

COURSE SYLLABUS

Skills for Impact - Turning Conflicts into Collaboration

Instructor:	Kinga Goncz, Visiting Professor
Department:	School of Public Policy, Central European University
Term:	2018/19 Spring term
Course level:	MPA
Pre-requisites:	no pre-requisites
Course credits:	2 Credits, 4 ECTS Credits
Course e-learning site:	
Office hours:	TBA

The Skills for Impact (SFI) program is a mandatory, applied element of the MPA program. The program aims to equip students with core vocational competencies that are of high value in the workplace, including but not limited to team building, leadership, emotional intelligence, planning, risk management and critical reflection. The SFI modules complement academic learning in the MPA and provide an important opportunity for practice-oriented learning and broad skills development

Course Description

The course is part of the SFI program.

Conflicts are unavoidable aspects of social life, inherent in all human relations. We respond to a conflict with strong emotions, perceive it as a threat, but it can be turned into an opportunity for individuals and communities.

Public policy is mostly dealing with controversial issues, addressing tough problems with diverse stakeholders' perspectives and interests. In order to develop effective public policy initiatives, people's conflicting interests, needs and values have to be taken into consideration. The best way is to do it by engaging them into identifying issues, generating alternative proposals to address these issues and finding a creative way of solving problems jointly.

In the public policy landscape dispute resolution processes - such as mediation and policy dialogue - are mobilizing resources, empowering people and contributing to more effective policy implementation.

The purpose of this workshop is to learn fundamental principles and practice necessary skills for preventing and resolving conflicts in two-party and multi-party settings.

The workshop is tailored to explore techniques for collaborative processes and to develop awareness of process manager's role, using simulations, case studies and questionnaires, followed by discussions and theoretical inputs.

Learning Outcomes

By the end of the workshop, students will

- be more aware of the causes, dynamics and consequences of a conflict situation;
- learn how to reformulate offensive messages helping people to take personal responsibility for their feelings;
- develop skills of reframing - turning the negative presentation of a conflict to a constructive one while preserving the content, contributing to clarification and de-escalation;
- understand the role of a neutral process manager;
- be familiarized with the collaborative approach of preventing and resolving conflicts;
- learn about the concept and steps of mediation;
- be able to adapt these principles for designing inclusive public processes.

Course Requirements and Assessment

The workshop's credits are earned on a Pass/Fail basis.

Students are required to read all of the pre-course readings prior to the training as in case of traditional academic courses.

For passing the module students have to attend and participate in all three days of the course and write a 2000 word take home exam on

- a) a summary of the three-four most important lessons learned during the course,
- b) how do they foresee to use the learned skills in their private and professional life.

Students are also required to refer to the readings in their paper.

Pre-course Mandatory Readings

1. Moving through Conflict to Collaboration
http://nau.edu/EAW/Forms/MovingthroughConflicttoCollaboration_001.pdf
2. Notes on Facilitative Model of Mediation
www.cityu.edu.hk/ADR/Moot/doc
3. Concept and Process of Mediation www.mediationbhc.gov.in/PDF/concept_and_process.pdf
4. Communication Skills for Mediators. Active Listening
<https://nvmsus.files.wordpress.com/2016/01/chapter-7.pdf>

5. Remarkable Reframing
[www.eprints.maynoothuniversity/6257/1/Remarkable Reframing FINAL 12.7.pdf](http://www.eprints.maynoothuniversity/6257/1/Remarkable_Reframing_FINAL_12.7.pdf)
6. Consensus Decision Making-Seeds for Change
www.seedforchange.org.uk/consensus.pdf
7. Building Collaborative Communities- An Essay by Scott London
[www.scottlondon.com>oncollaboration](http://www.scottlondon.com/oncollaboration)
8. An Anthropologist's Approach to Mediation
www.cardozo.jcr1.com/vol11no1/81-98.pdf
9. The Challenges and Opportunities Confronting Modern Public Policy Mediators
www.americanbar.org/content/dam/aba/publications/dispute_resolution_magazin/winter2016/8_Nolon_Winter_2016.authcheckdam.pdf
10. Manager's Guide to Resolving Conflicts in Collaborative Networks
[www.uquebec.ca/observgo/fichiers/42245 Guideconflicts.pdf](http://www.uquebec.ca/observgo/fichiers/42245_Guideconflicts.pdf)
11. Genesis of Conflict: The Zero-Sum Mindset
www.cardozo.jcr.com/wp-content/uploads/2015/12/Cohen.pdf

Recommended Readings

12. Peer mediation – Student Engagement Project
[www.k12engagement.unl.edu/strategy-briefs/Peer%20Mediation O.pdf](http://www.k12engagement.unl.edu/strategy-briefs/Peer%20Mediation_O.pdf)
13. International Conflict Resolution: From Practice to Knowledge and Back Again (Wanis, Ghais)
<https://www.american.edu/sis/ipcr/upload/Wanis-St-John-Ghais-Intl-Conflict-Resn-ch-56.pdf>
14. Mediation and Conflict Transformation-Center for Security Studies
www.css.ethz.ch/publications/pdfs/Discussion-Points-5.pdf
15. Facilitator Tool Kit –University of Wisconsin –Madison
<http://oqi.wisc.edu/resourceLibrary/uploads/resources/Facilitator%20Tool%20Kit.pdf>

Course Outline

Day 1	
Session 1: 9:00 am -10:40 am	Introduction to the topics and methods of the workshop Expectations and groundrules
20 minute break	
Session 2: 11:00 am – 12:40 pm	The causes, dynamics and consequences of a conflict situation
50 minute lunch break	
Session 3: 1:30 pm – 3:10 pm	Personal conflict management styles – how and when to use them

20 minute break	
Session 4: 3:30 pm – 5:10 pm	Reformulating messages for taking personal responsibility for emotions Avoiding conflicts while giving and receiving feed-backs
Day 2	
Session 5: 9:00 am – 10:40 am	Role of a process manager Needs to be considered for satisfaction with a decision
20 minute break	
Session 6: 11:00 am – 12:40 pm	The concept and steps of mediation
50 minute lunch break	
Session 7: 1:30 pm – 3:10 pm	Getting the parties to the table Introductory statement, groundrules and uninterrupted time
20 minute break	
Session 8: 3:30 pm – 5:10 pm	Reframing- contribution to clarification and de-escalation
Day 3	
Session 9: 9:00 am – 10:40 am	Exchange, building and writing an agreement Closing a session or the mediation process
20 minute break	
Session 10: 11:00 am – 12:40 pm	Dealing with difficult people and difficult situations
50 minute lunch break	
Session 11: 1:30 pm - 3:10 pm	Designing a collaborative process for policy dialogue / multi-party mediation
20 minute break	
Session 12: 3:30 pm – 5:10 pm	Closing and evaluation of the workshop