

LEADERSHIP & MANAGEMENT | COURSE BROCHURE

Managing Conflict in Senior Teams

5 days | Classroom training | English

SMART HORIZON

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Course content

Why attend

Conflict at senior level slows decisions, creates silos and sends damaging signals through the organisation. This course helps executives and senior managers understand the sources of senior team conflict, distinguish productive debate from destructive tension, facilitate difficult discussions, resolve disputes and build a cohesive leadership team.

Senior teams that cannot disagree well either avoid important issues or fight about them. You will learn to turn conflict into better decisions.

Professional Problems This Course Is Designed to Solve

• Difficulty translating subject knowledge into practical workplace decisions.
• Inconsistent approaches to the activities covered in the course outline.
• Lack of a structured plan for applying and reviewing new skills.

Course methodology

Team diagnostics, facilitation practice, conflict case studies and role plays of senior-level disputes.

Course objectives

By the end of this course, participants will be able to:
• Identify sources of conflict in senior teams
• Distinguish task conflict from relationship conflict
• Facilitate productive debate
• Mediate disputes between senior colleagues
• Rebuild trust after serious conflict
• Strengthen senior team cohesion

Target audience

This course is suitable for:
• Executives and senior managers
• Members of leadership teams
• CEOs and managing directors
• HR directors
• Organisational development consultants



Course content

Target competencies

Participants will develop competencies in:

- Conflict management
- Facilitation
- Mediation
- Team cohesion
- Executive communication

Course outline

Day 1: Conflict at the Top

09:00–10:08	Why senior teams clash
10:08–11:00	Costs of unresolved conflict
11:00–11:30	**Coffee break**
11:30–11:45	Costs of unresolved conflict (continued)
11:45–12:53	Team diagnostic
12:53–14:00	Case study

Day 2: Productive Debate

09:00–10:08	Task versus relationship conflict
10:08–11:00	Norms for healthy disagreement
11:00–11:30	**Coffee break**
11:30–11:45	Norms for healthy disagreement (continued)
11:45–12:53	Decision rules
12:53–14:00	Exercise: debate protocol

Day 3: Facilitating Difficult Discussions

09:00–10:08	Preparing the conversation
10:08–11:00	Managing emotions
11:00–11:30	**Coffee break**



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11:30–11:45	Managing emotions (continued)
11:45–12:53	Finding common ground
12:53–14:00	Facilitation practice

Day 4: Mediation

09:00–10:08	Mediation steps
10:08–11:00	Neutrality and fairness
11:00–11:30	**Coffee break**
11:30–11:45	Neutrality and fairness (continued)
11:45–12:53	Agreements that stick
12:53–14:00	Role play

Day 5: Building Cohesion

09:00–10:08	Shared purpose
10:08–11:00	Team charters
11:00–11:30	**Coffee break**
11:30–11:45	Team charters (continued)
11:45–12:53	Ongoing reviews
12:53–14:00	Action plan

The timings provided are estimates and may vary depending on the number of participants and the discussions taking place during the sessions. They are indicative only and do not constitute a binding commitment.



Course content

Dates, venues and fees

Current published course plans. Fees are per participant in EUR, excluding unconfirmed taxes.

Venue	Start date	End date	Fee (EUR)
London Confirmed dates	23 Nov 2026	27 Nov 2026	**€2,450.-**
Online Confirmed dates	23 Nov 2026	27 Nov 2026	**€1,250.-**
Paris Confirmed dates	14 Dec 2026	18 Dec 2026	**€2,860.-**
Online Confirmed dates	14 Dec 2026	18 Dec 2026	**€1,250.-**
Cape Town Confirmed dates	11 Jan 2027	15 Jan 2027	**€1,890.-**
Online Confirmed dates	11 Jan 2027	15 Jan 2027	**€1,250.-**
Barcelona Confirmed dates	1 Feb 2027	5 Feb 2027	**€2,840.-**
Online Confirmed dates	1 Feb 2027	5 Feb 2027	**€1,250.-**
Dubai Confirmed dates	22 Feb 2027	26 Feb 2027	**€3,150.-**



Course content

Dates, venues and fees (continued)

Venue	Start date	End date	Fee (EUR)
Online Confirmed dates	22 Feb 2027	26 Feb 2027	**€1,250.–**
Istanbul Confirmed dates	15 Mar 2027	19 Mar 2027	**€2,650.–**
Online Confirmed dates	15 Mar 2027	19 Mar 2027	**€1,250.–**
Dubai Confirmed dates	5 Apr 2027	9 Apr 2027	**€3,150.–**
Online Confirmed dates	5 Apr 2027	9 Apr 2027	**€1,250.–**
Frankfurt Confirmed dates	19 Apr 2027	23 Apr 2027	**€2,650.–**
Online Confirmed dates	19 Apr 2027	23 Apr 2027	**€1,250.–**
Vienna Confirmed dates	10 May 2027	14 May 2027	**€2,940.–**
Online Confirmed dates	10 May 2027	14 May 2027	**€1,250.–**



Course content

Dates, venues and fees (continued)

Venue	Start date	End date	Fee (EUR)
Kuala Lumpur Confirmed dates	31 May 2027	4 Jun 2027	**€1,450.-**
Online Confirmed dates	31 May 2027	4 Jun 2027	**€1,250.-**
Barcelona Confirmed dates	21 Jun 2027	25 Jun 2027	**€2,840.-**
Online Confirmed dates	21 Jun 2027	25 Jun 2027	**€1,250.-**
Dubai Confirmed dates	12 Jul 2027	16 Jul 2027	**€3,150.-**
Online Confirmed dates	12 Jul 2027	16 Jul 2027	**€1,250.-**
Rome Confirmed dates	26 Jul 2027	30 Jul 2027	**€2,450.-**
Online Confirmed dates	26 Jul 2027	30 Jul 2027	**€1,250.-**
London Confirmed dates	16 Aug 2027	20 Aug 2027	**€2,450.-**



Course content

Dates, venues and fees (continued)

Venue	Start date	End date	Fee (EUR)
Online Confirmed dates	16 Aug 2027	20 Aug 2027	**€1,250.-**
Vienna Confirmed dates	6 Sept 2027	10 Sept 2027	**€2,940.-**
Online Confirmed dates	6 Sept 2027	10 Sept 2027	**€1,250.-**
Rome Confirmed dates	27 Sept 2027	1 Oct 2027	**€2,450.-**
Online Confirmed dates	27 Sept 2027	1 Oct 2027	**€1,250.-**
Cape Town Confirmed dates	18 Oct 2027	22 Oct 2027	**€1,890.-**
Online Confirmed dates	18 Oct 2027	22 Oct 2027	**€1,250.-**
Rome Confirmed dates	1 Nov 2027	5 Nov 2027	**€2,450.-**
Online Confirmed dates	1 Nov 2027	5 Nov 2027	**€1,250.-**



Course content

Dates, venues and fees (continued)

Venue	Start date	End date	Fee (EUR)
Amsterdam Confirmed dates	22 Nov 2027	26 Nov 2027	**€2,540.-**
Online Confirmed dates	22 Nov 2027	26 Nov 2027	**€1,250.-**
Cape Town Confirmed dates	13 Dec 2027	17 Dec 2027	**€1,890.-**
Online Confirmed dates	13 Dec 2027	17 Dec 2027	**€1,250.-**

Plan your next step

Dates, availability, exact venue, taxes, inclusions and payment terms require written confirmation. This brochure is not a quotation, registration, booking confirmation or visa invitation. Participants receive a Smart Horizon certificate of attendance; programmes are not externally accredited and do not award a professional qualification or designation. Confirm arrangements before booking travel.

For group or in-house training, contact our learning team to discuss your objectives and delivery arrangements.

Contact Smart Horizon

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