



GENERATIVE CONFLICT:
LEADERSHIP SKILLS FOR
HEALTHY WORKPLACES

Generative Conflict Group Cohort Option

Do the Self-Paced Generative Conflict course for
leaders as a team at your workplace.

EXECUTIVE SUMMARY: GENERATIVE CONFLICT FOR LEADERS



Transforming Conflict into Organizational Strength

Most organizations treat conflict as a problem to manage or avoid. Generative Conflict for Leaders reframes it as a source of learning, trust, and culture change.

This blended learning program combines self-paced modules with optional facilitated Q&A and practice sessions, helping leadership teams build the skills and awareness to lead through disagreement while fostering psychological safety.

WHY IT WORKS

- Evidence-based & research-informed: Supports best practices in adult learning, nervous system awareness, and organizational psychology
- Blended model: Flexible self-paced learning + guided application ensures knowledge translates into action
- Values-driven: Integrates equity, justice, and relational accountability for sustainable culture change
- Scalable: Designed for leadership teams, with optional rollouts to broader staff

Format: 7 self-paced modules (~16–18 hours) + optional live sessions

STRATEGIC BENEFITS

- Greater leadership confidence in navigating difficult conversations
- Shared language and practices across teams
- Increased trust, collaboration, and resilience
- Reduced unresolved conflict and HR escalations
- Early indicators of improved engagement and retention

“I realized that generative conflict is not as uncomfortable as I thought. I will apply some of the principles and practices in both my personal and professional life.”

Generative Conflict for Leaders equips organizations to move from conflict avoidance to conflict capability, turning everyday tensions into opportunities for growth, learning, and a stronger workplace culture.

GENERATIVE CONFLICT FOR LEADERS (TEAM VERSION)



Transform leadership teams into conflict-ready, justice-aware, and psychologically safe teams

WHAT IT IS

- 7 self-paced modules (~2–3 hours each)
- Buddy system for reflection and peer discussion
- Optional facilitated support: Q&A sessions, practice labs, implementation coaching
- Phase 2: Generative Conflict for Staff and Teams for broader organizational rollout

WHO IT'S FOR

Leadership teams in public sector, nonprofits, and mission-driven or B Corp organizations

WHY IT WORKS

- Evidence-informed: Aligns with CSA Z1003 and Bill C-65 compliance
- Blended learning: Combines self-paced theory with optional expert facilitation
- Scalable: Pilot with leadership teams → full department rollout → staff version
- Values-driven: Integrates justice, equity, embodiment, and interconnection

Turns conflict into an opportunity for growth, learning, and stronger workplace culture

Pricing Overview (CAD)

*USD provided for comparison only; all billing in CAD

LET'S TALK ABOUT YOUR TEAM



Self-Paced Modules

- Individual: \$489 (~\$365 USD)
- Group 3–5: \$391/person (~\$292 USD, 20% discount)
- Group 6+: \$367/person (~\$274 USD, 25% discount)
- Large Groups 20+: Quote

Optional Facilitated Support

- Q&A Sessions: \$5,000 total (up to 30 participants; ~7 sessions)
- Practice Labs: ~\$2,500–\$5,000/session (half/full day)
- Implementation Support: Custom quote

GENERATIVE CONFLICT FOR LEADERS (TEAM VERSION)



Transform leadership teams into conflict-ready, justice-aware, and psychologically safe teams

Public Sector & Organizational Alignment

Priority / Standard	How Addressed	Key Outcomes
Psychological Health & Safety (CSA Z1003)	Builds leader skills, awareness of nervous-system, team dynamics, power dynamics	Increased leadership confidence, improved trust, reduced escalations
Harassment & Violence Prevention (Labour Code Part II, Bill C-65)	Equity-aware repair conversations and relationship building	Fewer formal complaints, consistent respectful practices
Leadership Development (CSPS Competencies)	7 modules, optional Q&A & practice labs	Shared language, cross-team collaboration, proactive problem-solving
Equity, Diversity & Inclusion	Integrates systemic and interpersonal power dynamics	Leaders integrate justice-oriented approaches for greater staff inclusion
Organizational Effectiveness & Collaboration	Structured peer reflection & practice	More effective problem-solving; conflict leveraged for learning

LET'S TALK ABOUT
YOUR TEAM



HOW IT MEETS CANADIAN WORKPLACE LEGISLATION



Learn how course learning outcomes match policy goals of Bill C-65, ISO 45003, and CSA Z1003 and mitigate psychosocial risk

Module	Key focus	Bill C-65	ISO 45003	CSA Z1003
1. Intro to Generative Conflict	Principles, embodiment, reflection	Lays foundation for addressing harassment/violence	Fosters respectful communication	Basic principles for psychologically safe environment
2. Building Emotional Agility	Nervous system, trauma-informed approach	Supports respectful interactions	Enhances resilience, reduces psychosocial risk	Promotes mental well-being
3. Power & Power Dynamics	Understanding power, personal agency, leadership power	Addresses power imbalances	Balances relationships, reduces stress	Prevents coercion, promotes respect
4. Communication Skills	Listening, clarity, supporting others	Prevents conflict escalation	Encourages open dialogue	Enhances team cohesion
5. Zooming In & Out	Situational awareness, interventions	Identifies situations that need intervention	Mitigates psychosocial risks	Supports conflict prevention and de-escalation

HOW IT MEETS CANADIAN WORKPLACE LEGISLATION



Learn how course learning outcomes match policy goals of Bill C-65, ISO 45003, and CSA Z1003 and mitigate psychosocial risk

Module	Key focus	Bill C-65	ISO 45003	CSA Z1003
6. Culture & Conflict	Cultural sensitivity, team culture, accountability	Promotes respectful, accountable culture	Supports equity and psychological safety	Reduces psychosocial hazards, fosters inclusion
7. Generating Possibilities	Needs, solutions, action	Proactive solutions prevent harassment	Structured approach mitigates risks	Resolves conflict, sustains psychological safety

OVERALL ALIGNMENT

Bill C-65

- Promotes skills and strategies to prevent and address workplace harassment and violence.
- Promotes a workplace culture that prevents harassment and violence through shared values and accountability.

ISO 45003

- Promotes psychological health and safety by fostering open communication and mutual respect.
- Enhances the ability to identify psychosocial risks and intervene appropriately.

CSA Z1003

- Encourages practices that support mental well-being and reduce stress-related conflicts.
- Fosters a culture of respect and inclusion, reducing psychosocial risks associated with negative workplace environments.

BENEFITS OF BLENDED LEARNING



Why a Self-Paced + Facilitated Model Creates Real Change

WHAT IT IS

Blended learning combines flexible, self-paced modules with live facilitation or practice sessions. Participants first explore theory and reflection activities on their own schedule, then deepen and apply what they've learned through guided conversation, peer learning, and real-world practice with a skilled facilitator. This model merges the accessibility of online learning with the relational depth of live development experiences—a powerful combination for leaders who are balancing full workloads and complex human challenges.

WHY IT WORKS (RESEARCH-BACKED BENEFITS)

- Higher retention and application: Meta-analyses show blended learning delivers significantly better learning outcomes than traditional classroom instruction (Means et al., 2010; Vallée et al., 2020).
- Bridges theory and practice: Facilitated sessions help learners connect abstract ideas to the realities of their teams, organization, and context.
- Engages multiple learning styles: Blends visual, auditory, and kinesthetic modes, allowing participants to learn in ways that stick.
- Boosts engagement and accountability: Regular live sessions keep momentum high and create a gentle social nudge to stay on track.
- Builds connection and psychological safety: Shared discussion spaces cultivate trust, empathy, and belonging—conditions proven to support adult learning and behaviour change.
- Supports spaced learning: Revisiting concepts over several weeks allows time for reflection and integration, reinforcing new habits.

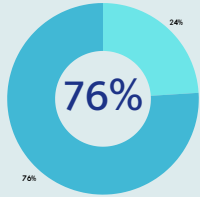
WHY ORGANIZATIONS CHOOSE THIS MODEL

- **Cost-effective scalability**: Offers flexibility for distributed teams while maintaining connection.
- **Culture-building**: Creates shared language and norms across leadership and staff, aligning learning with organizational values.
- **Sustained impact**: Learning that unfolds over time leads to measurable behavioural and culture change—not just momentary insight.
- **Customizable support**: Organizations can add Q&A, practice, or implementation sessions to match their needs and budget.

METRICS / ROI



What are the benefits of doing Generative Conflict as a leadership team?



Our cohort-based leadership program keeps participants fully engaged: 76% complete at least 80% of the course. That's well above typical online leadership programs, where completion often falls below 40%. This high level of engagement means your leaders not only show up, they stay with the learning journey, apply what they learn, and create meaningful impact.

EXIT SURVEY RESULTS

- I appreciate the nuance in this course and how all levels of impact in a conflict are discussed.
- Comprehensive and practical information and tools. I feel more confident that I have the skills to practice.
- The course is thought provoking and has opened my eyes in a number of areas.
- I have been challenged to evaluate and look more deeply into my own perspectives.
- I learned a lot about conflict in the workplace but also in my relationships outside of work.
- The course was informative and also compassionate and hopeful.
- I am trying to pay close attention to the principles of generative conflict on a daily basis.
- I realized that generative conflict is not as uncomfortable as I thought. I will apply some of the principles and practices in both my personal and professional life.
- There was a really great amount of new and relevant content for me. I also liked the reflection prompts.
- I found this very helpful. So much to reflect on and think about. I will revisit this material again.
- I was very interested in the theories being presented and the learning methods were very engaging.

How was your experience on a scale of 1-10?

8.4/10

How likely to apply to your work or personal life?

8.6/10

LET'S TALK ABOUT
YOUR TEAM



A nonprofit leadership team's experience doing it together:

The logo for Big Waves, featuring the words "BIG WAVES" in white, bold, sans-serif capital letters. The text is positioned over a blue, watercolor-style splash or wave graphic that has a textured, organic feel.

In a small nonprofit of 12 people, the leadership team of three did Generative Conflict together:

“I did Big Waves’s Generative Conflict course as a part of my team, and it was a great experience! The topics in the course are so relevant. It equips us with the language and a big container of tools and skill-improvement focus which can strengthen our teams. If you are a new organization or a team, do it, NOW! If you’ve been together for 15 years, do it, NOW! These skills can promote not only healthier teams but also can help transform workplaces.” - Jyoti

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“Doing this alongside my teammates was really helpful to reflect on the patterns we are seeing in our organization to date and how we may want to show up differently in the future. It gives us the language to discuss our individual perceptions, differences, and worldviews, while trying to align our sense of hopefulness in our workplace. The structured check-ins with the trainer held us all accountable to doing the work individually, because we knew we were going to process and learn together. It has equipped us with a common language to talk about our hopes, our triggers, our intentions, our impact, and to name what we’re seeing and experiencing alongside how we hope to show up collectively. There were some really practical examples of useful organizational practices that we got excited about trying to replicate. I felt like we left the group discussions with clear desires around organizational gaps and next steps, from having gone through this at the same time and together.” - Megan

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“As I was going through the course I was surprised by how much I learned! Our team benefitted from doing this together as it allowed us to align the concepts and practices offered in this course with the real-world challenges we were facing at the time. It was helpful to have a course buddy from the team who I could meet with regularly to debrief and integrate the learnings. The language and concepts provided in the course helped elevate the team's collective understanding of conflict and how it could be navigated. If I had a piece of advice for teams wanting to do this course together, make the time to do this course thoughtfully. While the self-directed component is great, it is made better by the one-on-one check ins and the team debriefing.” - Chris

CASE STUDY: BUILDING CARING CULTURE OUT OF CONFLICT



A true (anonymized) story about a workplace that worked with Big Waves to improve how they dealt with conflict.

A hit to morale

A few years ago, a small company called Starpoint (not their real name) had a major workplace conflict that escalated to the point of someone being fired. For the people who were left, the whole thing felt horrible and confusing. “It didn’t feel good. It was bad for morale. We didn’t want to repeat that kind of escalation.” The team realized they had no shared language for difficult conversations, which was a barrier to effective collaboration. They decided as a team that they needed to approach it differently going forward: not avoiding difficult conversations, nor jumping straight to escalation, but instead building the structures, skills, and culture to work through it generatively. They reached out to Big Waves for help to collaboratively create a conflict policy, and to engage in a shared learning process for approaching conflict differently.

What we did together

We set out to build a shared language and process around how they dealt with conflict, and ultimately, to strengthen the sense of trust between coworkers. We went through two interrelated processes 1) facilitated collaborative planning to develop a conflict resolution and respectful workplace policy; and 2) conflict resolution training for the whole team. For the facilitated process, we started with templates, which we modified and updated to reflect Starpoint’s context, and then we met together to talk about any questions or concerns that arose. The topic for the facilitated process was “How do we want to work together, and what do we do when we have conflict?” We defined and clarified people’s values related to collaboration, support, and teamwork, and Big Waves offered supportive facilitation for any tricky topics that came up. “It was so helpful to have someone a bit removed to help us paraphrase and see where we weren’t saying the same thing.” Together, they described the culture they wanted and translated their ideals into practical tools.

**“People are
more open to
working
through
messiness.”**

**-Starpoint
staff member**

People came out of the facilitated conversations and policy development feeling energized and committed, and also with a sense of clarity that the work was just beginning. The first step in the conflict resolution process that they had created was a direct conversation between people who were upset with each other. The team realized if that was going to happen, they all needed to have a shared understanding and greater skills for difficult conversations. So they decided to take our course, Generative Conflict: Leadership Skills for Healthy Workplaces, together as a team. They completed the course together, meeting after each module to discuss the learning and apply it to their work. In addition to specific conflict skills, the course gave them shared language and a foundation for ongoing dialogue about power, hierarchy, and culture. One person said, “Now we have common ground to rely on when emotions are high.”

Before Generative Conflict: Uneven Capacity & Avoidance

The team said before they did Generative Conflict, there was an “uneven” level of comfort with conflict. Some people had done extensive conflict skills development in community and grassroots work, while others had come from more corporate contexts that tended toward avoidance. They wanted to find ways to collaborate across these differences, but experienced residual hierarchy in what was supposed to be a horizontal culture. This contradiction led to confusion and conflict that was hard to talk about. They didn’t feel comfortable as a team engaging in direct or generative conversations. Avoidance or miscommunication sometimes led to escalation rather than repair.

CASE STUDY: BUILDING CARING CULTURE OUT OF CONFLICT (CONT)



A true (anonymized) story about a workplace that worked with Big Waves to improve how they dealt with conflict.

During Generative Conflict: Learning a Shared Culture

People experienced the process of going through the course together as a signal of care and commitment. “We wanted to handle things differently.” By talking about the hypothetical examples in the course, they were able to find enough safety to explore real tensions they were dealing with. Through the course, they found the psychological safety to have conversations that might have felt too difficult or confusing otherwise. A busy workplace, it was hard to find the time to do the work together, but they just made sure it happened because they all knew it was important. “We all wanted more time, but we did it anyway because we knew it mattered.” The experience helped the team build generosity, understanding, and alignment.

After Generative Conflict: Rooted in Generosity and Understanding

The team has seen tangible changes and an ongoing evolution. The policy we created together is acting as a clear reference point when tensions arise. “It feels like we have an anchor.” They have also created new structures to support what they have learned. They formed a People & Culture Committee that is responsible for helping people to use the policy, and they have a new standing meeting item in their staff meetings that is a space for ongoing reflection about how collaboration is going. They are also doing regular check-ins and debriefs about workflow and projects.

People are starting to notice behavioural shifts. There is more familiarity with some of the early warning signs of conflict, and people have started naming things like gossip before it festers. They also express more generosity and patience with each other. “People are more open to working through messiness.”

“There’s a generosity with each other that wasn’t there before.”

-Starpoint staff member

Outcomes: What’s Different Now

The Starpoint team has an increased sense of confidence and clarity, and a cultural shift in how conflict is understood. They have shared frameworks for talking about conflict, and practical policy tools to help if things get hard. They have started to name gossip and avoidance, show each other more grace, and have more honest conversations about how power and hierarchy show up in their horizontal workplace. Maybe most importantly, they have started to understand conflict as part of growth, not a sign of failure.

What Did We Learn?

Starpoint is a lot like most of our clients, reporting that they find building a generative culture is a long-term, layered process. Updating policies and processes is essential, but without training and practice, it’s hard to bring those structural changes to life. And after training, people need time and support to grow into new skills and practices. We also found that external facilitation and the introduction of shared language helped people to talk about emotionally charged topics from more neutral ground, without getting pulled into the weeds. And finally, even when time is scarce, investing in conflict capacity builds resilience, care, and trust for the future.

Starpoint’s experience shows that learning to navigate conflict together isn’t just about avoiding harm, it’s about building the shared capacity to meet challenges with honesty, care, and courage. The Generative Conflict course helps teams build that capacity through structured learning, practice, and facilitation support tailored to their real context. Reach out if you would like to find out more.

TESTIMONIALS ABOUT THE COURSE

The logo for 'BIG WAVES' is located in the top right corner. It features the words 'BIG WAVES' in a white, sans-serif font, with 'BIG' stacked above 'WAVES'. The text is set against a blue, circular, watercolor-style background that has a soft, blended edge.

What other leaders say about the course

A large, stylized blue quotation mark is positioned to the right of the first testimonial, opening the quote.

“I can’t say enough positive things about the self-paced Generative Conflict course Brook has created. It was like a great book- where I wanted to savour and revisit everything all over again the moment it ended. The content is inspiring and curated with such care that it embodies the course concepts of being trauma-informed, inclusive, and relational. The course truly changed the relationship I have with myself and therefore changed my way of being as a leader. I had been looking for a course that recognized the elements of conflict and the beauty and innovation that can be created from it - and I found it in Generative Conflict. Brook’s gentle, encouraging ways supported me to not be afraid of conflict and appreciate the gift it affords when psychological safety and diversity are present. The course is considerate of different worldviews and learning styles and provides practical tools and opportunities for practice. There isn’t a day that I don’t tap into what I have now learned. And while the course was self-paced, I also appreciated Brook’s availability for follow up and support along one’s learning journey.”

Carolyn Campbell, Director, Office of Workplace Mental Health

A large, stylized blue quotation mark is positioned to the left of the second testimonial, opening the quote.

“I enjoyed taking the Generative Conflict Online Course - I learned a lot of valuable information about recognizing and processing conflict, different considerations related to conflict navigation, and explored various ways of helping address or minimize it.

Brook's course was thorough in its content, and I appreciated being able to save/download the important files and decks for later reference, as well as my responses to reflect later. I think I enjoyed the Communication module the most, as it is highly relevant not only to work but also personal life (communication is so important in everything we do). I would recommend this for anyone who wants to have a greater awareness and understanding of how to navigate and process conflict in personal and professional settings.”

Nicole Nguyen, Partner Success Manager

ABOUT THE INSTRUCTOR

BIG
WAVES

Brook Thorndycraft
MA, B.Ed., Q.Med, SEP

- MA in Adult Education with over 20 years' experience designing and delivering accessible and enagaging adult learning
- Qualified Mediator (QMed) with 12 years experience mediating workplace disputes and conducting workplace restoration
- Psychological safety and DEI consultant working with diverse workplaces
- Somatic Experiencing Practitioner, integrating nervous system support and embodiment into work with leaders and organizations
- Diamond Power Index certified coach



Brook has many years' experience in organizational change, conflict transformation, adult and experiential education, and relational leadership. Through coaching, trainings, facilitation, and custom processes, Brook supports organizations in areas such as: power, psychological safety, equity, feedback and communication, and conflict transformation. Over the years she has continued to encounter and adopt nodes of knowledge and practice that identify and address personal, interpersonal, and systemic patterns that get in the way of meaningful change. Embodied practice has changed her life, and she is evangelical about orienting to pleasure and feeling your feet. She founded Big Waves Consulting Inc. in 2020 in order to realize a vision of the immense possibility inherent in working together, and a desire to unsettle the conditions that get in the way of making change.

LETS TALK ABOUT
YOUR TEAM



BIG WAVES: WORK BETTER



We help work feel better for those working towards a better future, by surfacing conditions in the work that block that future, and unsettling them.

YOU:

Make life better.

You dream of a future in which everyone is able to enjoy humanity's natural states of creation, learning, play, rest, and communing with the sacred.

AND:

It isn't simple or easy.

A lot of the friction comes from ways we have learned to work together: structures and mindsets that hold us back.

WE:

Know about this.

The natural inclination to collaborate, and the ability to create more together than we can apart, is a beautiful thing. It can be tricky to get there. This is our specialty.

VISIT OUR
WEBSITE



Big Waves is based in K'jipuktuk (Halifax) in Mi'kma'ki (Nova Scotia), the ancestral, unceded territory of the M'ikmaq People. Settlers and the M'ikmaq have lived in this territory under the provisions of the Peace and Friendship Treaties since 1760 and 1772. We are all Treaty People and have responsibilities to each other and this land.