

Strategic Conflict Management

Conflict is ubiquitous, and all public sector leaders—regardless of their position or level—need to have core skills in conflict management. They also must understand the intricacies of strategic conflict, knowing when and how to respond to different conflict situations. Conflict is an essential aspect of leadership, and the most effective leaders learn to be comfortable with conflict and strategic in how they deal with it. This interactive, skills-based workshop will first introduce the sources and consequences of conflict and explain why being strategic in conflict management is important. It then will turn to a situational model of conflict approaches, engaging participants in identifying their approach to conflict and helping them understand when and why to choose a particular approach. With this foundation, the workshop will then engage participants in a series of activities designed to help them develop key skills in strategic conflict management, including reflective listening, identifying positions and interest through advocacy and inquiry, and giving feedback and making assertion statements. In addition to these key skills, participants will learn about emotional intelligence and patterns of communication that may be risky in a conflict situation.

(Practice Groups 5. Personal Resiliency and Development 6. Strategic Leadership)

Learning Objectives:

- Understand the sources of conflict and why strategic conflict management is important.
- Recognize conflict styles and identify their typical approach.
- Develop key skills in strategic conflict management.

Presenter:



Catherine M. Gerard is Professor of Practice for the Department of Public Administration and International Affairs at Syracuse University's Maxwell School of Citizenship and Public Affairs. She also serves as Interim Director of the Program for the Advancement of Research on Conflict and Collaboration (PARCC), which she led for over a decade, as well as Associate Director of Executive Education Programs. Her focus is research, education, and practice of managers and students in the skills of collaborative leadership and change. Notable publications on conflict and on collaboration, include "The Skill Set of the Successful Collaborator" (with Rosemary O'Leary and Yujin Choi) and, most recent, " From Bureaucrats to Entrepreneurs to Networkers, Advocates, and Empaths: Reappraising Human Resources Management Ideals and Practices in Public Administration" (with Sabina Schnell). Her training and consulting work focuses on national and international non-profit and government organizations. Before joining Maxwell, Professor Gerard led New York State's management development unit within the Office of Employee Relations.

TARGET AUDIENCES:

Assistants/Deputies,
Chief Executive Officers, County Leaders, Early-Career Professionals, Department Heads/Directors, Encore (retired) Professionals, International Local Government Professionals, Large Community Leaders, Mid-Level Managers, Senior/Credentialed Managers, Small Community Leaders, Staff Analysts/Assistants, Students/Interns