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COURSE BROCHURE

# Resolving Engineering, Operations and Commercial Conflict Training Course

14 – 18 February 2027
Doha

# Resolving Engineering, Operations and Commercial Conflict Training Course

**Ref:** 2744_104902 **Date:** 14 – 18 February 2027 **Location:** Doha **Fees:** 5500 GBP

Resolving Engineering, Operations and Commercial Conflict is a 1-week training course for engineering and technical managers who sit between designers, plant operators and contract owners, and who leave with a personal influence and conflict plan for their next disputed decision. Tighter outage windows, leaner crews and fixed-price contracts now push these three functions into sharper disagreement over margins, schedules and risk. Jupiter Prime Training offers this course for managers in power, utilities and process industries.

## Why Resolving Engineering, Operations and Commercial Conflict Matters Now

Three pressures meet at the technical interface. Operators want plant back in service quickly, engineers defend design margins and inspection findings, and commercial staff guard budgets, variation claims and customer commitments. When these disputes are handled well, an outage finishes on time without a shortcut on isolation or testing; when handled badly, they surface as rework, late handovers or an incident report. The course rests on interest-based negotiation, stakeholder power and interest mapping, and the escalation ladders already used in management of change and contract administration.

## Who Gains Most from Resolving Engineering, Operations and Commercial Conflict

- Managers who own engineering decisions that operations or contract teams challenge
- Managers who run shutdowns, outages and commissioning where crews and designers collide
- Managers who handle variation requests, claims and scope changes with clients or suppliers
- Managers who must stop work or hold a handover on safety grounds
- Managers who lead cross-functional groups without line authority over all members

A plant or project leadership group gains most when its engineering, operations and commercial managers attend together.

## Resolving Engineering, Operations and Commercial Conflict Capabilities

Participants replace positional arguments with options each function can defend.

- Assess the root of a dispute as data, interests, structure or relationship — interface owners
- Apply interest-based negotiation to scope, schedule and budget trade-offs — client and supplier discussions
- Build influence routes through expertise, reciprocity and allies where line authority is missing — cross-functional decisions
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Design coalitions around shared plant performance goals — sponsors and steering groups
- Communicate a safety or scope refusal clearly — operations crews and contractors
- Specify an escalation route with triggers and decision owners — senior management reviews

## Key Resolving Engineering, Operations and Commercial Conflict Terms

- Interface dispute — a disagreement that arises where engineering, operations and commercial responsibilities overlap on one asset or contract.
- Interest — the underlying need behind a stated position, such as plant availability, design integrity or margin protection.
- Walk-away alternative — the course of action a party will take if no agreement is reached.
- Influence currency — something of value one manager can offer another, such as technical help or information.
- Escalation ladder — a defined sequence of levels and time limits for lifting an unresolved dispute to a decision owner.
- Stop-work conversation — a structured exchange halting a task on safety grounds and agreeing conditions to resume.

## Resolving Engineering, Operations and Commercial Conflict Day by Day

### Day 1: Where Technical Interface Disputes Begin

- Interface Dispute Mapping — Locating Friction Between Design, Plant and Contract
- Root Source Diagnosis — Separating Data, Interest, Structure and Relationship Causes
- Incentive Misalignment Review — Comparing Availability, Integrity and Margin Targets
- Conflict Cost Tracing — Linking Disputes to Rework and Late Handover
- Personal Conflict Style Profile — Choosing When to Compete, Yield or Collaborate

### Day 2: Interest-Based Negotiation on Scope and Schedule

- Position Versus Interest Mapping — Reframing Outage Duration and Design Margin Arguments
- Option Generation Techniques — Widening Choices Before Dividing Scope
- Objective Criteria Selection — Using Codes, Test Results and Contract Terms
- Walk-Away Alternative Analysis — Judging When to Settle or Escalate
- Variation and Claim Discussions — Negotiating Scope Changes with Clients and Suppliers

### Day 3: Influence Without Line Authority

- Stakeholder Power and Interest Grid — Ranking Who Shapes Each Technical Decision
- Influence Currency Exchange — Trading Expertise, Information and Support
- Credibility Building With Operators — Earning Trust on the Plant Floor
- Persuasive Technical Briefings — Framing Engineering Evidence for Commercial Audiences
- Coalition Building Map — Assembling Allies Around Shared Plant Goals

## Day 4: Difficult Conversations on Safety and Scope

- Stop-Work Conversation Structure — Holding a Task Without Losing the Crew
- Saying No to Scope Creep — Protecting Design Basis and Budget
- Emotional Escalation Signals — Calming Heated Shift and Site Meetings
- Contractor Dispute Handling — Keeping Supplier Relations Workable Under Pressure
- Escalation Ladder Design — Setting Triggers, Levels and Decision Owners

## Day 5: Practising the Influence and Conflict Plan

- Live Dispute Case Selection — Applying Day One Diagnosis to a Real Issue
- Negotiation Rehearsal — Testing Interests, Options and Alternatives with Peers
- Influence Route Planning — Sequencing Allies and Currencies for the Case
- Feedback Debrief — Refining Language for Safety and Scope Refusals
- Plan Completion — Recording Actions, Allies and Escalation Points

## Applying Resolving Engineering, Operations and Commercial Conflict After the Course

- Run a root source diagnosis on one open interface dispute and share the interest map with both sides.
- Agree a written escalation ladder for the next outage or contract change with operations and commercial counterparts.

## Resolving Engineering, Operations and Commercial Conflict Questions FAQ

### What is resolving engineering, operations and commercial conflict, and why does it matter now?

It is the practice of settling disputes between designers, plant operators and contract owners through interests, evidence and influence. It matters now because tighter outages and fixed-price contracts turn ordinary disagreements into costly delays.

### Who gains most from resolving engineering, operations and commercial conflict?

Engineering and technical managers gain most, especially those running outages, commissioning or contract changes.

### How does resolving engineering, operations and commercial conflict differ from a general conflict management course?

It works on technical interface disputes: design margins, outage dates, variation claims and stop-work decisions. Cases come from plants and projects, and negotiation criteria come from test results, codes and contract terms.

## What do I bring back from resolving engineering, operations and commercial conflict?

You bring back a plan for one real dispute, with its diagnosed causes, the interests of each side, an influence route, rehearsed wording and an agreed escalation ladder.

## Resolving Engineering, Operations and Commercial Conflict: The Way Forward

The personal influence and conflict plan first informs how a manager opens the next disputed outage, scope or safety decision. The manager uses it with counterparts in operations and commercial roles. After its first use, revisit which influence currencies actually moved the other side.