

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

**Course Syllabus**

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

*Joan Goldsmith, Doctor of Humane Letters*

**Fall Term 2014**

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

**October 3-5 and October 10-12**

*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 e-mail for appointment on the dates above or for a meeting by telephone before or after the course is completed.*

## Course Description

### **Women Leaders: Successful Mediators, Consultants and Conflict Coaches**

*Dr. Joan Goldsmith*

Women bring special talents to effective conflict resolution, win-win negotiations, powerful consulting and transformational coaching. Participants in this course assess their leadership competencies, communication skills and thinking styles for dealing with conflict. Each person analyzes her results and plans her career to be a master mediator of complex conflicts, an effective negotiator of agreements at impasse, a powerful organizational consultant and an empathetic coach of those seeking to resolve conflicts.

This approach to leadership and conflict resolution is based on theoretical frameworks and the case studies presented in Joan's best-selling books: Learning to Lead: A Workbook on Becoming a Leader, 4th Edition and Resolving Conflicts at Work: Ten Strategies for Everyone on the Job: 3<sup>rd</sup> Edition.

Participants apply presented information to create strategies for addressing practical problems in their personal lives, workplaces and communities. Each person expands her professional role to include successful conflict coaching, organizational consulting and leadership training leadership programs. This course is highly interactive providing opportunities for reflection, self-assessment and personal transformation.

### **Required Textbooks**

*Learning to Lead: A Workbook on Becoming a Leader* 4<sup>th</sup> Edition by Joan Goldsmith and Warren Bennis., ISBN # 9780465018864

*Resolving Conflicts at Work: 10 Strategies for Everyone on the Job* 3<sup>rd</sup> 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 in class.

**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, October 4, 2014, please bring a photo of yourself as a child (pre-adolescence) and be prepared to briefly describe 3 life experiences you've had since this photo was taken in which you learned lessons about leadership and conflict.*

### **My Approach**

Leaders are not only born, they develop while living their lives. Each woman has the capacity to learn to lead and to resolve conflicts she may face in her family, organization and community. This course enables participants to discover their leadership voice and to learn skills to enable others to resolve organizational conflicts and successfully negotiate to achieve their goals. The wisdom of world leaders will enlighten participants as they-assess their competencies and reflect on life choices. In-class exercises and discussions build skills and offer opportunities to organize strategies for resolving conflicts.

### **Specific Course Learning Outcomes**

1. Participants will develop their leadership competencies.
2. Participants will create strategies for developing leaders skilled in conflict resolution.
3. Participants will learn to be effective negotiators for achieving 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 develop methods for enabling leaders to deploy them.
6. Participants will learn to be meditative leaders and transformational coaches and organizational consultants to resolve conflicts.
7. Participants will investigate models for organizational redesign that support leaders who resolve conflicts.

## 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, October 3, 2014**

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 as the initial tool for 360-degree feedback from colleagues during the intervening week of the course.

### **Saturday, October 4, 2014**

A context for developing leaders who are also conflict resolvers is provide by assigned readings: "Chapter Two: Audacious Leadership" and "Chapter Three: Mastering the Context" of *Learning to Lead* and participants share photos of themselves as children and explore their 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 the lessons they have learned and the leadership skills they have developed to deal with conflicts resulting from their life's crucibles. They practice empathetic coaching and develop models for effective coaching practices.

### **Sunday, October 5, 2014**

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, October 10, 2014**

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 a “linking leader” and to apply this approach to resolving conflicts and successfully negotiating agreements.

**Saturday, October 11, 2014**

The *leader as mediator* is key 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 skill in maintaining a balanced life to achieve greater stability and mastery.

**Sunday October 12, 2014**

Participants explore the responsibility of leaders to develop the leadership 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	<i>Exceptional</i>
90 - 93	=	A-	<i>Excellent</i>
87 - 89	=	B+	<i>Outstanding</i>
84 - 86	=	B	<i>Good</i>
80 - 83	=	B -	<i>Adequate</i>
77 - 79	=	C+	<i>Not sufficient</i>

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 completed by the date given during class.

*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](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 personally contact the SMU Dispute Resolution office. 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.*

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](http://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.*