

## Module 1C – Conflict Management (+ Coaching optional)

### Why – Objectives

"Yes, but not today" is how people usually think about managing conflicts. It is not surprising that we feel we need to prepare ourselves to deal with disagreement because we often associate it with uncomfortable and threatening emotions. If there is no open conflict, we can carry on as if everything is fine, even though we know it's not. Without resolution, conflict simply becomes an opportunity to recycle old arguments, destroying relationships and negatively affecting cooperation and productivity.

With resolution, conflict can be rewarding, exciting and move things forward. This course is designed to help participants deal with conflict constructively, rather than avoiding or escalating it unnecessarily. It will give people practical, relevant and confidence-building tools to deal more effectively with this difficult area.

### What – Topics

<p><b>Causes and Sources of Conflicts</b> ... what are we really fighting about?</p> <ul style="list-style-type: none"> <li>• <i>Conflicts within ourselves – inner plurality</i></li> <li>• <i>Different values, goals and how-to's</i></li> </ul> <p><b>The Psychology of Conflict</b> ... why they have a "bad reputation"</p> <ul style="list-style-type: none"> <li>• <i>Handling strong, uncomfortable emotions</i></li> <li>• <i>The "difficult" other</i></li> </ul> <p><b>Effects of unsolved Conflicts</b> ... how we see, hear, feel them</p> <ul style="list-style-type: none"> <li>• <i>Warning signs and consequences</i></li> <li>• <i>A Conflict Escalation Model</i></li> </ul>	<p><b>Assertive Communication</b> ... how to handle Conflict Situations</p> <ul style="list-style-type: none"> <li>• <i>Communication Axioms</i></li> <li>• <i>Non-Violent Communication</i></li> <li>• <i>Active Listening – Part 1</i></li> </ul> <p><b>Negotiation and Mediation Competence</b> ... success factors</p> <ul style="list-style-type: none"> <li>• <i>Philosophy and attitude</i></li> <li>• <i>Harvard Principled Negotiation</i></li> <li>• <i>Stages and structure of the process</i></li> <li>• <i>The Tool: Active Listening – Part 2</i></li> </ul>
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### How - Methods

The training is delivered over 2 full days and includes short theory sessions, discussions, individual and small group exercises and role-plays with feedback. The case studies are provided by the participants to ensure that the scenarios are as realistic as possible. A questionnaire will be sent to the participants in advance.

### Selected topics can also be covered in shorter workshops (e.g. 4 hours).

The third day offers the opportunity for individual coaching sessions (approximately one hour per participant) to explore each person's specific conflict situation in more depth and begin to develop appropriate resolution strategies.

### When - Course schedule (example)

Day 1 Workshop	9:30 – 12:45 and 13.45 – 17:30
Day 2 Workshop	9:00 – 12:30 and 13:30 – 17:00
optional	
Day 3 Coaching	One-hour-units between 9:00 – 12:30 and 13:30 – 17:30

**Where – Location:** A Seminar room at your institute or online via ZOOM.