Western Professional&ContinuingEducation

THE LEADER'S ROLE IN RESOLVING CONFLICT
LEAD6253

Course Outline

Description:
Conflict is a completely normal part of life, yet for many people it is a source of anxiety or challenge. That is because they associate conflict with escalation. This course not only normalizes conflict, it provides participants with the skills and approaches to avoid escalation or to de-escalate when required, and to work through conflict in constructive ways.

Topics:

- How do leaders cause or contribute to conflict (perhaps unintentionally)
- Giving positive and negative feedback
- Thomas Kilmann conflict handling modes – how to choose your approach
- Shifting from positions to interests
- Circle of Conflict
- The importance of sustaining others' dignity
- Drawing out the best in others in conflict situations by:
    - Shifting perspective to improve non-verbal communication
    - Active listening skills
    - Empathy

Course Goals:
Through self-assessment, reflection, group and individual exercises and lectures, normalize conflict and develop approaches to address conflict situations in a constructive way. The focus of the course is not on mediating conflicts of others but rather on conflicts that leaders are involved in themselves or which they can proactively address.

Course Objectives: At the completion of this course, students will be able to:

- Appreciate the value of a proactive approach to prevent conflict from becoming disputes
- Consider the ways that leaders cause or exacerbate conflict
- Learn how to give positive and negative feedback
- Recognize the five conflict handling modes and understand their conflict handling habits through the Thomas Kilmann Conflict Handling Mode self-assessment
- By shifting from positions to interests, increase the likelihood of finding a win/win solution, de-escalate conflict, and sustain relationships
- Understand the cause of seemingly illogical resistance and how to address it
- Choose a conflict handling mode that fits the situation, rather than acting out of habit
- By changing their perspective on conflict and the focus of discussions, avoid escalation, reduce stress and increase likelihood of resolution
- Understand the importance of dignity and the impact of dignity violations

This course outline is a sample only and is subject to change.

- Using active listening and empathy, calm down an upset person and increase their receptivity to others' points of view
- Appreciate the impact of thoughts and feelings on non-verbal communication, and the corresponding value of shifting perspectives to improve non-verbal communication

Texts:
No text is required.

Evaluation:
This is a graded course where a complete or incomplete will be issued. In order to receive a completion for this course, a student must

- attend a minimum of three of four Zoom sessions (and watch the Zoom video of the session they did not attend, if any). These are held on Tuesday mornings from 9 am until 10:30 pm.
- Complete at least three out of four assignments relating to weekly topics. The purpose of the assignments is to apply skills presented by the course
- Participate in forum discussions at least three out of four weeks, posting a minimum of 9 times, ideally some original posts and some replies to others' posts.
- Do all four weekly quiz based on the Zoom session and videos for that week and obtain a minimum score of 70% (quizzes may be retaken multiple times)

Policy on Cheating and Academic Misconduct:
Academic honesty is a cornerstone of conduct at Western University. We cannot have freedom of expression without integrity. Students are responsible for understanding the nature of and avoiding the occurrence of plagiarism and other academic offences; please refer to the section on "Scholastic Offences" in the current University Academic Calendar, or on the web at http://www.westerncalendar.uwo.ca. Such offences include plagiarism, cheating on an examination, submitting false or fraudulent assignments or credentials, impersonating a candidate, or submitting for credit in any course any academic work for which credit has previously been obtained or is being sought in another course in this University or elsewhere (without the knowledge and approval of the instructor to whom the work is submitted). Students enrolled in non-degree courses are expected to abide by the University's code of conduct.

Code of Student Conduct
The purpose of the Code of Student Conduct is to define the general standard of conduct expected of students registered at Western University, provide examples of behaviour that constitutes a breach of this standard of conduct, provide examples of sanctions that may be imposed, and set out the disciplinary procedures that the University will follow. For the complete Code of Student Conduct: http://www.uwo.ca/univsec/board/code.pdf

Plagiarism:
All required papers may be subject to submission for textual similarity review to the commercial plagiarism detection software under license to the University for the detection of plagiarism. All papers submitted will be included as source documents in the reference database for the purpose of detecting plagiarism of papers subsequently submitted to the system. Use of the service is subject to the licensing agreement, currently between Western University and Turnitin.com (http://www.turnitin.com).

This course outline is a sample only and is subject to change.

How often will the instructor communicate with me?
Questions posted in the general discussion forum or by message will receive a reply within two business days. In addition, the instructor will be available to answer students' questions immediately following the Zoom sessions each week.

When will I receive my grades?
Final grades will be available 2 weeks after the last scheduled day of the course. A grade report can be printed from myWCS.

Western Digital Badge
If you have met the course requirements for this Western approved micro-credential, you will receive an email from MyCreds to claim your digital badge. Badges are embedded with data that verifies your skills and achievements. Share them with your employer, on LinkedIn and other social media sites.

How do I hand in assignments?
All assignments will be submitted electronically through OWL using the assignment tool. Failure to meet deadlines without the instructor's written permission will be subject to the late assignment policy. It is the student's responsibility to ensure that all assignments forwarded to the instructor arrive before the due date. If you experience difficulty in submitting assignments through OWL, you are responsible for contacting the instructor and arranging an alternate method of delivery (e.g. e-mail attachment) for the assignment.

Course Schedule:
Week 1
How leaders create or exacerbate conflict
Introduction to Interest-based problem-solving
Using Praise and Redirection (feedback formulas)
Thomas Kilmann Conflict Handling Mode self-assessment
Description of each of the five modes

Week 2
How to choose which conflict handling mode to use
Shifting from Positions to Interests
Understanding and Addressing Seemingly Illogical Resistance

Week 3
Circle of Conflict
Micro-affirmations and micro-inequities
Dignity and dignity violations

Week 4
Perspective Shifts
Listening and Empathy
Dead Maples case study
Course review

This course outline is a sample only and is subject to change.