CAREERS & MANAGEMENT – CAM
OPTION LEADERSHIP – M1 S8
MODULE 1 – CONFLICT MANAGEMENT
CLASS 4 CONSTRUCTIVE FEEDBACK

2024-2025

Module Content

Week 1 : Introduction, Objectives & Evaluation

Week 2 : <mark>Giving Constructive Feedback</mark>

Week 3 : Resolving cultural conflicts

Week 4 : Negotiations

Week 5 : Role Plays

Week 6 : Role Play REX and Moodle Quizz

Team work is dream work ☺

- FISE SN Team lists : https://lite.framacalc.org/k0z60paupy-acac

- FISE 3EA Team lists : https://lite.framacalc.org/pzxasftlmj-acac

- FISE MF2E Team Lists : https://lite.framacalc.org/w9rqevs4sk-acac

- FISA Team lists : https://lite.framacalc.org/qwhladp8k5-acac

Disclaimer *If you do not have a team, you will not have a grade. Teams must be finalised by week 2.*

Evaluation

- Team Role Play – 50%

- Other teams Role Play Evaluation and REX – 25%

- Moodle Quizz – 25%

- Once you have formed your teams, please sit together and you will be given your case study to be used in each class.

Role Play

- Each team will be given a role play case study scenario

- Each week you must identify the situations which are relevant to your role play. You must identify the conflict scenario and use the class techniques to resolve the issue.

- On the day of the role play the team may either act out the role play in front of the class or present their resolution strategy to the class.

- Application of class learning will be the main evaluation criteria.

- Each team will also evaluate the other teams

- Final grades will be a mix of the class and teachers evaluation

Role Play Evaluation Grid

Criteria	Description	Points	Comments
Understanding constructive feedback techniques	Demonstrates a clear understanding of how to give constructive feedback and applies techniques	4	
Cross-Cultural Framework	Applies Erin Meyer's frameworks to analyze and resolve conflicts effectively.	4	
Negotiation Techniques	Uses appropriate negotiation strategies to find win-win solutions.	4	
Inclusion of Thomas-Kilmann	References the Thomas-Kilmann model and integrates it into their resolution approach.	2	
Presentation Skills	Communicates ideas clearly, maintains audience engagement, and uses visual aids effectively.	3	
Team Collaboration	Demonstrates effective collaboration and integrates team input into the presentation.	3	

Role Play Evaluation

- Each team must download the evaluation form on moodle

- They will complete a different evaluation form for each team evaluated and then upload all the evaluations together.

- ONLY THE TEAM LEADER WILL UPLOAD THIS DOCUMENT

- In the final class, each team will present a brief REX to the class of ONE of the role plays that they saw the week before.

- They will focus on what went well, what could be improved and what could be added

REX Evaluation Grill

Criteria	Description	Points
Analysis of Other Team's Work	Demonstrates a clear understanding of the other team's conflict scenario and resolution approach.	3
Use of CM Frameworks	Effectively identifies and evaluates PCM, Erin Meyer's frameworks, and negotiation techniques used.	3
Constructive Feedback	Provides balanced feedback, highlighting strengths and areas for improvement in a constructive manner.	2
Presentation Skills	Communicates findings clearly, engages the audience, and supports points with evidence.	2

Think – pair - share

Think *of a time when you had a conflict with a friend, teammate, or professor due to poor communication. What happened?*

Pair up and share their experiences with each other.
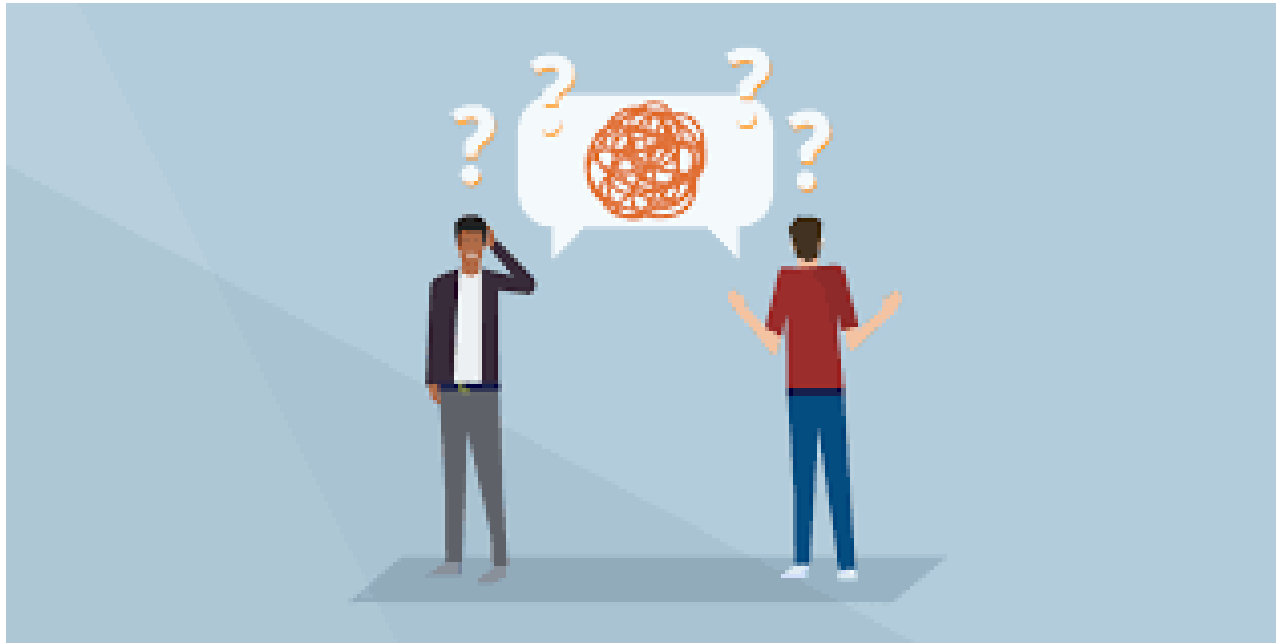
Share you experience with the class!

Role Play

- In your pairs, act out how you tried to resolve the conflict discussed (or someone elses conflict scenario), be honest about how you would normally react!

Why does communication often lead to conflict?

Common Issues

- Poor wording
- Misinterpretation
- Emotional responses
- Lack of clarity

- What does this mean?

Giving Constructive Communication

- What can you GIVE when communicating?

Giving Constructive Communication

- What can you GIVE when communicating?

Giving can mean:

- Giving **feedback**

- Giving **clarity** (explaining your perspective)

- Giving **respect**

- Giving **space** (timing your message)

Methods for giving constructive feedback

- The "I" Statement Framework:

  - Instead of: "You never listen to me!"
  - Say: "I feel unheard when I try to explain my point. Can we find a way to communicate better?"

- ***The DESC Method for difficult conversations:***

  - Describe the issue
  - Express feelings
  - Suggest alternatives
  - Consequences (positive or negative)

Rewriting conflict statements

In your pairs, rewrite the following statements using the I or DESC methods and share with the class…. Don't be afraid to ask chat GPT for help!

You are always late

You never do the work ontime

You never pull your weight

You don't listen

This subject doesn't represent our career needs

This was poorly explained

The communication was not clear

Rewriting conflict statements - debrief

- What did you come up with?
- Why did you think this would be more effective?
- How easy was it to change these statements?
- What challenges did you face?
- How did you feel when delivering the new statements?
- How did you feel when receiving the new statements?

Why is constructive feedback important?

For Leaders….

- **Enhances Self-Awareness And Personal Growth -** Constructive criticism can also help you develop skills, refine strategies and become more empathetic and practical.

- **Builds Trust And Transparency -** According to a study by Harvard Business Publishing, employees in a high-trust environment experienced 74% less stress and 76% more engagement

- **Drives Performance And Accountability -** provides clear metrics and benchmarks

For Employees....

- **Promotes Continuous Learning And Development -** By offering feedback on team members' strengths and weaknesses, you can provide them with ways to refine their skills and enhance their performance.

- **Enhances Engagement And Motivation -** Regular and meaningful feedback can also provide employees with a sense of purpose and direction. Moreover, giving recognition of an employee's efforts through positive feedback can significantly boost their morale and productivity.

- **Encourages Innovation And Creativity -** A feedback-rich environment should empower employees to share their ideas and suggestions without fear of criticism. This openness can ignite innovative solutions and creative problem-solving, driving the organization forward.

Group work

- A team member isn't doing their share of work in a group project. How do you address this without causing unnecessary conflict?

- Discuss in small groups and apply the DESC method.

- Present your groups approach and the reason why you decided to do this

Group work part 2

- Still within your groups, act out either the team work scenario or your scenarios from the start of the class.

- This time use the **I and DESC** method, one person play the concerned party and one person play the underperformer. Other team members are observers and should take notes on the reactions of each party to the conflict

- Add your the relevant conflict management style from last week's class

- Discuss how the approach played out compared to the earlier attempt.

- Discuss how each approach felt and which worked best.

Discussion

- How is giving constructive feedback relevant for future engineers?

- When will leaders need to give constructive feedback?

- In what scenarios will you need to change the style in which you give constructive feedback?

Final Evaluation Case study

- In your groups, read your case study scenario, determine what are the conflict points, where can you use constructive feedback and what constructive feedback you can give.