Conflict Management Training Module Program

Module/Workshop Title	CONFLICT MANAGEMENT
Learning outcomes Indicate the knowledge (facts, principles, theories and practices that characterize the training) and skills (ability to apply such knowledge) that the student is expected to acquire by the end of the course. They articulate how students will be able to employ the material, both in the context of the class and more broadly.	It is expected that at the end of the workshop participants can successfully resolve situations of personal, interpersonal and team conflict. Advanced knowledge about the nature of conflicts, their dynamics, as well as the main theories that explain them will be acquired. Greater awareness will be developed about the effects of conflicts on themselves, others and systems, as well as training skills for their prevention and management. After the workshop participants will be better able to: ....1) identify different types of conflict, their causes and possible consequences; 2) use empathic and assertive communication skills to resolve the conflict; 3) select the most appropriate styles in the resolution of a conflict; 4) Apply negotiation skills, 5) understand the intercultural dimension of conflicts and ways to mitigate it.

Course content and objectives
Brief description of the course content, which skill(s) will be trained and the main topics covered that will allow students to achieve the expected learning outcomes.
	Goals
	1. Provide practical knowledge on conflict prevention and management
	2. Raise awareness of the creation of positive and collaborative environments
	3. Train conflict prevention and management skills
	Program
	1. CONFLICTS AND CONFLICT MANAGEMENT (10')
	   1.1. Concepts and theories
	   1.2. Positive view of the conflict
	2. DIVERSITY AND CONFLICT MANAGEMENT (10')
	   2.1. Individual and cultural diversity
	   2.2. Personality, cognitive styles, communicative styles
	3. INDIVIDUAL STRATEGIES IN CONFLICT MANAGEMENT: EMPATHY AND ASSERTIVENESS (10')
	   3.1. The TKI model (Thomas Kilmann Inventory)
	   3.2. Self-assessment and application of the model
	4. TEAM STRATEGIES IN CONFLICT MANAGEMENT (10')
	   4.1. The five challenges of a high-performance team
	   4.2. Positivity and Productivity: The importance of feedback and feedforward
	5. ORGANIZATIONAL STRATEGIES IN PREVENTION/ MANAGEMENT CONFLICTS (10')
	   5.1. Leadership Coach, GRH and psychological safety culture
	   5.2. Negotiation and Mindfulness: cognitive flexibility as a source of success in conflict resolution

Methodology Specify what the teaching method is (workshop with a theoretic part and exercises, role plays, games, simulations, questionnaires…) and how the proposed training activities respond to learning objectives. Indicate if any specific software or applications will be used.	Pedagogical philosophy is essentially "Learning by doing". We will always start from action to personal and group reflection. Always starting from situations, problems and cases, the thoughts, emotions and behaviors of those involved are experienced and discussed through the AAR (After Action Reflection) technique. The Theory is provided in its basic aspects at the end of each action-reflection and in a more developed way in materials to explore after the session. Each participant will make an individual, interpersonal and team trip being an actor/actress and author/author of their creativity skills and not mere spectators. It will make some self-assessment, will have roles to play and problems to brainstorm with a positive focus. The challenge to metacommunication and team coaching will also be present as pedagogical and development techniques.
Bibliography Indicate a short bibliography with reference texts, slides, tools etc.	Cottrell, S. (2015). Skills for success: personal development and employability. Macmillan Education: New York. Goleman, D. (2013). Focus: The Hidden Driver of Excellence. New York: Harper Collins. Ivey, A.E., & Ivey, M.B. (2010). Intentional interviewing and counseling: Facilitating client development in a multicultural society (7th ed.). Pacific Grove, CA: Brooks/Cole. Kay, A. A., & Skarlicki, D. P. (2020). Cultivating a conflict-positive workplace: How mindfulness facilitates constructive conflict management. Organisational Behavior & Human Decision Processes. Neves, J., Carvalho Ferreira, J. M. (2001). Poder, Conflito e Negociação. In J. M. Carvalho Ferreira, J. Neves, & A. Caetano, Manual de Psicossociologia das Organizações (pp. 509 - 529). Seligman, M.E.P. (2002). Authentic Happiness: Using the New Positive Psychology to Realize Your Potential for Lasting Fulfillment. New York: Free Press.