



TRAINING MODULES

Our training model seeks to strengthen trainees' competencies for using and applying the necessary tools and skills to engage in conflict resolution in various scenarios in your company. We approach conflict from **multiple perspectives** such as through the eyes of the management, employees, customers, and partners. This holistic approach enables team members to get out of their own "view" and better understand the dimensions of the conflict.

We distinguish ourselves by providing training where you and your team go through a process of **experiential learning**. Trainees will engage 50% of the time in exercises that allow them to apply newly learned skills, reflect on the experience, and see what can be improved to eventually change behavior (see figure).

Based on this effective technique, trainees will have the opportunity to discover and learn while working with their team to resolve conflict.



Before the actual training, we conduct a pre-training **assessment** with your team to determine what is the current conflict performance before we determine what is necessary for your team. Within 3-6 months after the training has been delivered, we measure change by conducting a post-training assessment and comparing it with the pre-assessment. This measurement can be reported to others, such as supervisory boards and partners.

We offer 17 modules covering different topics (see below). Each module includes 3 hours of training.

Training Modules



MODULE 1

OUR PERSPECTIVE IN CONFLICT

Objectives: To understand conflict and how it is heavily influenced by our own perspectives, values, assumptions and emotions.

Session Times: Total 3 hours

Session 1 [30 min]: What is conflict?

Session 2 [90 min]: Exploring values and assumptions

Session 3 [60 min]: Exploring emotions and mindchatter

Prerequisite: None

MODULE 2

OUR REACTION TO CONFLICT

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| Objectives: | To understand workplace conflict and how it influences our productivity To understand how we powerfully make a story and how it affects the outcomes when faced with conflict To explore strategies of transforming our normal approach to conflict To understand the styles we employ when facing conflict |
| Session Times: | Total 3 hours Session 1 [60 min]: Workplace conflict and escalation Session 2 [30 min]: Our story Session 3 [45 min]: Our strategy Session 4 [45 min]: Our style |
| Prerequisite: | Module 1: Our perspective in conflict |

MODULE 3

COMMUNICATION SKILLS AND TOOLS

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| Objectives: | <p>To understand workplace communication and how it influences our productivity</p> <p>To understand the concept of empathy and explore communication patterns that block and foster empathy</p> <p>To develop and practice the skill of active listening and posing questions</p> <p>To understand body language and how to transfer it into usable information</p> <p>To understand and practice reframing in communicating in the workplace</p> |
| Session Times: | <p>Total 3 hours</p> <p>Session 1 [25 min]: Workplace communication</p> <p>Session 2 [25 min]: Empathy</p> <p>Session 3 [40 min]: Listening and inquiry</p> <p>Session 4 [30 min]: Body language</p> <p>Session 5 [40 min]: Communication barriers</p> <p>Session 6 [20 min]: Reframing</p> |
| Prerequisite: | <p>Module 1: Our perspective in conflict</p> <p>Module 2: Our reaction to conflict</p> |

MODULE 4

HANDLING EMOTIONS

Objectives: To realize the importance of acknowledging and expressing emotions
To learn skills for identifying and managing our and other people's emotions effectively

Session Times: Total 3 hours
Session 1 [20 min]: Development of emotions
Session 2 [70 min]: Managing our emotions
Session 3 [30 min]: Handling emotions of others
Session 4 [60 min]: Emotional intelligence

Prerequisite: Module 1: Our perspective in conflict
Module 2: Our reaction to conflict
Module 3: Communication skills and tools

MODULE 5

NEGOTIATING WITH OTHERS

Objectives: To understand the perspective and strategy of someone in negotiation

To practice the helpful negotiation skills

Session Times: Total 3 hours

Session 1 [60 min]: Position and interests

Session 2 [30 min]: Projected outcomes

Session 3 [50 min]: Alternatives

Session 4 [40 min]: Power

Prerequisite: Module 1: Our perspective in conflict

Module 2: Our reaction to conflict

Module 3: Communication skills and tools

MODULE 6

SEEKING AGREEMENT

Objectives: To identify and understand the steps involved in developing options and seeking agreement

To learn how to prepare and execute a win-win negotiation

Session Times: Total 3 hours

Session 1 [40 min]: Process and preparation

Session 2 [30 min]: Mindset

Session 3 [90 min]: Strategies

Session 4 [20 min]: Agreement

Prerequisite: Module 1: Our perspective in conflict

Module 2: Our reaction to conflict

Module 3: Communication skills and tools

Module 5: Negotiating with others

MODULE 7

INTRODUCING A MEDIATOR

Objectives: To understand and consider helpful ideas from the perspective of people helping other people in conflict.
To understand the mediation process.
To practice preparation for a mediation session.

Session Times: Total 3 hours
Session 1 [40 min]: Why a mediator?
Session 2 [70 min]: Mediation process
Session 3 [30 min]: Preparation
Session 4 [40 min]: Opening statement

Prerequisite: Module 1: Our perspective in conflict
Module 2: Our reaction to conflict
Module 3: Communication skills and tools
Module 5: Negotiating with others
Module 6: Seeking agreement

MODULE 8

MEDIATING CONFLICT

Objectives: To understand the different tasks of the mediator in the mediation session.

To practice being a mediator.

Session Times: Total 3 hours

Session 1 [40 min]: Hearing the stories

Session 2 [50 min]: Identifying interests

Session 3 [60 min]: Assessing options

Session 4 [30 min]: Difficult situations

Prerequisite: Module 1: Our perspective in conflict

Module 2: Our reaction to conflict

Module 3: Communication skills and tools

Module 5: Negotiating with others

Module 6: Seeking agreement

Module 7: Introducing a mediator

MODULE 9

UNRAVELING CONFLICT

Objectives: To learn and practice the technique of mapping a conflict
To learn how to read the conflict map

Session Times: Total 3 hours
Session 1 [60 min]: Examine the stories
Session 2 [30 min]: Identify the problem
Session 3 [30 min]: Identify the parties
Session 4 [60 min]: Identify concerns and interests

Prerequisite: Module 1: Our perspective in conflict
Module 2: Our reaction to conflict
Module 3: Communication skills and tools

MODULE 10

FINDING SOLUTIONS

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| Objectives: | To identify and understand the steps involved in designing solutions to conflict To practice finding acceptable win-win solutions |
| Session Times: | Total 3 hours Session 1 [40 min]: Reading the map Session 2 [40 min]: Dealing with resistance Session 3 [70 min]: Generating solutions Session 4 [30 min]: Acceptable solutions |
| Prerequisite: | Module 1: Our perspective in conflict Module 2: Our reaction to conflict Module 3: Communication skills and tools Module 5: Unravelling conflict |

MODULE 11

LEADERSHIP AND CONFLICT

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| Objectives: | To understand how leadership attributes to conflict To learn to detect conflict in your organization To learn how to effectively use conflict styles in your organization |
| Session Times: | Total 3 hours Session 1 [90 min]: Leadership styles Session 2 [50 min]: Detecting conflict Session 3 [40 min]: Using conflict styles |
| Prerequisite: | Module 1: Our perspective in conflict Module 2: Our reaction to conflict Module 3: Communication skills and tools Module 4: Handling emotions |

MODULE 12

CONFLICT IN TEAMS

Objectives: To understand the composition and development of the team
To learn how to manage conflict in teams

Session Times: Total 3 hours
Session 1 [60 min]: Team development
Session 2 [40 min]: Team composition
Session 3 [30 min]: Conflict management systems
Session 4 [50 min]: Team resolution process

Prerequisite: Module 1: Our perspective in conflict
Module 2: Our reaction to conflict
Module 3: Communication skills and tools
Module 4: Handling emotions
Module 5: Negotiating with others
Module 6: Seeking agreement
Module 7: Introducing a mediator
Module 8: Mediating conflict

MODULE 13

UNDERSTANDING CULTURE

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| Objectives: | To understand the purpose and function of culture in organizations, and how it relates to conflict To understand different cultural orientations and learn how to distinguish them |
| Session Times: | Total 3 hours Session 1 [50 min]: What is culture? Session 2 [30 min]: Organizational culture and conflict Session 3 [90 min]: Cultural orientations |
| Prerequisite: | Module 1: Our perspective in conflict Module 2: Our reaction to conflict Module 3: Communication skills and tools Module 4: Handling emotions |

MODULE 14

TRAINING OF CONFLICT TRAINERS

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| Objectives: | To understand the purpose and structure of experiential learning To learn how to prepare and execute a conflict resolution training |
| Session Times: | Total 3 hours Session 1 [40 min]: Experiential learning Session 2 [50 min]: Trainers guide to experiential learning Session 3 [60 min]: The training Session 4 [30 min]: Ethical considerations |
| Prerequisite: | Training modules 1-13 |

MODULE 15

BUILDING CONSENSUS

Objectives:

- To understand the practice of groups decision-making
- To learn what to include to make a good decision
- To learn about consensus decision-making is
- To understand the flow of the consensus-building process

Session Times:

- Total 3 hours
- Session 1 [60 min]: Group decision-making
- Session 2 [30 min]: Good decisions
- Session 3 [60 min]: Consensus
- Session 4 [30 min]: Consensus-building

Prerequisite:

- Module 1: Our perspective in conflict
- Module 2: Our reaction to conflict
- Module 3: Communication skills and tools
- Module 5: Negotiating with others

MODULE 16

ENGAGE STAKEHOLDERS

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| Objectives: | To understand who the stakeholders are and what influence they might have on executing a project To learn what a stakeholder matrix is and how to put it together To learn how to analyze information about stakeholders and create stakeholder maps for visualization |
| Session Times: | Total 3 hours Session 1 [45 min]: Who are the stakeholders? Session 2 [45 min]: Stakeholder matrix Session 3 [90 min]: Analyzing the information |
| Prerequisite: | Module 1: Our perspective in conflict Module 2: Our reaction to conflict Module 3: Communication skills and tools Module 5: Negotiating with others |

MODULE 17

MONITORING ENGAGEMENT

Objectives: To learn how to develop a comprehensive strategy for stakeholder engagement
 To understand the different levels of participation for stakeholders
 To learn about monitoring stakeholder engagement

Session Times: Total 3 hours
 Session 1 [60 min]: Setting goals and principles
 Session 2 [30 min]: Levels of Participation
 Session 3 [60 min]: Strategies for Engagement
 Session 4 [30 min]: Monitoring Framework

Prerequisite: Module 1: Our perspective in conflict
 Module 2: Our reaction to conflict
 Module 3: Communication skills and tools
 Module 5: Negotiating with others
 Module 16: Keeping engaged