

SSM 103: Negotiation & Conflict Management in Organisations

Course Overview

Conflict management and negotiation skills are essential in the pressurised work environment of today, yet few managers have been trained to respond confidently in the face of these stresses. Instinctively we react to conflict in ways which are based upon old habits which often result in escalating a vicious cycle of conflict. This course will enable you to review your inherited approach to conflict since it has been designed to be interactive and self-exploratory.

Inter-personal, intergroup and structural conflicts all point to the need for more effective tools for lasting problem solving through negotiation. It is thus important for managers, supervisors and customer service staff to become familiar with the principles, processes, and techniques of conflict and negotiation management. This course will inform and deepen your understanding further, enabling you to make wise choices which will improve your ability to manage conflict professionally.

Learning outcomes

Upon completion of this course, the participants should be able to:

- Recognize how our own attitudes and actions impact on others
- Find new and effective techniques for managing negative emotions in others and self
- Understand the function of communication through exploring its processes
- Apply assertive verbal skills for effective feedback strategies
- Apply critical listening skills
- Develop awareness of how effective non-verbal messages are communicated
- Describe the main sources of conflict
- Develop coping strategies for dealing with difficult people and difficult situations
- Identify those times when you have the right to walk away from a difficult situation
- Explain the appropriate techniques in inter-personal conflict management
- Describe the appropriate action plan and strategies to manage inter-group conflict
- Explain the attributes of an effective manager
- Prepare for negotiations
- Engage in negotiations
- Conclude negotiations
- Evaluate negotiations

Course Outline

What is conflict?

- The main sources of conflict
- Different types of conflicts
- Key questions which clarify conflict causes
- Conflict stages
- Listening continuum
- Attitudes towards conflict

- The Dual Concern Model
- Understanding where my attitude to conflict is rooted
- Tools for improved communication
- What gives people power
- Problem solving
- Management techniques in industrial conflicts
- Tools for conflict analysis
- Inter-group conflict
- Stereotypes and prejudices
- Strategies for resolving inter-group conflict
- Negotiations
- The importance of negotiations and agreements
- Building the relationship
- Assertiveness
- Understanding the Negotiations process map
- Informing people about the negotiations process
- Useful questions for setting up a negotiations process
- Persuading through discussion
- Building trust
- Qualities of good negotiators
- Facilitating the negotiation process
- A comparison of negotiation styles
- Negotiations strategy
- Understanding different negotiation styles
- Negotiation mistakes to avoid
- Key soft skills in the negotiations process
- The mediation process
- The function of the mediator
- The goals of mediation
- Facilitation
- Conciliation
- Managing emotions
- Arbitration
- Designing a strong agreement