Four interesting research findings form the rationale for this course being essential for Public Managers who want to be successful and effective in resolving disputes in their workplace environment.

First, research in Emotional Intelligence supports the view that understanding ourselves (self-awareness and self-management), understanding others (social awareness) and managing relationships (social skills) are all keys to professional success. Second, research on how managers allocate their time confirms that most managers spend 20%-40% of their time dealing with conflict related issues. Third, additional research confirms that interpersonal conflict in the workplace (often between a supervisor and supervisee) was the number one factor in employees voluntarily leaving their job. Fourth, new research supports the view that Collaborative Public Management and Network Governance are essential strategies for managers in today’s world of interdependency, alliances and linkages. Each of these findings addresses the necessity and value of this academic experience for public managers whose behavior greatly affects themselves and others.

This course will aim to enhance Public Managers effectiveness by expanding self and social awareness, and concentrating on the development of knowledge and skills in dispute resolution for themselves and people in their organizations. The course will stress theory and application in areas of self-awareness, communication, conflict resolution, negotiation workplace mediation, facilitation, multi-party public dispute analysis, and dispute system design.
Course Format

The learning approach for this course will be highly interactive with case studies, simulations, role-plays, skill demonstrations and practice, and field work (including interviews of guest speakers). In consideration of these factors and the condensed nature of the course, attendance, preparation, and active participation are essential.

Class Materials

1. Class Workbook and Reader
2. Getting Past No: Negotiating Your Way From Confrontation to Co-operation by William Ury.
4. Conflict Resolution by Daniel Dana
5. Style Profile for Communication at Work by Susan Gilmore and Patrick Fraleigh.

* Getting Past No and Difficult Conversations are at Follette’s bookstore in Marshall Street Mall. Other material can be obtained from the instructor the first day of class.

Course Requirements

1. Regular attendance and active participation.
2. A daily journal to capture and integrate significant insights from class sessions and readings, and to demonstrate how you might apply, or are applying the material.
3. A case analysis of a public dispute or a conflict system design paper
4. A personal assessment and action plan
Journal Guidelines

You will be expected to write about a 4-6-page entry (12 font, double spaced) after each of the daily sessions. For each of the entries you should have 2 sections.

A) **Significant insights** from class. What new concepts, skills, models, approaches or ideas stand out for you as particularly interesting and provocative? Why are they so significant to you? What happens when you utilize the new ideas or apply some of the skills? How might you use the material to become a more effective public manager?

B) **Significant insights** from the readings. What new ideas or tools strike you as particularly interesting and stimulating? Why are these ideas or tools so significant to you? How does it change what you think or do? How might you apply it in your work? In this section, be sure to **note the author and page number** in parenthesis.

In both sections, you should try to make connections between the material presented in class and the readings and relate it to your personal experience.

I will check your journals (not for a grade but to make sure you are on the right track) during the third day of the class. You will be expected to give me a hard copy of your writing in class on **January 11**.

**Guidelines for the case analysis, system design and personal assessment papers will be given out in class.**
Though there are 3 books, a booklet, and about 20 articles in the binder, I think you might be pleasantly surprised how interesting and “user-friendly” the material is, and the way the readings apply theory and tools to everyday work and life situations.

I am resisting listing specific assignments each day since I am not sure how rapidly we will proceed through the different modules of the course. Instead I will give you the order of the readings and, at the end of each class I will announce the topic for the following class so you will know what readings you will need to examine in advance.

**Sequence of Readings (all items with * are in class workbook)**

Communication at Work Style Survey  
What Makes a Leader*  
Pages from *Collaborative Public Management*  
Conflict: An Overview*  
Procedures for Resolving Disputes*  
Chapters 1 and 2 in *Conflict Resolution*  
Communication and Conflict Management Skills*  
Conflict Resolution*  
Reflective Listening*  
Managing Agreement*  
*Difficult Conversations (all chapters)*  
Interest-based Negotiation*  
The Power of Interest-based Negotiation*  
Collaborative Negotiation*  
*Getting Past No (all chapters)*  
Persuasion*  
Pages from *Workplace Dispute Resolution*  
Chapters 4 and 6 in *Conflict Resolution*  
Defining Mediator Knowledge and Skills*
Exploring Deeper Wisdoms of Mediation*
Pages from *Handbook of Human Resources Management in Government (second edition)*
Pages from *Designing Conflict Management Systems*
Chapter 8 in *Conflict Resolution*
Pages from *Dealing with an Angry Public*
Pages from *Managing Public Disputes*
Pages from The Challenges of *Environmental Conflict Resolution*
Pages from *Mediation and Facilitation Training Manual*
Enhancing Conflict Consulting Practice*