

COURSE PROGRAMME

Conflict Analysis, Management and Administration

Dr. Ricardo Petrissans Aguilar

Academic British English edition
Soft Skills Lab

CONFLICT ANALYSIS, MANAGEMENT, AND ADMINISTRATION

EXPLORING THE ESSENCE AND HEART OF CONFLICT

This course is designed to place conflict at the starting point of the knowledge base for training negotiators and mediators. No process for managing and administering conflict situations can be developed without the ability to understand the anatomy, functioning, and pathological forms that conflict can take.

We aim to prepare our participants first to understand what conflict is, what it means, and how to approach it; to help them understand its nature, try to anticipate conflicts, and also understand that, in some cases, conflicts can be resolved, while in others they can only be managed.

Conceptually, we will work on “overcoming the fear” of conflict, presenting it as a normal and expected element of every human relationship, as well as professional and business relationships.

Indeed, anyone who aspires to become a professional negotiator must begin by understanding these elements. They provide the essential foundation for, first, understanding conflict; second, analysing it and seeking the best approach or approaches for handling it—whether from one's own perspective or by intervening as a third party—and, finally, finding an effective approach that makes it possible, on the one hand, to manage that conflict and, on the other, to find ways to ensure that the consequences of that management do not trigger new conflicts in the short or medium term.

An important aspect of this course is that we will assess participants' personal styles of approaching conflict. This will be very useful not only in conflict management, but also in their approaches to administration and management processes, with a view to the fundamentals of negotiation. Indeed, each of us has a “personal style” of viewing and approaching conflict. Knowing it means having already covered at least one-third of the journey.

Over five classes, the program explores in depth what we consider the overall landscape and map of conflicts, their outward manifestations, and their consequences, both from our own point of view and from the perspective of the people who interact with us.

We begin by analysing our behavioural profiles when faced with conflict, using an instrument that will provide valuable information. We can later transform this information into competitive advantages when we are called upon to manage a conflict in which we are involved or to mediate conflicts brought to us by third parties in accordance with our organisational or professional positions. It will also help us clearly identify the situations in which we need to strengthen our capabilities because our style may not be the best suited to addressing them. This does not mean that we cannot do so, but rather that we must draw on certain tools that allow us to do so in the best possible way.

We will then analyse the causes that trigger conflicts and the possibilities for detecting them early, which will help us mitigate outcomes that may be negative. Ideally, we will examine the possibilities for transforming negative aspects into positive ones, or at least neutralizing that negativity.

We will explore the sources of conflicts in greater depth. We will analyse the difference between conflict resolution and conflict management, and the possibilities each offers. We will also examine the potential consequences of inadequate resolution and its impact on conflicts that emerge afterward. This is because, in many cases, resolving a conflict poorly opens the door to subsequent conflicts that may be more serious.

In summary, what we will achieve here is a systematic and emotionally neutral view of the causes and emergence of conflicts. We will be able to identify their nature, work on addressing them early, and decide whether we are facing a situation that can be resolved or managed. We will also be able to assess in advance whether the resolution reached can protect us from the emergence of another conflict resulting from the resolution of the original one. Finally, we will develop some mediation methodologies for situations in which we must intervene as mediators and peacemakers—situations we will often encounter in the course of our business or professional work.

CLASS PLAN

1. Definition and development of conflicts:

- *Definition of conflict.*
- *Why do conflicts exist?*
- *Conflicts as opportunities and risks.*
- *Use of the self-awareness tool for participants regarding their reactions to conflicts and the ways they approach them.*

2. Understanding conflicts:

- *Negative conflicts and positive conflicts.*
- *Description of a typical conflict. The possible types of conflicts.*
- *Resolution strategies: Introduction to resolution and management strategies.*
- *Lose/lose approaches.*
- *Win/lose approaches.*
- *Win/win approaches. Intermediate and provisional solutions.*

- *Managing the status quo.*

3. Behaviours that may occur in conflict:

- *Avoidance.*
- *Accommodation.*
- *Competition.*
- *Collaboration.*
- *Compromise.*
- *Practical methods for conflict resolution: dialogue and assertive communication.*
- *Skills and tools.*

4. Practical methods.

- *Negotiation.*
- *Mediation: Definition and characteristics of mediation.*
- *Functions and role of the mediator.*
- *Structure and phases of mediation.*
- *Mediation techniques and skills.*

5. Practical case study of mediation in a conflict. How to resolve conflicts that appear to be technically insoluble.

Who is this course for?

Primarily, it is intended for anyone who needs to improve their personal and professional management of conflict situations, as well as those seeking to begin the path towards professional negotiation. More generally, it is for anyone who, in their work or personal relationships, needs an in-depth understanding of the dynamics and mechanics of conflicts among individuals, organisations, and all the human groups in which they participate. This is an ideal course for independent professionals, managers, and middle managers who want to manage their work, professional, and personal relationships in a more humane and intelligent way, particularly their interactions throughout the organisation (human resources, management control, quality management, marketing and sales, logistics, etc.). It may also be of considerable importance to independent professionals, trainers, teachers, and mentors.

Additional tools:

Each course includes concrete tools that participants will find applicable to their own circumstances from the outset.

We provide a range of resources for further exploration (TED Talks, articles, worksheets, and videos) so that participants can expand their resource base for each topic addressed in the classes.