



Managing Conflict Successfully Course Outline

Course Overview

Competing Interest, clashing personalities, and limited resources mean that disagreements at work are inevitable. However, they don't have to be a source of unhealthy tension. How you approach conflict can make the difference between a negative outcome and a productive one. This course explains how conflicts happen and identifies a straightforward process for addressing them. **The class is very hands on:** participants engage in numerous discussions and exercises related to identifying conflict, planning responses, and resolving conflict. Topics include:

- Identify common causes of conflict
- Identify beneficial versus destructive conflict
- Explore your options for handling a disagreement
- Prepare for a difficult conversation
- Manage your and your counterpart's emotions
- Power, influence, politics, and negotiating aspects of conflict resolution
- Develop a resolution and rebuild trust
- Know when to walk away

Course Details

Class Duration	2 days (14 contact hours)
Course Materials Provided	Student manual and electronic files
Course Price	\$995 per participant. Special group pricing available.

Prerequisites

A basic familiarity with the subject matter is helpful, but not required.

Instructor and Courseware Designer

Brian Salk, PhD, PMP®, PMI-ACP®, has over 30 years of experience, specializing in hands-on traditional and agile project management, leadership, training, and consulting. He manages a variety of consulting and training programs and projects for his organization and for a number of Fortune 500 customers. His global clientele includes organizations in North America, South America, Europe, and the Middle East. In addition to authoring hundreds of training courses, Dr. Brian frequently delivers leadership training, management training, project-management certification training (e.g., PMP®) project-management best practices training, and a wide variety of business skills training. He is a four-time winner of the prestigious Worldwide Excellence in Training award from a global training organization, recognizing the 25 highest-rated instructors from a network of over 2,400. Dr. Brian earned his PhD from Fielding Graduate University in the field of Human and Organizational Systems, with a focus on effective methodologies related to project management education, and his Masters of Arts (Education) from the University of Michigan. Please note: Pinnacle Professional Development has obtained full permission from Harvard Business Publishing to use their content as the foundation of this course. However, this training course is neither affiliated with Harvard Business School nor endorsed by Harvard Business Publishing.

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Lesson 1: Identify and Prepare for Conflict

- Types of Conflict
 - Emotional, Cognitive, Resources, Personality, Others
- Disadvantages and Advantages of Conflict
- Physiological and Emotional Consequences of Conflict
- Theories of Conflict
 - Levels of Conflict (S. Leas)
 - Limited Resources
 - Equity Theory
 - Systems Theory and Differing Stakeholder Goals
 - Personality Conflict
- Sources of Organizational Conflict
- Conflict Between People, Within a Group, Between Groups
- Options for Handling Conflict
- Conflict and Cultural Factors

Lesson 2: Manage a Conflict

- Assess the Situation
- Get Ready for the Conversation
- Take a Conflict Resolution Preference Survey
- Conflict Resolution Techniques (Blake and Mouton):
 - Problem Solving
 - Compromising
 - Smoothing
 - Withdrawing
 - Forcing
 - Other Methods

- Negotiations and Conflict Resolution
 - Win-Win Negotiations
 - Win-Lose Negotiations
 - Tactics: Missing Man
 - Tactics: Meet in the Middle
 - Tactics: Limited Authority
 - Tactics: Competition
 - Tactics: Deadline
 - Tactics: Legitimacy
 - Tactics: Precedent
 - Tactics: Others
- Legal Considerations and Conflict Resolution
 - Mediation
 - Arbitration
 - Litigation
- Power, Influence, Persuasion and Conflict Resolution
 - Sources of Power
 - Influence versus Power
 - Ethical Considerations of Power, Influence, and Persuasion
 - The Reality of Politics and Tactics
- Choose the Appropriate Setting
- Have a Productive Conversation
 - Body Language
 - Pitch, Tone, Volume
 - Listening Skills
 - Paraphrasing, Clarifying, and Summarizing

Lesson 3: Resolve a Conflict

- Agree on the Resolution
- Plan the Resolution in Detail
- Protect the Relationship, and Rebuild the Relationship, as Necessary
- Navigate Common Situations
- Assessing Lessons Learned Related to Conflict Management