Course Description: Managing Conflict and Change
Change and conflict are inherent in any organization or community and affect personal and group dynamics and effectiveness. This course will explore the sources of conflict through the lenses of the individual, organizations/teams, and communities. We’ll look at the influences of power and cultural shifts; changes in resources, organizational structure and leadership, and changes in demographics and group composition, and stakeholder expectations. The works and thinking of Kegan and Laskow Lahey, Kotter, Lewin, and the Thomas-Kilman Conflict Mode Instrument and others will guide the examination of various conflict styles and change processes and their impact on interpersonal and group relations, organizational effectiveness and health, client/constituent relations, and employee productivity and morale. Students will explore methods of conflict resolution, fostering collaboration, inclusive decision-making, communication, and mediation through active participation and analysis.

Learning Outcomes
Students in the course will:

● Understand the complexities of communities and organizations,

● Understand the dynamics of conflict and change and the positive and negative forces guiding individual and organizational responses,

● Understand the various methods, techniques and strategies needed to effect positive change including change assessment, conflict management, communication, fostering collaboration, and inclusive decision-making,

● Understand the roles and skills individuals and leaders in the process of creating conflict, adapting to and leading change, and building consensus among individuals and groups.

Delivery method:
The course is offered in an 8-week class sessions and includes lecture, films, group and independent work, discussion and student presentations.
Assignments and Expectations

1. **Each week we’ll meet beginning at 6 pm on Thursdays on Zoom.** The agenda for each synchronous Zoom session will be a check-in with class updates; activity tied to session topic; and small group discussions. Please plan on meeting 6 to 8 -- we may not go that long or we may go longer depending on the discussion. **The Zoom meeting link will be sent the week class begins.**

2. **Please read the materials and complete assignments** (worksheets/reflections, etc.) as listed for each class. NOTE: this list may be amended and all materials will be posted to My Courses. Be prepared to participate in class discussions and exercises. All reading and assignments are due on the day listed (NOTE: a couple of assignments are due prior to our Thursday class as noted in the assignment). If you have a problem meeting these deadlines, *please talk with me*. Eight week classes move quickly and I want to be sure I have time to give you feedback along the way and your active participation is an important for our Zoom sessions!

3. **Weekly Conflict and Change log and Final Summary Reflection.** This assignment has two parts: six weekly logs and reflections and one final summary reflection.
   
   **a. Weekly Conflict and Change log and reflection, due before class each Thursdays.** During the semester (Weeks 2 through 7 for a total of 6 logs), please identify one (1) example of a conflict and/or change situation or issue each week. These can be from personal experiences (confidentiality protected, of course) or from the world around us (each day there is something in the news that should get you thinking). Consider news stories, work, community, or even family issues, etc. Please gather summary information on the issue (values, players involved, what is the conflict/change issue and what are the challenges, etc.) and *briefly* reflect on the issue/situation through the lens of course readings, discussions, theory, exercises and personal insights (Submit the logs: 300 – 500 words/one page, submitted by email to gingerlever@gmail.com). For each entry, *briefly* describe the nature of the issue and consider the following and include enough information so that the reader can understand the situation, your observations, and insights. You don’t have to respond to each of these guiding questions. They are here to help you focus your thoughts.
   
   - Is the conflict an objective issue (data, facts, observable elements) or a subjective issue (personal world view, perspective, and experience)?
   - Who are the major players? What are their roles? Can you determine their motivating values?
   - Was the change situation a single event or something that was brewing and triggered by something?
   - Where is the change in relation to *Lewin’s 3-stage model*?
   - Consider the impact of competition, interdependence, perceived incompatibility, power, leadership style, personality, values, culture, assumptions, diversity, technology, and communication style.
   - What else strikes you about this situation, the players, and/or the outcome?

   **b. Final Summary Reflection** (700-1000 words) synthesizes the 6 entries and your insights. Are there common themes in your logs, issues that focus on individual vs community? We will also be briefly discussing these in each class throughout the course. Your final summary reflection is due by October 1.
3. **Two Works Summaries – (midterm)** Read, watch, review, summarize, discuss two (2) books or peer reviewed journal articles or films or works of art, etc. on topics related to conflict and change and areas of interest to you. Be prepared to discuss your chosen works during our Zoom session and submit a written 700-minimum to 1000-word maximum summary for each work in APA style.

**For the summary Two Works paper:** Share your thoughts and compose a brief summary of each work including: information about the author/creator, as appropriate; three (3) major insights from the individual works and your insights related to the collection of 2 works as a whole.

Consider the following as you develop your Two Works summary: What are the themes related to conflict/change? What values are challenged, or challenged? What were the tipping points? Who were the major players? What are the forces of conflict and methods to lead/influence conflict/change? What outcomes were identified or anticipated? **Due: Session 5 (prepared to discuss and written summary).**

4. **Synthesis Paper – Final, due by October 1** (or before). The assignment will be available midway through the course. You will be asked to reflect on your understanding of individual, organizational, and community change and how you respond to conflict and change as a member of a group/community given your typology and conflict profile.

**Course Grading**
- Attendance/participation, weekly reading/assignments: 25%*
- Weekly conflict and change log and reflection: 20%
- 2 works summaries: 25%
- Final paper: 35%

*Attendance and participation:** While it is expected that you’ll attend each class, I know life happens. However, please note that the 8-week classes don’t allow for much flexibility. If you miss a class, your grade will be adjusted to reflect the absence (3 points). It is expected that all assignments will be submitted when due.

**Teaching Methods** include lecture, assessments, group activities, online discussions, independent research and activities, individual, and class group exercises.

**Textbooks and course materials:** There is not an assigned textbook for the course. Readings will be distributed or posted to My Courses.

**Class Schedule**

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<th>Session</th>
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CLASS OUTLINE

NOTE: All assigned reading and assignments are due on the day listed in the class outline below. Specific assigned readings may change as your interests emerge from our discussions, but any changes in assignments will be clearly communicated.

NOTE: Assigned readings and information about assignments are on My Courses.

NOTE: Each week we’ll meet beginning at 6 pm on Thursdays on Zoom. The agenda for each synchronous Zoom session will be a check-in with class updates; activities tied to session topic; and small group discussions. The word “class” in the information below refers to this Zoom session. Please plan to meet from 6 to 8 -- we may not go that long or we may go longer depending on the discussion.

Session 1  Overview of Course and Theory
- Course overview, assignments, assessments, etc.
- Theory, theorists, researchers, and tools
- Our lenses: Individuals, Organizational/groups/teams, Community/Systems
- Communication, power, leadership, personality, values, culture, assumptions, diversity, etc.
- In class activities: Thomas Kilman Conflict Mode; Conflict/Change issue discussion

Assignments due Session 2:
- Complete Conflict/Change Log 1
  - Go to: https://www.authentichappiness.sas.upenn.edu/
    - Create an account and complete the VIA Survey of Character Strengths listed under questionnaire.
    - Print your results and bring to class.
    - Email or post the results to gingerlever@gmail.com
  - Complete Thomas Kilman Instrument – send your type results to Ginger by the day before the next class

Read/Review
1. Prior Session PowerPoint – bring questions to next session
2. The Magic of Dialog_15 strategies
3. Materials on Change Theory: Lewin, McKensey, Kotter

Session 2  Theory, Conflict, Change, and the Individual
- Conflict and Change log 1 – due and discussion
- Overview: Jung personality test
- VIA Discussion
- TKI activity
- Reading Discussion
- Overview: Jung personality test
Assignments due Session 3
Complete
- Conflict and Change Log 2
- Complete Jung personality test found at: https://www.123test.com/jung-personality-test/
  Please send 4-letter type to Ginger by the day before Session 3 in preparation for in-class activities

Read/Review
1. Prior Session PowerPoint – bring questions to next session
2. Read: Coleman. “Conflict of interest and police: an unavoidable problem”
4. View: Ted Talk: Own Your Behaviours, Master Your Communication, Determine Your Success, Louise Evans. 5 Chairs 5 Choices https://www.youtube.com/watch?v=4BzuWr9Q

Session 3 Individuals
- Conflict and Change Log 2
- Leading change - Communication
- 5 chairs/5 choices Discussion
- Reading Discussion: articles
- Activity_Jung Assessment

Assignments due Session 4
Complete
- Conflict/Change Log 3
- Reminder: Two Works summary due Session 5

Read/Review
1. Prior Session PowerPoint – bring questions to next session
2. Katzenback, Steffen, Kronley. “Cultural change that sticks. Start with what’s already working”
3. Johnson & Espiridion. “Public Administration and the increased need for cultural competencies in the Twenty-First Century.”
4. Sturm, Hinden & Teegarden. “Organizational culture: It’s in the walk, not just the talk.”
Session 4  Organizations – Cultural Diversity and Leadership  
- Conflict and Change Log 3  
- Leadership and Cultural Diversity  
- Activity

Assignments due Session 5  
Complete  
- Conflict/Change Log 4  
- Reminder: Two Works summary due Session 5

Read/Review  
1. Prior Session PowerPoint – bring questions to next session  
2. Jentz & Murphy. “Embracing confusion: What leaders do when they don’t know what to do.”

Session 5  Organizations  
- Conflict and Change log 4  
- Two works Midterm discussion

Assignments Due Session 6  
Complete  
- Conflict/Change Log 5

Read/Review  
1. Prior Session PowerPoint – bring questions to next session  
4. Stay Work Play Report

Session 6 – Communities - Moving Forward  
- Conflict and Change log 5  
- Reading Discussion  
- Activity: Leading New Hampshire

Assignments due Session 7  
Complete  
- Conflict/Change Log 6

Read/Review  
1. Prior Session PowerPoint – bring questions to next session  
2. Ostroff, “Change Management in Government”  
3. Porath, “Make civility the norm on your team”
Session 7 Conflict and Change – Moving Forward – Approaches
● Conflict and Change log 6
● Reading discussion
● Activity/Discussion: moving forward

Assignments for Session 8
Complete
● Summary of Conflict/Change Log due Session 8 or before
● Final Synthesis due Session 8 (or before)
Review
● Prior Session PowerPoint – bring questions to next session
● Gittell, Johnson, and review SWP Report

Session 8 Synthesis and Lessons Learned Next steps
● Conflict and Change Summary and Synthesis papers discussion
● Activity/discussion