

Conflict Resolution

Experiential Learning Series

Course Description:

This course examines key topics in conflict resolution. Students will learn how to resolve conflict and achieve work goals more effectively, even when faced with very challenging people and situations. The experiential course methodology includes identifying and pursuing personal learning goals and “learning how to learn” by practicing new behaviors and receiving constructive feedback.

Course Length:

1 day with a total of 6 hours of class time, typically 9-12 and 1-4 PM.

Audience and Size:

1) Individual contributors through mid-level managers of corporations; 2) High influence employees and opinion leaders; 3) Challenged intact teams. Diversity of enrollees is encouraged. A minimum of 10 participants is required, with a limit of 25.

Learning Objectives:

The end result of the course will be the ability to resolve conflict and achieve goals in a more effective and culturally sensitive way. Toward this end, the following interpersonal dimensions will be examined in depth:

- Listening
- Feedback
- Influence
- Support
- Confrontation
- Negotiation

Methodology:

Each module of the course begins with a brief lecture introducing one or more new concepts. Each lecture is followed by break-out exercises, typically in groups of two to four, in which the new concepts are applied. Each exercise is followed by facilitated full group discussions of the experience, personal learning, and its applicability to your workplace.

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Course Outline:

1. Listening for underlying needs
 - Distinguish “needs” from “wants”
 - Appreciate all forms of diversity and difference
2. Feedback for impasse resolution
 - Give and receive feedback in a way that increases understanding
 - Avoid trapping yourself and limiting your effectiveness
3. Conditional Influence
 - Know what to share and what not to share
 - Exercise influence depending on the stage of relationship
4. Validation
 - Effectively raise and resolve difficult interpersonal issues
 - Increase awareness of personal conflict resolution style
5. Constructive Confrontation
 - Build open, trusting relationships
 - Respond in a manner that promotes inquiry and dialogue

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Course Facilitators:

The instructor for this course has worked part-time at the Stanford Graduate School of Business for over thirty years, including teaching six years in the “Negotiation and Intervention” course and twelve years in Stanford's “Executive Program in Leading and Managing Change”. He recently became a senior facilitator based on his eighteen years of work in the “Interpersonal Dynamics” course. He is a co-author of "The Stanford Interpersonal Dynamics Course Support Package" for facilitators and is currently preparing a second edition of Stream Analysis: A Powerful Way to Diagnose and Manage Organizational Change (Addison-Wesley Organizational Development Series) with Dr. Jerry Porras of the Stanford Graduate School of Business. Dr. Porras is co-author with Jim Collins of the best selling book "Built To Last" (HarperBusiness).

Kevin Martin is the President of Mentor Training and a Senior Facilitator at the Stanford Graduate School of Business. He brings over 25 years of leadership experience in the management consulting, private equity and technology industries. Kevin possesses a deep knowledge of and keen appreciation for employee development and the skills necessary to succeed at every career stage.