

Conflict Management Practises

(Code: CMP)

Evolution-U Combined Courses

Duration: Full Day - Level: Advanced



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Course Outline

This one day training provides a comprehensive set of communication tools for managing conflict and increasing collaboration across internal and external stakeholders. In situations where interpersonal dealings are challenging, conflict resolution practises can be adopted to promote a 'one-team' mindset, where interests are recognised as aligned, and joint business success is seen as the goal.

Such situations are common where departmental silos, differing priorities and personality clashes result in losses in efficiency and productivity to the cost of the organisation. The techniques introduced in this training are based on leading research from top academics and practitioners in the fields of communication theory. The delivery is business focused requiring participants to fully engage and apply the principles taught to real life situations.

Learning Objectives

By taking this course, participants will;

- develop a communication structure that promotes collaboration and open flow of information, including situations where high stakes outcomes, business critical content, emotional content, conflicting non-verbal indicators, and judgement and bias are or risk being present;
- learn the 'Critical Communication Methodology' to help avoid conflict, promote understanding, and generate acceptance;
- learn how to make it 'safe' to bring up sensitive or disagreeable material, gather information, promote collaboration and influence the outcome;
- learn the three basic skills of a trusted advisor and the 11 key principles in relationship building.
- become proficient in the trust equation developing a strong understanding of the structure of trust, how to identify areas of improvement, and how to maximise their individual trust scores.
- Participate in case studies, role plays and breakout sessions to discuss, apply and debate the principles introduced.

Course delivery consists of trainer led presentation with video support, group breakouts, exercises and case studies. Open class discussion is encouraged to allow participants to learn from experience and best practise of others.

Course Content

Case Study: The Target Focused Performer

The training starts with a case study to give a scenario and context for the theory that will be taught during the day. A general discussion on how to address the challenges posed in the case study and common challenges that impede collective teamwork and a "One-Team" mindset form a foundation of reference points against which the theory for the remainder of the training will be tested.

The Critical Communication Model

The root cause of many failures to collaborate lie in how people behave when they enter a communication which has any of the following three elements present; high stakes, difference of opinions and/or emotional content. Despite the importance of dealing with such critical communications, we often back away from them because we fear we'll make matters worse, and collaboration suffers as a consequence. Research shows that strong relationships, careers, organisations, and communities all draw from the same source of power; the ability to talk openly about high-stakes, emotional, controversial topics. In this session, the Critical Communications Model is introduced and sets the framework for the remainder of the training.

The Pool of Shared Meaning

The Shared Pool of Meaning is a crucial concept in the process of building collaboration. Each of us enters dialogue with our own view, opinions, feelings and experiences which comprise our 'mental set'. Our unique mental set makes up our personal pool of meaning. This pool forms a filter through which we run interactions. It not only informs us, but influences our every action. As others enter the conversation, different pools of meaning may collide. This section discussed how the skilled at dialogue make it safe to add meaning to the shared pool so that we are exposed to more accurate and relevant information, and make better choices.

Reframing our Stories

When we observe an action, we add meaning to it; we make immediate and unconscious assumptions at the underlying motive driving the behaviour. In effect, we tell ourselves a story about the observation and in turn we then respond with an emotion. This intermediate step between what others do and how we feel is why, when faced with the exact same situation, ten people may have ten different emotional responses. Using this understanding, a methodology is taught for understanding the stories we tell ourselves so we can analyse our 'Path to Action'; the process by which our stories create our emotions. If we can find a way to control the stories we tell, by rethinking or retelling them, we can master our emotions and, thereby collaborate effectively. Class exercises and case studies are used to build the theory in this session.

Discussing Sensitive Topics

This section introduces a six-step framework for how to speak our minds without making people defensive, pushing too hard, backing off too soon, or regretting that we spoke. The framework promotes openness and trust, allowing us to be persuasive without being abrasive and promote collaboration. Strong communicators realise the only limit to how strongly they can express their opinion is their willingness to be equally vigorous in encouraging others to challenge it, and by inviting discussion deeper understanding and relationships are formed. This section uses extensive video support and video based exercises to help participant develop the skills necessary to use the six-step structure for discussing sensitive topics.

Role Plays: Applying the Critical Communication Model

Participants are coached in three different role play scenarios as initiator, respondent and coach during which they learn to apply the tools taught during the training.

Trust & Influence as a Route to Collaboration

This section analyses the basic skills required to generate trust and be able to influence without authority. Areas covered include (i) Earning Trust & Trust Insights, (ii) Giving Advice Effectively & Socratic Learning, and (iii) 11 key principles in building relationships. The objective is to give participants the required tools for developing valued, long term stakeholder relationships.

The Structure of Trust

Based on market leading research by Trusted Advisor Associates, this section introduces the Trust Equation and challenges participants to maximise their trust value with stakeholders, thus improving the ability to influence, the quality of interactions. Learning the trust equation supports the training objective of developing a "One-Team" mindset and will support participants in their roles as advocates of a collaborative approach to stakeholder communications.

Who Should Take This Course

Business Owners, Management, Sales, PR & Marketing Executives, Human Resources Executives, any and all Customer-facing Staff, anyone dealing with Sales, Negotiation or Mediation, or needing to influence or persuade people on a regular basis will benefit for learning and mastering the techniques introduced in these courses, with immediate results.

This training course is fully certified by Evolution-U.

**For more information & reservations please contact Jessica
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