, and procedural integrity.

**Prevention and De-escalation Techniques:** Ability to identify conflict early, use prevention strategies (open dialogue, structured communication), and apply de-escalation techniques to manage tense situations before they become disruptive.

**Leadership and Accountability:** Recognition of the role of leadership in modeling constructive conflict behavior, facilitating open conversations, and upholding a respectful, psychologically safe work environment.

**Personal Action Plan:** Concrete steps each participant will commit to, such as adopting active listening, giving and

**seeking feedback, and using the grievance procedures judiciously, to contribute to a supportive and resilient workplace culture.**

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**Facilitator profile:**

**Group Captain Dr R Venkataraman (Retd), General Manager, Madras Management Association (MMA) ( since 2016) Group Captain Dr R Venkataraman (Retd) is a military veteran who served in the Indian Air Force for 26. years. Having held senior and sensitive appointments during the Kargil conflict and Operation Parakram after Indian Parliament Attack in 2001. During his deputation to Airports Authority of India, he served as the Deputy General Manager of Air Traffic Services at the Chennai International Airport.**

**At MMA, he coordinates corporate training and MMA Chapter activities spread across Tamil Nadu and Puducherry and spearheads joint initiatives with industrial bodies, associations, NGOs and academic institutions. He also oversees CSR activities for the benefit of students studying in government-aided schools.**

**His senior appointments in the IAF, AAI, and collaborative initiatives with industrial bodies and NGOs have provided adequate exposure to understanding and resolving conflicts through pragmatic solutions.**



**A doctorate from the University of Madras, he also holds an M.Phil in HR and three other postgraduate degrees in Business Administration, Corporate Secretaryship and Defence Studies. His book “India’s Higher Defence – Organisation & Management” published in 2011, remains a best seller on the subject to date. His other interests include delivering talks on management topics and writing on geopolitics and defense issues, besides music and theatre.**

**Fee Details:**

- **Fee Details**
- Member amount : Rs 0.00- (Including 18%GST)
- Non Member amount : Rs 0.00- (Including 18%GST)
- Total Member count :