Executive & Organization Development

Conflict, Confrontation and Negotiation (CCN) Training Program  NEW
1 year with 5 modules = Increased Effectiveness

Program Overview

For over thirty years, the Gestalt Institute of Cleveland has acknowledged and taught that successful leadership requires an in-depth awareness of oneself coupled with the capacity to understand organization and system dynamics. It is the synthesis of this holistic approach – the joining of person and system - that provides the level of skill and confidence needed to sufficiently create effective personal and organizational interventions.

The basic premise of the Conflict, Confrontation and Negotiation (CCN) program is that individuals become more effective leaders when they have a better understanding of the dynamics of conflict, have knowledge about how to manage confrontation and the skills to negotiate reconciliation, resolutions, and/or settlements.

The ability to manage conflict has increasingly become a required competency of organizational leaders and a required skill for effective organizational interveners. This advanced Gestalt training program is designed to prepare you to successfully conduct difficult professional and personal real-world organizational interactions and situations. It is for leaders and consultants who want to work dynamically to build, within a Gestalt framework, excellence at all levels of system. As an advanced program within our Executive & Organization Development (EDO) department, CCN is intended for those with prior Gestalt training (see prerequisite details).

CCN is a full-immersion program. Participants will experience intensive, personalized, and multifaceted learning. This program integrates the theory of Unit of Work as a meta-structure to ground us in the Gestalt Process throughout the 9-month program. We will focus heavily on human process and behavior; we will explore resistance and ways to initiate and manage change (often at the heart of conflict) within the context of CCN.

You will leave with new skills to immediately apply to real-world challenges at all levels. CCN offers participants a powerful and integrative opportunity to increase their awareness, knowledge, and skills to become more effective leaders in organizations. We look forward to learning together.
Curriculum & Methodology

The *Gestalt Approach* seeks to raise awareness of obstacles to growth and to find creative solutions which support personal and organizational alignment. Participants will explore the overall Gestalt model as applied to each level of system within the context of conflict, confrontation and negotiation.

Supporting Your Capacities to Influence – Skill Development

The CCN program supports participants to expand their capacities to manage difficult conversations and conflict, and to choicefully adapt behavior to influence outcomes. The core program provides opportunities for direct work in skill development in a range of areas including:

**Conflict**
*Conflict has been defined* as a state of discord caused by the actual or perceived opposition of needs, values and interests. It can be internal (within oneself) or external (between two or more individuals).

Conflict as a concept can help explain many aspects of organizational life such as disagreement across boundaries, conflicts of interests, and turf wars between individuals, groups, or organizations. The failure to directly address organizational conflicts, often results in tension among stakeholders that deters effectiveness of individuals, groups, or the entire organization.

- Gain a new understanding and heightened awareness of conflict.
- Recognize various levels of “conflict” and how to overcome each.
- Learn to proactively conduct challenging conversations with confidence.
- Develop methods to address tough issues, improve relationships and achieve results.

**Confrontation**
*Confrontation is often defined* as a bold challenge or discord arising from a clash of ideas or opinions that can lead to a hostile face-to-face disagreement.

Organationally, confrontations can occur between opposing groups such as a split within the board or between feuding executives who have lost sight of organizational needs and aspirations, and who are, instead, in the midst of a raging a turf war. Or, confrontation can be a focused and careful comparison designed to reveal facts of a situation at a time when much of the prior dialogue has been based, solely on personal opinions and emotions; e.g. acquisition and merger decisions between opposing parties.

- Our approach to working with confrontation is unique. You’ll look at discord differently – and discover ways to overcome barriers at all levels of system.
- Understand how to assess the situation and consciously select skills to effectively intervene.

**Influence as Negotiation**
*Negotiation is generally defined* as a dialogue intended to resolve disputes, to produce an agreement upon courses of action, to bargain for individual or collective advantage, or to craft outcomes to satisfy various interests. It is a primary method of alternative dispute resolution.

In our opinion, the capacity to negotiate successfully is greatly enhanced when one has developed a high level of skill at using oneself to influence others. Influence is the ability to affect someone’s beliefs or actions through the use of sound process and the use of authentic behavior.
We look at negotiations differently so that you can adapt your behavior during any stage of negotiation, no matter how complex. Our work will delve into the three basic elements of negotiation: process, behavior and substance and prepare you to skillfully:

- Recognize “the process” of how parties negotiate: the context of the negotiations, the parties to the negotiations, the tactics used by the parties, and the sequence and stages in which all of these play out.
- Increase your awareness of “behavior”: the relationships among the parties, the communication between them and the styles they adopt. Explore how to adapt your negotiation style to achieve the best results.
- Identify “the substance” of what the parties negotiate over: the agenda, the issues (positions and interests), the options, and the agreements.
- Learn to attend to underlying, core needs that are often at the root of discord
- Understand the dynamics of authentic behavior and how to engage in it during negotiations

**Unit of Work**

*Unit of Work*, which has become a virtual trademark of GIC’s organizational programs, will provide a structure of beginning, middle and end, as a key tool to organize interventions and support processes. You will learn how to successfully move through the four steps of Unit of Work – assessing what is, choosing what to attend to, acting on that choice, and closing by acknowledgment – with a heightened awareness to define patterns and themes.

**Organizational Change**

Only about one-third of all major changes inside organizations succeed. The CCN approach provides a solid base for increasing those odds in your favor. We will examine:

- How can we initiate and manage change especially in terms of conflict, confrontation or negotiation.
- Resistance as a creative adjustment to individual and organizational survival, especially in terms of conflict, confrontation or negotiation. We will explore resistance as a contact style that serves the individual, team, or organization until adequate support is created to support change.
- Polarity wisdom - we will identify and learn to effectively address chronic problems which are, in fact, dilemmas (polarities) you must manage, not problems to solve.

**Personal Impact**

Your success as a leader, group member, or consultant rests less on what you know and more upon who you are. Recent leadership effectiveness research indicates self-awareness as a critical competency. As a result, executives and consultants now need to know:

- What impact do you have on others, especially in terms of conflict, confrontation or negotiation?
- Does your presence work for or against your ability to connect and influence people?
- What can you do to improve the quality of your personal impact especially in terms of conflict, confrontation or negotiation?

**Systems Thinking**

Often organizations limit thinking to only one level of system. Our approach to working with groups and teams is unique and will focus on *all levels of system* and their application to conflict, confrontation or negotiation (CCN).
• You will learn that selecting any level of system will address the CCN—the question which level will serve you best in each particular situation. We will learn to isolate how to select the level of system to make the biggest impact.

• We will increase your ability to understand the intricate workings of systems and where to intervene to get the most impact in any CCN.

• Your ability to influence others in organizations will increase just by your heightened sensitivity to systems issues and their application to CCN.

Integration of Learning

Toward the end of the program you will become part of a participant team that will work with a client in the Cleveland area. You will contract with the client and intervene based on principles you’ve been studying. It’s quite an opportunity to see how the pieces fit together.

• You’ll immediately see how the CCN approach works with people facing real business challenges.

• To ensure that you get the most from this experience, a faculty member will work closely with you (as your consultant not the client’s) as you plan and implement your interventions.

Supportive Materials

Supportive reference materials are provided to support each participant’s learning preference. A training manual will be provided along with articles and other reference materials.

Your Learning Experience

To ensure an up close and personal learning experience, our Conflict, Confrontation and Negotiation program is capped at 24 participants, the student to faculty ratio throughout the program is maintained at not more than 6 to 1, and the faculty remains the same throughout the program to ensure a deeper learning relationship for each participant.

A variety of methods are used in the CCN program, including demonstrations, readings, simulations, role-plays, fieldwork assignments, small group practice, and step-by-step skill building experiences. The primary learning experience will be by doing. Participants will work with individuals, groups, and organizations in a personal learning laboratory, where learning can be safely explored, as well as with their own systems or clients, as part of the learning process. You will be required to develop learning projects outside the program, and will receive consultation and feedback for these projects throughout the course of their work.
A Glimpse of the 5-Session Program

Session One:
Setting The Foundation
March 22-27, 2009
We begin to build our community by getting to know one another as well as begin to build the foundation of our program. We will introduce core Gestalt concepts that relate to how we see and address issues of conflict, confrontation, and negotiation. We will create a variety of structures which support your learning processes.

Session Two:
Conflict
May 3-8, 2009
We drill down on the definition and application of what is conflict and how does it surface at the individual, team, and organizational levels of system. Conflict will fill the days as we seek to bring real back homes situations to the forefront for examination and intervention.

Session Three:
Confrontation
July 12-17, 2009
Confrontation is an absolute necessity of any business, yet many people completely avoid it at all costs to themselves, to their team, and ultimately to their organization. Knowing how to stay fully present and to keep focused on task and process at hand without being consumed by tensions and emotions can lead to effective confrontation. We will draw on the wealth of experience of the class and case studies to mirror opportunities to contain and face confrontations.

Session Four:
Negotiation
September 13-18, 2009
Negotiation is about how to influence others, often without the authority or power to force them to listen let alone to agree, comply, or conform. In many organizations, as consultants or as internal executives or coaches, we are asked to influence an individual when we have absolutely no apparent capacity to do so. In this session, we focus on how to influence any situation with your presence, use of self, and clarity of the issues.

Session Five:
Integration of Learning & Closing
November 15-20, 2009
Our final session is about integrating and closing. Just as occurs in organizations, all good things must come to a close. When properly moved through closure, our capacity to sustain the changes that occurred is greatly enhanced. Without closure, unfinished business lingers instead of being resolved or at least placed into proper perspective. We will focus on the closure of our program and on the way in which closure is critical to the success of any effective effort towards conflict, confrontation, and negotiation.
Faculty

The faculty for *Conflict, Confrontation and Negotiation* is widely published in the field and has extensive international experience in many areas of business, education, government, law and human service organizations. The faculty includes:

**Herb Stevenson, MA, CPC, CDP**  
**Program Co-Chairperson**  
President/CEO of the Cleveland Consulting Group, Inc. and a Gestalt specialist. Herb has published over 26 books and over 200 industry articles. His latest work in progress is “Paradox: A Gestalt Approach to Organization Development”.

**Linda Koenig, MA**  
**Program Co-Chairperson**  
Linda is an Executive Coach and organizational effectiveness and human resources consultant. She is also a certified mediator and teaches at Cleveland State University in the graduate Diversity Management program.

**Ann Begler, J.D.** is principal of the Begler Group in Pittsburgh providing mediation, facilitation and organizational development services. Ann is an experienced trial attorney and mediator, and former Chair of the Pennsylvania Bar Association’s ADR Committee.

**Ann Attayek Carr, M.S., ICF/PCC** is owner/principal of an organizational effectiveness and executive coaching firm near Washington, D.C. offering clients the Intruequest® suite of strategic, team and leadership services. Previously, Ann spent 15 years consulting within two Fortune 50 corporations.

**Cathe Carlson, Med** is a leadership and organization development consultant. She is a principal with an international consulting firm based in Houston specializing in building capabilities to support breakthrough performance.

**Lisa (Tong) Parola Gaynier, MA, CDP** is Director of the Masters program in Diversity Management at Cleveland State University, and an organizational coach and consultant specializing in leadership and cultural competence.

Your Investment In Your Personal and Professional Competence

Who Should Attend

*Conflict, Confrontation and Negotiation* is an advanced Gestalt program intended for those with prior Gestalt training. It will benefit individuals wanting to enhance their ability to influence people and systems through increased competence and effectiveness in managing conflicts, confrontation, and negotiation to achieve desired outcomes. Typical attendees are consultants, executives, managers, leaders, executive and life coaches, OD professionals, administrators/directors and academics.
**Prerequisite**

Prerequisite: Prior to attending the CCN Program, applicants need:
- to be a graduate of a Gestalt Institute of Cleveland OSD, BBI, or BEI program in the last 5 years, or
- to have completed our 5-day workshop, Foundations of Gestalt
- in addition, to successfully complete our Conflict, Confrontation and Negotiation Introductory Workshop

**Admission Process**

Admission to our programs requires both a written application (GIC Training Program Application is available online or contact us) and an interview (applicant is required to schedule an interview with one of our CCN faculty by phone or in person). Class sizes are limited, early application is advised.

**Program Schedule**

This program meets for five, 6 day training sessions over a 9-month period. Each session begins promptly at 12:00 PM on Sunday and ends at 12:00 Noon on Friday. Plan to arrive early and to stay the full time to ensure that nothing is missed in your learning process. Please do not book flights home with departures times prior to 2:00 PM on the last day of the session. Class is limited to 24 participants.

March 22-27, 2009
May 3-8, 2009
July 12-17, 2009
September 13-18, 2009
November 15-20, 2009

**Fees** (excluding travel, lodging and meals)

- Application (nonrefundable, applied to tuition) $ 750
- Tuition (required upon acceptance) $ 12,750

**Continuing Education: Contact us for details**

A non-refundable application fee must accompany all applications and will be applied to tuition upon acceptance. Tuition is required upon acceptance. Refunds are not given for early withdrawal from the training program due to the nature of its design and operation. For other payment options, contact the Program Chairperson(s) or the office at 216.421.1729, extension 1.

**Registration**

( Programs and Workshops)

Online at [www.gestaltcleveland.org](http://www.gestaltcleveland.org)

Mail: Registrar
Gestalt Institute of Cleveland
1588 Hazel Drive
Cleveland, OH 44106-1791
Fax: 216.421.1729
Email: [registrar@gestaltcleveland.org](mailto:registrar@gestaltcleveland.org)

Call for Forms: 216.421.0468

**Questions**

Contact Herb Stevenson at 440.338.1705 or at [therbstevenson@aol.com](mailto:therbstevenson@aol.com) or Linda Koenig at 440.605.9236 or at [Linda@KoenigConsultingGroup.com](mailto:Linda@KoenigConsultingGroup.com).
Overview

Want to expand your learning at GIC? We have the capability to accelerate your developmental process by providing integrated coaching support before, during, or after your learning experience in a GIC Executive and Organization Development (EOD) program!

Coaching for Integrated Learning is a 1-on-1 coaching option designed to broaden the developmental experience for individuals participating in an EOD program. It can be coordinated along with: (1) Becoming an Effective Organization Intervener or (2) Conflict, Confrontation & Negotiation.

This client-driven, developmental experience provides the support and expertise that is important for the individual's goal attainment. It allows the individual to prepare for and build on individual assessment information, 360 degree feedback, specific program reflections, and goal setting.

Exponential Learning

Coaching for Integrated Learning maximizes your experience and creates exponential learning in our EOD programs. As the world leader with over thirty years creating and testing Gestalt-based Executive and Organization Development, we have a history of providing opportunities for transformational change. Exponential learning occurs when theory, experience, and descriptive data are integrated into a learning and behavioral change.

How You Will Benefit

• Challenges participant in a manner that encourages the stretch needed for development, and then supports the participant to insure positive change.
• Provides a leap forward for exponential learning and leadership capability.
• Allows you to keep EOD program content, process and structure on track to produce positive results.
• An opportunity to explore “self” through private assessment and feedback.
• Gain knowledge and skills you can apply immediately.

**Most Effective for EOD Participants Who:**
• Want to deepen the impact and value of their learning experience and increase the likelihood of making real and sustained behavioral change.
• Would benefit from talking through specific issues with someone they know and trust.
• Want to build a relationship with a coach prior to their EOD program experience to prepare them to maximize the benefit of their program experience.

**Methodology**

**Format**
• Can include an assortment of baseline assessments prior to the program start-up such as California Personality Inventory (CPI) 260, Myers-Briggs Personality Type Instrument (MBTI Form Q, Step II), and the Fundamental Interpersonal Relations Orientation-Behavior (FIRO-B), and/or 360-degree feedback instruments on leadership and/or leader emotional competency.
• Typically consists of 6 to 12 confidential sessions (by phone and in-person) scheduled to coincide with the Program schedule. For example, if you register for 10 coaching sessions along with our CCN Program then 5 coaching sessions might be by phone and 5 in-person (prior/after each of CCN's 5-sessions). A session schedule is customized to each individual's needs.
• Can be designed around the program experience according to the client's needs and preferences.
• Can be customized to include the option of face-to-face sessions.

**Faculty**

Our goal is to provide you with a very open learning experience with someone you know and trust. For this one-on-one coaching option, you will be able to interview several of our faculty by phone and select the individual you prefer. Or, if you already know who you prefer, you can request that individual faculty member. Faculty member assignment is based on availability.

**Time Investment**
This leadership coaching process is typically structured to coincide with the program length of 9-12 months, however it can be customized to meet participant's needs.

**Fees**
Fees are determined according to your specific coaching needs.

**Questions**
Contact Herb Stevenson at 440.338.1705 or at herbstevenson@aol.com or Linda Koenig at 440.605.9236 or at Linda@KoenigConsultingGroup.com.