

# STRATEGIC CONFLICT MANAGEMENT

Handle workplace conflicts with poise and ease.



Conflicts are an unavoidable feature of organizational life. When handled poorly, they may fester or explode, but they will not disappear. When handled well, conflict can unify organizations, promote strategic change, and unlock human potential. In this dynamic, interactive course, students will examine the roots of conflict – from disagreements around the watercooler to large scale organizational upheaval—and hone research-backed techniques for managing conflict.

All conflicts, regardless of size or complexity, are experienced and maintained through person-to-person interaction. Thus, the bulk of the course will focus on understanding the roots of disagreement between individuals. Students will sharpen their skills for handling a variety of conflicts (including those between co-workers, managers and employees, and organizations and stakeholders). Lessons learned will then be “scaled up” to inform students’ understanding of conflicts at the broadest institutional level, which have the power to shape organizations’ long-term outcomes for better or for worse.

## FACULTY

Erik Helzer, PhD (Cornell University), is currently researching moral character, ethical behavior, and belief accuracy at Johns Hopkins Carey Business School. The award-winning Assistant Professor has received the Social Psychology Student Publication Award and the Sage Graduate Fellowship from Cornell University, among others. His research has been published in academic journals, including the Journal of Personality and Social Psychology and Theory and Research in Education.



## WHO SHOULD ATTEND

This seminar serves individuals at all career stages as well as rising managers who want to improve their conflict management performance and outcomes. Participants with the following areas of expertise may particularly benefit from this course: sales and marketing, planning and development, real-estate management, arbitration, mediation, supply-chain management, general management, and human resource management.

## TUITION

**\$3,200** for the 2-day course

**20% discount** to JHU and JHHS employees \$2,560

**JHU employees may use tuition remission** for the seminar

## LOCATION

Locations may vary. Please check the registration details and your email for location.

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## Course Agenda

DAY 1	
8:30AM-9:00AM	REGISTRATION AND BREAKFAST
9:00AM-12:00PM <i>(Including a Coffee Break)</i>	<b>MORNING SESSION: UNDERSTANDING THE ANATOMY OF CONFLICT</b> <ul style="list-style-type: none"><li>▪ Interpersonal Roots of Conflict and Naïve Realism: Conflict as a clash of realities</li><li>▪ On what do we disagree? The “three conversations” underlying disagreement</li><li>▪ Being Right vs. Moving Forward: Being clear on motives for resolving conflict</li></ul>
12:00PM-1:00PM	LUNCH AND AFTERNOON PREPARATION
1:00PM-4:00PM <i>(Including a Coffee Break)</i>	<b>AFTERNOON SESSION: UNDERSTANDING AND OVERCOMING THE CLASH OF CONFLICT STYLES</b> <ul style="list-style-type: none"><li>▪ What are the hidden beliefs and assumptions underlying different approaches to conflict?</li><li>▪ What is one’s own conflict style, and how does it “color” one’s interpretation of disagreement?</li><li>▪ How does one navigate a diverse world in which conflict means different things to different people?</li></ul>
DAY 2	
8:30AM-9:00AM	BREAKFAST
9:00AM-12:00PM <i>(Including a Coffee Break)</i>	<b>MORNING SESSION: FROM UNDERSTANDING TO PRACTICE: HANDS-ON EXERCISES IN CONFLICT MANAGEMENT</b> <ul style="list-style-type: none"><li>▪ Managing feelings and identity concerns in conflict</li><li>▪ Creating conversations to build understanding</li><li>▪ Psychological interventions for improving self-regulation in conflict</li></ul>
12:00PM-1:00PM	LUNCH AND AFTERNOON PREPARATION
1:00PM-4:00PM <i>(Including a Coffee Break)</i>	<b>AFTERNOON SESSION: MANAGING ORGANIZATIONAL UPHEAVAL</b> <ul style="list-style-type: none"><li>▪ Team action for managing large-scale conflict</li><li>▪ Designing a conflict management strategy for particular problems and contexts</li><li>▪ Team challenge</li></ul>