"Less Conflict, More Cooperation: Mindful Communication in the Workplace"

Instructor:	Daisy Krüger
Format:	Online Course
Duration:	7 weeks
Language of Instruction:	English

Description

Have you ever avoided a difficult conversation because it could spark a conflict? Many people would answer yes simply because they were unsure how to address the issue at hand. So, if you feel ill-equipped you are not alone. Whenever people work together, misunderstandings arise causing friction. Conflict in some form is inevitable in most forms of human co-operation. However, if we know how to spot conflicts early and employ techniques and strategies to diffuse them, we can get to the core of the issues at hand and solve them productively and to the benefit of all parties involved.

Although conflict can be costly and cause harm, at the same time it holds the potential for those involved to develop, grow and learn. Whenever conflict parties can find commonality and use this to devise a solution, both sides will be enriched.

Ultimately, most conflicts arise from miscommunication. This course gives you the opportunity to learn what communication skills can support you to handle difficult situations with professionalism, to practice their application and deliver feedback and thus improve relationships at work.

We will focus on exploring the following specifically:
- Definitions of conflict and the various types of conflict
- Aspects that hinder or promote successful conversation
- Strategies for dealing with conflict situations
- Different communication models to help understanding the multiple levels of human interaction
- Examination of your patterns of conflict and investigation of the potential for personal growth
- Conducting feedback sessions as a dialogue, giving and receiving feedback to work for both sides

Learning Objectives

This course will strengthen participants' ability to identify characteristics and common signs of a conflict; they will learn how to navigate conflict situations through mindful communication, and will get a better understanding of opportunely-timed constructive feedback as a means of conflict prevention and resolution. Furthermore, participants will develop a deeper self-understanding through reflection and introspection with a view to their personal development.

Target Group

Early-career and senior professionals from all fields, experienced or newly-appointed leaders, managers, entrepreneurs, graduates, postgraduates, HR experts, start-up founders, coaches.

General Requirements

Participants need to possess English language abilities in speaking and writing on the Upper Intermediate Level (at least B2). Attendance of the live sessions is essential for your successful and meaningful completion of the course. To receive a certificate for this course, you will need to attend at least two of the three live sessions. These live sessions will be combined with additional material and intensive work through the online course platform, both individually and in groups. Please see course requirements for the various assignments.
To ensure a comfortable learning environment for all, please adhere to our Code of Conduct.

Technical Requirements

Stable internet connection.

Fully functional device, such as computer, laptop or tablet (use of smart phones is not recommended) with camera and microphone, headset recommended.

Recommended operating systems: Windows 10 or higher or MacOS 10.13 or higher. Avoid using a VPN.

Software: Webex Meetings. Please log in to Webex at least a day before course start in order to avoid any technical delays on the first live session.

Course Requirements

Assignments & Readings

Short Presentations, individually and in groups

Set Tasks/Activities for each week

Literature

Provided online.

Modules

Module	Topics, Guiding Questions, Reading, Assignments
1	**LIVE SESSION // Topic: Introduction** **Orientation:** Setting Ground Rules and getting acquainted **Input and Discussion:** Conflict Definitions and Scope Introducing one model of communication: Transactional Analysis – Ego States – Eric Berne Practical application to conflict and participants' experience **Establishing peer groups of three** to meet regularly every week throughout the course to work on assignments, exchange experience and knowledge, and create support for each other in the learning process **Journaling your learning process** – guideline **Reading / Assignment:** - Processing learning journals part one - Peer groups of three in autonomous meetings: - **Task / Activity:** Questions for guidance on exchange of personal experience/ observations about self and others - Harris, Thomas A. (1995): I'm OK – You're OK (pp. TBA)

2 — Asynchronous Work // Topic: Building Trust

Input and Discussion:
Building trust is the basis for addressing conflict: Amy Edmondson's research

Reading / Assignment:
- Processing learning journals part two
- Peer groups of three in autonomous meetings:
    - **Task / Activity:** Analysis of types of conflict and aspects that hinder or promote successful conversation
    - **Task / Activity:** Discussion of key insights
- Edmondson, A. C. (2018): The Fearless Organization. Creating Psychological Safety in the Workplace for Learning, Innovation, and Growth (pp. TBA)
- Edmondson, A. C.: Article in: Psychology Today: The Role of Psychological Safety in Diversity and Inclusion
- Podcast: Interview with Amy C. Edmondson

3 — Asynchronous Work // Topic: Mindful Feedback

Input and Discussion:
Exploring feedback as our interaction with the world

Reading / Assignment:
- Processing learning journals part three
- Peer groups of three in autonomous meetings:
    - **Task / Activity:** Analysis of participants' prior feedback experience
- Stone, D. / Heen, S. (2015): Thanks for the Feedback. The Science and Art of Receiving Feedback Well (pp. TBA)
- TED Talk: Heen, S: How to use others' feedback to learn and grow

4 — LIVE SESSION // Topic: Practical Application of Feedback

Input and Discussion:
Giving and receiving quality feedback, navigating difficult conversations

Practical Exercise: Conducting a feedback dialogue according to a guideline, with provided scenarios and own cases

Reading / Assignment:
- Processing learning journals part four
- Peer groups of three in autonomous meetings:
    - **Task / Activity:** Further practice with own cases
    - Practical exercise for self-improvement
- Harley, S. (2013): How to Say Anything to Anyone. A Guide to Building Business Relationships That Really Work (pp. TBA)

5	**Asynchronous Work // Topic: Communication Models: The Four Levels of a Message**
	Input and Discussion: Introducing a second model of communication: The Four Levels of a Message – Real, Appeal, Deal, and Reveal **Reading / Assignment:** - Processing learning journals part five - Peer groups of three in autonomous meetings: - **Task / Activity:** Dialogue checklist for conducting difficult conversations (worksheets with different scenarios for practical application provided)
6	**Asynchronous Work // Topic: Addressing Questions like 'Who has Time for all this in the Real World?'**
	Input and Discussion: Exploring ten questions where reality kicks in, and possible solutions **Reading / Assignment:** - Preparing the last live session, including short presentations by participants - Processing learning journals part six - Peer groups of three in autonomous meetings: - **Task / Activity:** Discussion of selected questions - Stone, D. / Patton, B / Heen, S (1999): Difficult Conversations (pp. TBA)
7	**LIVE SESSION // Topic: Key Insights from the Past Seven Weeks**
	Input and Discussion: Introducing practical application – Stop, Continue, Start Participants' short presentations of key insights Summing up, questions outstanding, conclusions **Reading / Assignment:** - Completing learning journals part seven, the final part