



JOHNS HOPKINS
CAREY BUSINESS SCHOOL

Executive Education

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
Executive Education Faculty, Carey Business School

Erik Helzer develops and applies psychological, organizational, and behavioral science insights to understand the cultivation of practical wisdom for leading in organizations. Dr. Helzer’s research focuses on three facets of practical wisdom: ethical behavior and moral judgment, self-knowledge, and personal agency and adjustment. These topics have been the basis of his empirical research and serve as the foundation for his teaching in both MBA and Executive Education programs.



This program serves professionals at all levels interested in improving their conflict management skills. 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.



\$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



Locations may vary

Strategic Conflict Management

Course Agenda

DAY 1

8:30AM-9:00AM

REGISTRATION

9:00AM-12:00PM

(Including a Coffee Break)

MORNING SESSION: UNDERSTANDING THE ANATOMY OF CONFLICT

- Interpersonal Roots of Conflict and Naïve Realism: Conflict as a clash of realities
- On what do we disagree? The “three conversations” underlying disagreement
- Being Right vs. Moving Forward: Being clear on motives for resolving conflict

12:00PM-1:00PM

LUNCH AND AFTERNOON PREPARATION

1:00PM-4:00PM

(Including a Coffee Break)

AFTERNOON SESSION: UNDERSTANDING AND OVERCOMING THE CLASH OF CONFLICT STYLES

- What are the hidden beliefs and assumptions underlying different approaches to conflict?
- What is one’s own conflict style, and how does it “color” one’s interpretation of disagreement?
- How does one navigate a diverse world in which conflict means different things to different people?

DAY 2

8:30AM-9:00AM

REGISTRATION

9:00AM-12:00PM

(Including a Coffee Break)

MORNING SESSION: FROM UNDERSTANDING TO PRACTICE: HANDS-ON EXERCISES IN CONFLICT MANAGEMENT

- Managing feelings and identity concerns in conflict
- Creating conversations to build understanding
- Psychological interventions for improving self-regulation in conflict

12:00PM-1:00PM

LUNCH AND AFTERNOON PREPARATION

1:00PM-4:00PM

(Including a Coffee Break)

AFTERNOON SESSION: MANAGING ORGANIZATIONAL UPHEAVAL

- Team action for managing large-scale conflict
- Designing a conflict management strategy for particular problems and contexts
- Team challenge