

Southern Methodist University
5228 Tennyson Parkway, Plano TX 75024-3547

Course Syllabus

**Women Leaders: Successful Mediators,
Negotiators and Conflict Coaches**

Joan Goldsmith, Doctor of Humane Letters

Spring Term

Fridays 4:00-9:00 p.m. Saturdays and Sundays 8:30-5:30

May 31 to June 2 and June 14 to June 16, 2013

This course syllabus is intended as a set of guidelines for (Course). Both Southern Methodist University and your instructor reserve the right to make modifications in content, schedule, and requirements as necessary to promote the best education possible within prevailing conditions affecting this course.

Contact Information:

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Office Hours: Please send an e-mail for an in-person appointment on the dates listed above when I will be in Plano or to schedule a meeting by telephone before or after the course is completed.

Course Description

Women bring special talents as effective conflict resolvers, win-win negotiators and transformational coaches. Participants in this course begin by assessing their leadership competencies, their communication skills and their thinking styles when dealing with conflict. Each person analyzes her results and develops a plan for her career to be a master mediator of complex conflicts, an effective negotiator of agreements at impasse and an empathetic coach of those seeking to resolve conflicts.

This approach to leadership development and conflict resolution skill enhancement is based on theoretical frameworks and case studies developed by Joan Goldsmith's forty years as a mediator, coach and sponsor of leadership. Participants develop strategies for addressing practical problems in their personal lives, their workplaces and their communities. Each person expands her professional role to include conflict coaching organizational leadership and mentoring and developing the leadership of others. The course is highly interactive and offers opportunities for reflection, self-assessment and personal transformation.

Required and Recommended Textbooks

Learning to Lead: A Workbook on Becoming a Leader by Joan Goldsmith and Warren Bennis, 4th Ed., ISBN # 9780465018864

Resolving Conflicts at Work: 10 Strategies for Everyone on the Job 3rd edition by Joan Goldsmith and Kenneth Cloke, ISBN #978-0-7879-8024-5

The End of Management and the Rise of Organizational Democracy by Joan Goldsmith and Kenneth Cloke, ISBN #0-7879-5912-X

Recommended and Not Required

The Art of Waking People Up by Joan Goldsmith and Kenneth Cloke: ISBN #0-7879-6380-1

Note: Additional readings, frameworks, and assessments will be presented as class discussion dictates.

Course prerequisites: None

Course Pre-assignment: Please Read: The first three chapters of *The End of Management and the Rise of Organizational Democracy*:

- "The Revolution of Self-Management and Organizational Democracy"
- "A Brief History of Management"
- "The Emerging Theory of Self-Management"

For the class session on Saturday, June 1st please bring a photo of yourself as a child (pre-adolescence) and be prepared to discuss 3 life experiences in which you learned about leadership and conflict.

My Approach

Leaders are not only born, they create themselves by living their lives. Each woman has the capacity to learn to lead and to resolve conflicts in families, organizations and communities in which she lives and works.

This course enables each participant to discover her leadership voice and to learn skills to develop leadership in others to enable them to resolve organizational conflicts and to successfully negotiate to achieve their goals. The wisdom of world leaders in the field of conflict resolution will enlighten each participant as she engages in self-assessments and reflections, and participates in exercises and class discussions to build her leadership skills and learn strategies to resolve conflicts in organizations.

Specific Course Learning Outcomes

1. Participants will develop their leadership competencies.
2. Participants will create strategies for developing leaders who are skilled in conflict resolution.
3. Participants will learn to be effective negotiators and to achieve goals through win/ win negotiations.
4. Participants will discover their strengths and capacities for learning from the crucibles in their lives.
5. Participants will learn strategies for resolving conflicts and methods deploying them.
6. Participants will learn to be meditative leaders and transformational coaches to resolve organizational conflicts.
7. Participants will investigate models for organizational design to support leaders who can resolve conflicts on all levels.

Course Structure

Finding the leader within, our heroic self, does more than unshackle us from the external leaders to whom we so desperately have held fast. It also frees up much more leadership talent for the entire society, in every organization, at every level. This new breed of leaders will be more self-reliant and thoughtful. These will be leaders who can handle the magnificent uncertainty of our times, the anxiety it augments, and the opportunities for learning and change that both uncertainty and anxiety generate.

Ms. Jean Lipman-Blumen

Friday, May 31, 2013

Chapters One, Two and Three, of the *End of Management*, (having been assigned as a pre-course assignment) provide a framework for understanding the causes of organizational conflict. Participants, debunk destructive and limiting leadership myths about women leaders and investigate the special role of women in uncovering, facing and resolving conflicts. They review research into the capacity of women to resolve conflicts and engage in a self-assessment of their leadership skills with an initial tool with which they will gain 360-degree feedback from colleagues during the intervening weeks of the course.

Saturday, June 1, 2013

A context for developing leaders as conflict resolvers is provide by assigned readings: "Chapter Two: Audacious Leadership" and "Chapter Three: Mastering the Context" of *Learning to Lead*. Participants share photos of themselves as children and explore life experiences that have influenced them in learning to be a leader..

Participants review how leaders face and deal with crucibles in their lives and focus on their own lives to discover lessons they have learned and the leadership skills they have developed to deal with conflicts resulting from life's crucibles. They practice empathetic coaching and develop models for effective coaching practices.

Sunday, June 2, 2013

Through the use of an analytical tool, the participants identify their cognitive preferences for solving problems. The women examine the use of this tool in developing leaders and effective conflict coaches.

Skillful negotiations can be developed in the context of "interest-based" strategies and participants learn approaches to effectively applying these skills to negotiate for their goals.

Friday, June 14, 2013

Participants explore the framework of "Linking Leadership" as presented in *The End of Management and the Rise of Organizational Democracy*.

They assess their own leadership styles to determine changes they will make to increase their capacity to be "linking leaders" and to apply this approach to resolving conflicts and negotiating agreements.

Saturday, June 15, 2013

Enabling the *leader as mediator* is a key skill to being a successful conflict coach and meditative mentor. Participants review their self-assessment

and the 360-degree feedback they received from others and complete a five-year plan for developing their capacities to be leaders in their own lives. Participants review their current professional and personal lives and analyze their skills in maintaining balanced lives to achieve greater stability and mastery.

Sunday, June 16, 2013

Participants explore the responsibility of leaders to develop the leadership skills of others and to find avenues for expressing leadership in their organizations, their mediation work, their coaching of others and their skill in win/win negotiations. They create plans to achieve their goals.

The Standard Grading Scale Will Apply:

94-100	=	A	Exceptional
90 - 93	=	A-	Excellent
87 - 89	=	B+	Outstanding
84 - 86	=	B	Good
80 - 83	=	B -	Adequate
77 - 79	=	C+	Not sufficient

Grades will be based on the following with equal weight for each:

1. Full and active participation in class discussions and small group activities.
2. Completion of all in-class activities and homework assignments.
3. A final paper to be approved by the instructor and submitted by June 24, 2012.

Extra credit will be given for brief reflective papers. Please negotiate with the instructor for this assignment.

Discipline/ Course/ Department/Policies

Late Paper (Assignment) Policy: *Late papers accepted only by pre-arrangement with the instructor*

Student Responsibilities: *Be prepared, attend class and engage in class discussions and activities. Turn in all assignments on time.*

Class Decorum: *Be respectful. Be punctual, as class will begin on time. Breaks will be given; students must return promptly. Attendance is mandatory; roll will be taken. Beepers and cell phones must be turned off during class. Be prepared to participate. Conflict Management/Dispute*

Resolution and Counseling are interactive professions. Professional respect and courtesy are expected at all times.

INSTITUTIONAL POLICIES

HONOR CODE

Students are reminded of the SMU Honor Code as referenced in the Student Hand Book. Intellectual integrity and academic honesty are both the foundation and the goals of this program. Please reference and review the university policies on the responsibilities, policies, and penalties regarding academic honesty. http://www.smu.edu/studentlife/PCL_05_HC.asp

NOTIFICATION OF ABSENCE DUE TO RELIGIOUS HOLY DAY(S)

Students who will be absent from class for the observance of a religious holiday must notify the instructor in advance. Please refer to the Student Obligations section of the university catalog for more explanation. You are required to complete any assignments or take any examinations missed as a result of the absence within the time frame specified by your instructor.

DISABILITIES ACCOMMODATIONS

Students needing academic accommodations for a disability must contact Ms. Rebecca Marin, Coordinator of Services for Students with Disabilities (214-768-4557) to verify the disability and establish eligibility for accommodations. They should then schedule an appointment with the professor to make appropriate arrangements.

ADD /DROP POLICY

If you are unable to complete this course, you must officially withdraw by Friday, August 15, 2008. Last day to Add/Drop regular courses without a grade record or Billing. Withdrawing is a formal procedure which you must initiate; your instructor cannot do it for you.

FINANCIAL AID STATEMENT

Students who are receiving any form of financial aid should check with the Financial Aid Office prior to withdrawing from classes. Withdrawals may affect your eligibility to receive further aid and could cause you to be in a position of repayment for the current semester. Students who fail to attend or participate are also subject to this policy.

To apply for financial aid at SMU, students must complete FAFSA (Free Application for Federal Student Aid) on the web at <http://www.fafsa.ed.gov>.

Statement on Confidentiality and Emotional Safety:

In order to provide a safe learning environment for students in the class and to protect the confidentiality of practice clients and class members, students will discuss case material and other personal information, reactions etc. only while in class or privately with other current class members. It is the responsibility of each class member to treat classmates with respect and integrity, thus providing emotional safety for each other during class activities. Failure to do so can result in termination from the department.

SMU Policy

Refer to the www.smu.edu or the Dispute Resolution and Conflict Management Program office in Suite 3-118 for questions or information regarding SMU policies and procedures.