

The background of the entire page is a black and white photograph of two business professionals. A woman with blonde hair, wearing a dark blazer, is seated at a desk and looking down at a large architectural drawing or blueprint. A man, partially visible on the right, is leaning over her, gesturing with his hands as if explaining something. He is wearing a light-colored shirt. The scene is set in a professional office environment.

# MCE Week: Managing People & Conflicts

# MCE Week: Managing People & Conflicts

Learn to inspire your team, strengthen emotional intelligence, and handle conflict in a professional manner. You will also learn to delegate tasks effectively and keep your team on track to achieve real results.

## Highlights

- Learn key models to manage conflict in business
- Determine your own personal style profile and gain insights into the strengths and limitations of your profile.
- Identify and build on the strengths of your team's culture

## Key Competences

- Motivation, delegation and feedback
- Emotional intelligence
- Ethical leadership
- Turning disagreements into positive business discussions
- Conflict management
- Understanding real interests

## The Right Programme for You

You faced conflicts in your team, department or organization and you need to develop the right skills to manage it effectively and positively successfully through clear communication, a cooperative attitude and commitment to shared goals.

Senior Managers

Managers



## Learn, Practice and Use

- **Motivate** every member of your team, even if they are very different
- **Resolve** conflict more effectively in a wide variety of situations
- **Get** more done by using the best delegation techniques for each situation
- **Turn** difficult people and poor performers into team players
- **Win** the cooperation and trust from people in your organization
- **Increase** your confidence, management skills, and personal and professional satisfaction in your job by managing people successfully
- **Recognize** the underlying causes of conflict in business
- **See** the difference between disagreement and conflict
- **Map** conflict using a five-step approach
- **Identify** ways to develop flexible responses to personal and professional conflicts

## Practical Information

### Face-to-Face



**5 days**  
**€4,295**

### Available In-Company

The programme is available as an In-Company solution for your teams. More information at [mce.eu/inco](https://mce.eu/inco)

Visit [mce.eu/weeks](https://mce.eu/weeks) for dates, locations and full programme outline

# Programme Modules

1

## **The Experience of Being a Manager**

- How to get people to want to do what they're supposed to do
- Specific challenges you face when motivating others

2

## **Values**

- Values and their impact on work life
- How values can have productive and nonproductive results
- Identify value conflicts in yourself and in others

3

## **Personal Styles**

- Determine your own personal style profile
- Gain insight into the strengths and limitations of your profile
- Use behavioural clues to determine others' personal styles
- How to work more effectively with other personal profiles

4

## **Motivation**

- Employee motivation factors and their impact on behaviours and work settings
- How to tailor your motivational efforts to individual employees and different situations

5

## **Listening, Body Language, Giving Feedback, and Dealing with Difficult People**

- Use active listening to gain information and understand employees' perspectives
- Effectively apply positive and corrective feedback
- Use appropriate values alignment when dealing with difficult employees

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## **Conflict Management**

- The dimensions of conflict resolution
- Identify your own preferred conflict-resolution styles for better conflict management
- Use different conflict resolution styles in different situations

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## **Delegation**

- Different delegation styles: How and when to use them
- Determine the appropriate delegation style for employees and situations

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## **Understanding Organizational Culture and Subculture**

- The impact of organizational culture and subculture and "cultural blinders"
- Explore the assumptions that impact your team's thinking and actions
- Identify and build on the strengths of your team's culture

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## **Emotional Intelligence**

- The components of emotional intelligence
- Gain an honest and accurate assessment of yourself
- Develop an improvement strategy

# Programme Modules

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## **Ethical Leadership**

- Identify your group's values
- Your vision for ethical leadership

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## **Action Planning**

- Develop a specific plan for applying what you've learned back on the job
- Identify people who can support your action plans

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## **Developing Conflict Awareness**

- Recognising the difference between disagreement and conflict
- Understanding the five levels of a conflict
- Exploring barriers to conflict management and resolution

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## **Responding to Conflict**

- Identifying your own feelings and actions in response to conflict
- Applying the P-U-R-R Model to demonstrate understanding
- Utilising the validating process
- Distinguishing between listening for thoughts and listening for feelings

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## **The Role of Trust in Minimising Conflict**

- Describing the 4 Cs as the cornerstones of building trust
- Knowing how trust is lost and regained, and how transparency validates trust
- Identifying interests behind positions

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## **Conflict Strategies**

- Identifying your preferred strategies for responding to conflict
- Understanding the five conflict strategies
- Exploring appropriate strategies to minimise/manage conflict

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## **Moving Beyond Conflict**

- Knowing why relationship conflict and content conflict should be handled differently
- Turning potential disagreements into discussion by applying the Model to Disagree
- Identifying and practising assertiveness tools and strategies
- Detoxifying emotional statements and devising alternative ways to express the message

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## **Dealing with Difficult Behavior**

- Explaining the difference between difficult people and difficult behaviour
- Understanding how to handle passive behavior
- Developing a strategy for handling passive or aggressive behaviour

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## **Mapping the Conflict**

- Mapping a conflict using a 5-step approach
- Exploring a given conflict from various "viewing points"
- Separating interests from positions in a specific conflict
- Selecting a conflict strategy appropriate to addressing a specific goal
- Implementing a chosen conflict strategy

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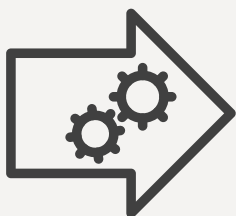
## **Thunderstorms**

- Applying skills to address emotionally tense conflicts (called Thunderstorms)
- Using skills to address an intra-group conflict case study
- Planning for future development to effectively respond to conflict



# Learn

the key business skills and knowledge  
you need for your management role  
today and tomorrow



# Practice

the skills you learn and get feedback,  
recommendations and coaching



# Use

what you learn and practise as soon as  
you get back to your office

For more information please contact:



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