

MODULE 4 – MANAGING CONFLICT EFFECTIVELY

This outline lays out the contents of Module 4 in a suggested sequence with *estimated* time frames. Used all together, the components make up a full-day training with time for breaks and lunch. You may choose to use as many or as few of the components as you wish.

Module 4 Learning Objectives

- Participants will examine their personal views of, and reactions to, conflict.
- Participants will examine the effects of their emotions on their effectiveness at work.
- Participants will enhance their communication and negotiation skills to more productively deal with conflict.
- Participants will learn and apply new strategies for analyzing and responding to conflict.

Module 4 Components (in recommended sequence)

You may choose to change the order of these components and/or the time allotted.

15-20 Minutes	Introduction/Overview and Introductions of Participants
25 Minutes	Mini-Lecture #4 Video, Part I: Perspectives on Conflict
15 Minutes	General Discussion Session <i>Choose from below according to group interest and time. Questions also may be used as an individual journaling assignment in advance and then discussed as a group.</i> <ul style="list-style-type: none">• What are some of the problems that result when disagreement and conflict remain unresolved in organizations?• What are your expectations of who is responsible for resolving disagreement and conflicts when they occur?
45 Minutes	Group Discussion—Conflict: Destructive or Constructive? <i>Using the handout titled “Conflict: Destructive or Constructive?” break into groups to explore the advantages and disadvantages of conflict for organizational effectiveness.</i>
22 Minutes	Mini-Lecture #4 Video, Part II: Strategies for Navigating and Resolving Conflict
15 Minutes	General Discussion Session <i>Choose from below according to group interest and time. Questions also may be used as an individual journaling assignment in advance and then discussed as a group.</i> <ul style="list-style-type: none">• What are some of the barriers to handling conflicts effectively in organizations?• What do you think are the most effective ways to resolve disagreements and conflicts in your organization?
25 Minutes	Diagnosing Disagreements Exercise <i>Individually complete the Diagnosing Disagreements worksheet based on a conflict you have experienced or currently are grappling with at work.</i>
60 to 75 Minutes	Consultant Trios <i>Completion of the Diagnosing Disagreements Exercise is necessary prior to this component. Break into groups of 3 to discuss the Diagnosing Disagreements worksheets. Each “consultant” will have 15 minutes to present and discuss his/her disagreement</i>

diagnosis and action steps. The other consultants provide feedback and recommendations on the effectiveness of the strategy. The full group should then reconvene for reports on, and input into, each trio's discussion. (To reduce the time required for the full group reporting, each trio should report on only one disagreement diagnosis.)

50 to 110
Minutes

Preparing for Conflict and Negotiation: A Case Study on Perinatal Depression

Participants should read the case study carefully in advance. The general discussion questions and exercise A are recommended for everyone, but only one of the role playing exercises (exercise B or C) is necessary.

General Discussion Questions (approximately 20 minutes)

Exercise A: Preparing for Negotiation #1 (approximately 30 minutes)

Exercise B: Negotiation #1 Role Play (approximately 40 to 50 minutes)

Exercise C: Negotiation #2 Role Play (approximately 40 to 50 minutes)

10-20
Minutes

Interviews with MCH Leaders

Choose from among the Module 4 video clips according to time and interest.

10-20
Minutes

General Discussion of Interview Segments

Sample discussion questions:

- *What are some common causes of conflict in your organization or your work environment?*
- *Has your organization or work environment experienced any benefits from conflict? What have been some negative consequences of conflict?*
- *What strategies have you or your colleagues used to negotiate resource allocation among competing priorities? Are there other strategies that might be more effective?*
- *Do different kinds of conflict or negotiations (e.g., personnel issues, policymaking, resource allocation, intra- or inter-agency) require different strategies?*
- *How have current or past personal relationships and conflicts (involving you directly or another colleague or predecessor) affected your effectiveness at work?*
- *What are some ways to respond to a conflict that is part of a larger political context in which you lack negotiating power (e.g., a political environment that is inhospitable to your public health mission; programmatic "fallout" from interpersonal or political battles at levels beyond your sphere of influence)?*

10 Minutes

Self-Assessment

What is your response to conflict? Individually complete the self-assessment tool. Consult the handout on "Five Approaches to Handling Conflict."

10 Minutes

Individual Leadership Development Plan

Use the ILDP as a tool to reflect on your approach to conflict, your communication and negotiation skills, and opportunities to practice the concepts and skills addressed in this module.

30 minutes

Consultant Trios

Break into groups of 3 for feedback on Individual Leadership Development Plans. Discuss your own experiences with conflict and negotiation, share your goals for changing your approach to conflict, and receive feedback from your "consultants."

10 Minutes

Wrap Up