

**FA 344 Sustaining Workplace Relationships**  
 - December 2005  
**Subject to change prior to and during the class**

**Instructors**

Paula Bartholome 9 AM – 3 PM, M-F and by appointment 269.469.1120 voice <a href="mailto:parallaxpb@comcast.net">parallaxpb@comcast.net</a> Campus office hours: NA	Jan Silverstein 9 AM – 3 PM, T, W, Th and by appointment 773.529.1477 voice <a href="mailto:armandmdtn@aol.com">armandmdtn@aol.com</a> Campus office hours by appointment
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**Course Description**

In the workplace differences are an important source of change, innovation and creativity. Yet when differences are not dealt with effectively differences can grow into conflicts that shatter important working relationships and require precious resources to resolve. Dealing with differences respectfully and creatively is crucial to maintaining the interdependent relationships that are replacing command and control power structures in today's decentralized, fast-paced organizations.

This course provides an overview of skills and techniques that help individuals identify and deal with differences in the workplace that can lead to conflict, as well as address conflict when it occurs so that relationships are preserved. After taking the class students should be able to:

- Understand their own style of dealing with conflict and explore alternative approaches
- Distinguish between the methods of arbitration and mediation
- Identify potential sources of conflict in the workplace
- Distinguish between conflict and ineffective management
- Identify archetypal roles associated with conflict and the story framework associated with the conflict resolution process

**Course Competencies**

A-3-X – Can examine and understand workplace conflict in the context of story and archetypal characters/roles.  
 FX – Can help individuals and groups understand workplace issues and facilitate changes in behavior, beliefs or underlying assumptions.  
 H-3-D – Can employ the skills of negotiation, mediation or interpersonal communication in the resolution of a problem.

**Required Text and Readings**

*Resolving Personal and Organizational Conflict: stories of transformation and forgiveness*, Kenneth Cloke and Joan Goldsmith, Jossey-Bass, 2000, ISBN 0-7879-5060-2. Information on additional readings (available on Ereserves) and the self assessment instrument will be distributed during the first class.

**Learning Experience:**

The class will be fast-paced and highly experiential. It will focus on immediate application of learning. In addition to lecturettes, it will consist of self assessment, in-class activities that will draw on students' workplace experiences and environments, reading and reflection. Attendance at all classes is required to pass the class. It will not be possible to make up missed classes or work.

**Course Map**

Class Goals and Assignments
<p><b>Class 1: Goals – Introductions, Concepts for the Class</b>  <b>Class runs from 9 AM to 4PM</b></p> <ul style="list-style-type: none"> <li>• Welcome and introductions</li> <li>• Overview of class</li> <li>• Understanding your conflict style and exploring other alternatives (self assessment)</li> <li>• Lunch</li> <li>• Mediation: what it is, how it works and when to use it</li> <li>• Stories within conflict: using them to understand and change the situation</li> </ul> <p>Assignment for Class 2:</p> <ul style="list-style-type: none"> <li>• Cloke and Goldsmith, <i>Resolving Personal and Organizational Conflict: Stories of Transformation and Forgiveness</i>, Chapter 1, 2 and 5</li> </ul>

<ul style="list-style-type: none"> <li>Ereserve readings to be shared in class.</li> </ul>
<p><b>Class 2: Goals – Mediation in Action</b>  <b>Class runs from 6 PM – 9 PM</b></p> <ul style="list-style-type: none"> <li>Review reading/clarify questions</li> <li>Mock mediation and analysis</li> <li>Discuss last class and distribute case(s)</li> </ul> <p>Assignment for Class 3</p> <ul style="list-style-type: none"> <li>Written analysis of cases (nine pages maximum) Note: Be sure to bring a copy of this to Class 3.</li> </ul>
<p>– <b>Class 3: Goal – Case Reviews and Diagnosing Conflict in Action</b>  <b>Class runs from 9 AM – 4 PM</b></p> <ul style="list-style-type: none"> <li>Discuss cases</li> <li>Lunch</li> <li>Video: observe a workplace and discuss in the context of the class.</li> <li>Wrap up</li> </ul>

**Evidence the Student Will Submit:**

- A nine-page (maximum) final paper analyzing case(s) distributed in class.
- Meaningful participation in class exercises and discussions.

*Expectations for Final Paper*

Your paper must use 1 inch borders, 12 point type and be double spaced. Place your name, class name, competence and date on the paper. Papers not adhering to these requirements will be penalized.

The paper is to be written in Standard English and clearly, concisely and completely discuss the case(s) which will be provided. Students are expected to apply learning from the class and provide specifics to demonstrate both understanding of the material and their competence. More information will be provided in the first class.

**NOTE: Papers must be submitted electronically to the Blackboard dropbox for the class. Late papers may not be accepted or may be penalized.**

**NOTE: Questions about demonstrating understanding of the material and/or the course competence are to be raised before the last class.**

*Expectations for Class Participation*

Students are expected to arrive at class on time, having completed all assigned work and focused on the class. Additionally, students are expected to participate actively – contributing meaningfully to discussions and exercises – and to raise questions to facilitate their own and others’ learning.

**Course Grading Criteria**

*Final Paper – 55 points*

- Clearly demonstrate the competence you are taking (15 points max)
- Show that you understand the issues of the course (15 points)
- Integrate the reading materials and class discussions (13 points)
- Express your ideas clearly, concisely and completely (12 points)

*Class Participation – 45 points*

- On time and prepared for all classes; participated consistently and constructively in discussions and exercises including asking questions (15 points max per class)

**Grading Scale:**

The total points you receive translate into the following letter grades:

95 - 100 points = A	75 - 79 points = B-
90- 94 points = A-	70 – 75 points = C+
85 - 89 points = B +	65 - 69 points = C
80 - 84 points = B	60 – 64 points C-

*Final Grades*

At the end of the quarter you will receive a letter grade. If you wish to take the course Pass/Fail, you must inform the instructors in writing by the end of the first class. Once you have chosen Pass/Fail, you cannot change back to a letter grade.

### **Instructors' Biographies:**

#### **Paula Bartholome**

Prior to her current role as a principal in her own firm, Parallax, Paula Bartholome held policy-level positions in marketing and communications in several organizations over approximately 20 years. Currently, she helps clients challenge assumptions; identify and eliminate communication barriers; and communicate openly and honestly. She graduated cum laude from Indiana University with a B.S. in business and received her M.S. in organization development from Loyola University Chicago. She has written on organizational communication (including the use of story), teamwork and leadership for national, state and local publications. She is a thought leader on the subject of workplace environments and heads a community devoted to the idea of "hard fun" at [www.comunitelligence.com](http://www.comunitelligence.com). She has presented on using story in the workplace at local and national conferences.

She is a member of The Future of Work (an organization devoted to the workplace of the future) and the National Storytelling Network and the network's special interest group on Storytelling in Organizations.

#### **Jan Silverstein**

Jan Silverstein has over twenty years of business experience. She has consulted in the retail, healthcare, manufacturing, real estate, utilities, and financial services sectors, and for government agencies. Before starting Armand Mediation, she spent ten years in the Global Human Resources function of a large, international professional services firm. In addition to her private practice, she has trained mediators for the Center for Conflict Resolution in Chicago and mediated in the Center's programs for Cook County courts and the Illinois Department of Human Rights. She also mediates in the REDRESS program of the U.S. Postal Service.

She is a member of the Association for Conflict Resolution, where she is a past co-chair of the Commercial sector. She serves on the Advisory Board and Curriculum Committee for the Conflict Management Program of the Graham School at the University of Chicago and has also been a guest lecturer at the university's Harris School of Public Policy. She holds a B.A. from Smith College and an M.S. in Industrial Management from the Georgia Institute of Technology.

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## **SYLLABUS ATTACHMENT**

### Policy on Incompletes

It is expected that students will complete course assignments and evidence by specified due dates within the quarter. In circumstances which the instructor determines to be exceptional, when a student is unable to complete required coursework by the established due dates, the student may request that a grade of Incomplete (IN) be issued. This request must be made formally, in writing, by completion of an IN Request Form that the student signs. The form specifies the final date by which all outstanding coursework must be completed. Failure to submit outstanding work by the specified due date will result in a grade change from IN to W or FX for each enrolled competence, along with serious academic and/or financial consequences. **After the final submission deadline, the student will have no further opportunities to submit work for a passing grade.**

### Policy on Plagiarism

Students are expected to observe the University's established guidelines regarding academic integrity, including the following statement regarding plagiarism, as quoted from the University's "Handbook for Undergraduate Studies":

*Plagiarism is a major form of academic dishonesty involving the presentation of the work of another as one's own. Plagiarism includes but is not limited to the following:*

*The direct copying of any source, such as written and verbal material, computer files, audio disks, video programs or musical scores, whether published or unpublished, in whole or in part, without proper acknowledgement that it is someone else's.*

*Copying of any source in whole or in part with only minor changes in wording or syntax even with acknowledgement.*

*Submitting as one's own work a report, examination paper, computer file, lab report or other assignment which has been prepared by someone else. This includes research papers purchased from any other person or agency.*

*The paraphrasing of another's work or ideas without proper acknowledgement.*

*Plagiarism, like other forms of academic dishonesty, is always a serious matter. If an instructor finds that a student has plagiarized, the appropriate penalty is at the instructor's discretion. Actions taken by the instructor do not preclude the College or the university taking further punitive action including dismissal from the University.*