

CONF 795: Conflict Coaching

Dr. Mazur

cmazur1@gmu.edu 202.646.4094

Office Hours by Appointment

School for Conflict Analysis and Resolution

George Mason University

Arlington, VA

Fall Semester 2014 1 credit

Founders Hall Room 478

Class Schedule:

Friday November 7, 2014 6:00 pm – 9:00 pm

Saturday November 8, 2014 10:00 am – 4:00 pm

Sunday November 9, 2014 10:00 am – 4:00 pm

Course Purpose:

To provide SCAR students with the knowledge, skills, abilities, and tools to:

Understand conflict coaching theories

Conduct conflict coaching

Create a strong coaching relationship and presence

Evaluate coaching skills

Map coaching conversations

Course Objectives:

Participants will learn the value and theory of professional coaching. They will review and practice several models of conflict coaching. Each student will evaluate their peers and receive feedback on their coaching. The class will examine conflict styles and address these styles through coaching. The participants will understand the larger field of coaching. Each student will design a template for group coaching. And the students will learn the competencies, markers, and ethics related to professional coaching

Course Expectations: The class will meet for one weekend in November (see specific dates above). The activities in these sessions will include a mixture of brief lectures, group activities, skill-building exercises, role plays, and discussion.

Related expectations of students include:

Consistent attendance. You must attend all 3 class sessions for the entire scheduled time, barring unforeseen and exceptional circumstances.

Effective preparation. Class sessions will involve discussions and activities that require advance reading and other forms of preparation. Everyone will find class more productive, enjoyable, and worthwhile if each person comes prepared. I am committed to doing so, and ask that you commit to this as well. There is a fair amount of reading involved. Please feel free to read ahead.

Courtesy and civility. I seek to foster a positive classroom environment, characterized by shared enjoyment of the process of learning. I ask that we all treat each other with respect, listen carefully to each other's views, and seek to learn from one another's experience and insights.

Course completion. In keeping with departmental policy, I will only give incomplete grades in cases of personal or immediate family illness.

Integrity. I expect integrity of every student in all academic work. You can expect the same of me. All George Mason University students have agreed to abide by the letter and the spirit of the Honor Code. All violations of the Honor Code will be reported to the Honor Committee for review. If you have not done so, please familiarize yourself with the Honor Code at HYPERLINK

"<http://www.gmu.edu/departments/unilife/honorcode.html>"

<http://www.gmu.edu/departments/unilife/honorcode.html>.

Class Policies and Procedures:

Students are responsible for completing assignments on time.

University Resources and Assistance:

Writing Center: The Writing Center provides tutors who can help you develop ideas and revise papers at no charge. It can sometimes accommodate walk-ins, but generally, it is best to call for an appointment. The services of the Writing Center are also available on-line. Location: ARL212 (in the main SPP suite). Contact: (703) 993-3762 HYPERLINK "<http://writingcenter.gmu.edu>"
<http://writingcenter.gmu.edu>.

Disability Resource Center: The Disability Resource Center assists students with learning or physical conditions affecting learning. Students with learning differences that require special conditions for exams or other writing assignments should provide documentation provided by the Disability Resource Center. Please contact the instructor to discuss your needs well in advance of the first class if

possible. Location: SUB I, Room 222. Contact: 703-993-2474
www.gmu.edu/student/drc/.

Grading: Your grade in this class will be determined as follows:

Class Participation:	40%
Journal:	20%
Final Paper:	40%

Class Participation/Skills Development (40%)

Participants will practice coaching during each class. We will practice tactics, strategies, and skills through exercises, scenarios, and case studies. I will evaluate your efforts each day based on the level of effort; use of the appropriate tool, tactic, or strategy; and how you integrate class materials into the exercises. You will be asked to provide constructive feedback to others who coach during the class. The success of the class depends largely on your active participation.

Journal (20%)

You will have an ongoing writing assignment, i.e., keeping a journal of your reactions to class, the readings, and your observations of coaching throughout this time frame. This should include your analysis of what you are learning and experiencing. You will be expected to conduct three coaching sessions outside of class. Your journal should include our reflections on these three sessions. The journal should be approximately five (5) pages in length and will be due on December 5.

Final Paper (40%)

Students will write a final paper analyzing coaching theories, conflict management styles, and application of these theories and styles to a discipline or field, such as academia, leadership and management, health care, international diplomacy, criminal justice, etc. Students can design their own coaching model or compare several models. I have many suggestions and materials, so please don't hesitate to discuss this with me. This final paper should be approximately six to eight (6-8) pages and is due December 8.

Required Texts (Portions of the following texts)

Jones, Tricia S. Conflict Coaching: Conflict Management Strategies and Skills for the Individual. Los Angeles: SAGE, 2007. Pps. 187-201.

Kimsey-House, Henry et al. Co-Active Coaching: Changing Business, Transforming Lives. Third Edition. Boston: Nicholas Brealey America, 2011. Pps. 117-156.

Lasley, Martha, and Richard Michaels. Coaching for Transformation: Pathways to Ignite Personal & Social Change. Troy, Penn.: Discover P, 2011. Pps 29-65.

Noble, Cinnie. Conflict Management Coaching: The CINERGY(TM) Model. Toronto: CINERGY, 2011. Pps. 39-81.

Whitmore, John. Coaching for Performance: GROWing Human Potential and Purpose - The Principles and Practice of Coaching and Leadership. 4th Edition. Boston: Nicholas Brealey, 2009. Pps. 53-57.

Class Meeting Times and Readings:

I. Friday November 7, 2014 6:00 pm - 9:00 pm

Introduction, goals, and agenda. History and background of Coaching. Types of coaching professions, styles, and models. Key coaching skills. Nobles' model. Before class read pages 39-81 of Cinnie Noble's Conflict Management Coaching: The CINERGY(TM) Model.

II. Saturday November 8, 2014 10:00 am – 4:00 pm

International Coach Federation's core competencies and behavioral markers. Jones' model. How to give and receive constructive feedback. The power of questions and active listening. Before class read pages 187-201 of Tricia Jones' Conflict Coaching: Conflict Management Strategies and Skills for the Individual and John Whitmore's Coaching for Performance: GROWing Human Potential and Purpose - The Principles and Practice of Coaching and Leadership, pages 53-57.

III. Sunday November 9, 2014 10:00 am – 4:00 pm

Tools and techniques. Putting it all together. Ethics, certification, and starting a practice. Read before class pages 117- 156 in Henry Kimsey-House's Co-Active Coaching: Changing Business, Transforming Lives and pages 29-65 of Martha

Lasley's Coaching for Transformation: Pathways to Ignite Personal & Social Change.

Coaching Bibliography

Aguilar, Elena. *The Art of Coaching: Effective Strategies for School Transformation*. First Edition. Jossey-Bass, 2013. Print.

Argyris, Chris. "Teaching Smart People How to Learn." *Harvard Business Review*. N.p., May 1991. Web. 10 June 2014.

Bandler, Dr Richard, and Garner Thomson. *The Secrets of Being Happy: The Technology of Hope, Health, and Harmony*. S.l.: IM P, Incorporated, 2011. Print.

Beck, Martha. *Steering by Starlight: The Science and Magic of Finding Your Destiny*. Original Edition. New York: Rodale Books, 2009. Print.

Belf, Teri-E. *Coaching with Spirit*. 1st Edition. San Francisco: Pfeiffer, 2002. Print.

Braham, Barbara. *Be Your Own Coach: Your Pathway to Possibility*. 1st Edition. Menlo Park, CA: Crisp Learning, 2000. Print.

Brothers, Chalmers. *Language and the Pursuit of Happiness*. Naples, FL: New Possibilities P, 2004. Print.

Brown, Brene. *Daring Greatly: How the Courage to Be Vulnerable Transforms the Way We Live, Love, Parent, and Lead*. 1st Edition. New York: Gotham, 2012. Print.

Callanan, Maggie, and Patricia Kelley. *Final Gifts: Understanding the Special Awareness, Needs, and Communications of the Dying*. Reprint Edition. New York: Simon & Schuster, 2012. Print.

Cameron, Julia. *The Artist's Way*. 10th Anv Edition. New York: Jeremy P. Tarcher/Putnam, 2002. Print.

Carson, Rick. *Taming Your Gremlin: A Surprisingly Simple Method for Getting Out of Your*

- Own Way. Revised Edition. New York: Quill, 2003. Print.
- Clutterbuck, David. Coaching the Team at Work. Boston: Nicholas Brealey, 2007. Print.
- Covey, Stephen R. The 8th Habit: From Effectiveness to Greatness. Reprint edition. New York: Free P, 2005. Print.
- Crane, Thomas G., and Lerissa Nancy Patrick. The Heart of Coaching: Using Transformational Coaching to Create a High-Performance Coaching Culture. 2nd Edition. San Diego: F T A P, 2012. Print.
- Duhigg, Charles. The Power of Habit: Why We Do What We Do in Life and Business. Reprint Edition. Random House Trade Paperbacks, 2014. Print.
- Edmondson, Brian T. Coaching and Consulting Made Easy: How to Start, Build, and Grow A Profit-Pulling Coaching Business by Turning Your Knowledge Into Money! 1st Edition. Edmo, 2014. Print.
- Fine, Alan, and Rebecca R. Merrill. You Already Know How to Be Great: A Simple Way to Remove Interference and Unlock Your Greatest Potential. 1st Edition. New York: Portfolio Hardcover, 2010. Print.
- Flaherty, James. Coaching: Evoking Excellence in Others,3rd Edition. 3rd Edition. Boston: Routledge, 2011. Print.
- Ford, Deborah. The Dark Side of the Light Chasers. 10th Anv Edition. New York: Riverhead Trade, 2010. Print.
- Fortgang, Laura Berman. Living Your Best Life. 1st Edition. New York: Jeremy F. Tarcher/ Putnam, 2002. Print.
- Fox, Emmet. The Seven Day Mental Diet: How to Change Your Life in a Week. BN, 2012. Print.
- Fredrickson, Barbara. Positivity: Top-Notch Research Reveals the 3 to 1 Ratio That Will Change

- Your Life. 1st Edition. New York: Harmony, 2009. Print.
- Gallwey, W. Timothy et al. The Inner Game of Tennis: The Classic Guide to the Mental Side of Peak Performance. Rev Sub Edition. New York: Random House Trade Paperbacks, 1997. Print.
- Goldsmith, Marshall, Laurence S. Lyons, and Sarah McArthur. Coaching for Leadership: Writings on Leadership from the World's Greatest Coaches. 3rd Edition. San Francisco: Pfeiffer, 2012. Print.
- Goleman, Daniel. "What Makes a Leader?" Harvard Business Review. N.p., Jan. 2004. Web. 10 June 2014.
- Goss, Tracy. The Last Word On Power. RosettaBooks, 2010. Print.
- Guttman, Howard. Coach Yourself to Win: 7 Steps to Breakthrough Performance on the Job...and In Your Life: 7 Steps to Breakthrough Performance on the Job and In Your Life. 1st Edition. McGraw-Hill, 2010. Print.
- Gyatso, Geshe Kelsang. Eight Steps to Happiness: The Buddhist Way of Loving Kindness. Third Edition. Glen Spey, NY: Tharpa, 2012. Print.
- Hargrove, Robert. Masterful Coaching. 3rd Edition. San Francisco: Pfeiffer, 2008. Print.
- Hayden, C. J., and Jay Conrad Levinson. Get Clients Now! (TM): A 28-Day Marketing Program for Professionals, Consultants, and Coaches. Third Edition. AMACOM, 2013. Print.
- Holden, Robert. Loveability: Knowing How to Love and Be Loved. Carlsbad, California: Hay House, 2013. Print.
- Huber, Cheri. What You Practice Is What You Have: A Guide to Having the Life You Want. 9.1.2010 Edition. Murphys, Calif.: Keep It Simple Books, 2010. Print.
- Jones, Tricia S. Conflict Coaching: Conflict Management Strategies and Skills for the Individual. Los Angeles: SAGE, 2007. Print.

- Kegan, Robert, and Lisa Laskow Lahey. "The Real Reason People Won't Change." Harvard Business Review. N.p., Nov. 2001. Web. 10 June 2014.
- Kelly, Matthew, and Patrick Lencioni. The Dream Manager. 1st Edition. Concordville, Pa.: Hyperion, 2007. Print.
- Kimsey-House, Henry et al. Co-Active Coaching: Changing Business, Transforming Lives. Third Edition. Boston, MA: Nicholas Brealey America, 2011. Print.
- Lasley, Martha, and Richard Michaels. Coaching for Transformation: Pathways to Ignite Personal & Social Change. Troy, Penn.: Discover P, 2011. Print.
- Lesowitz, Nina et al. Living Life as a Thank You: The Transformative Power of Daily Gratitude. 1st Edition. San Francisco: Viva Editions, 2009. Print.
- Loehr, Jim, and Tony Schwartz. "The Making of a Corporate Athlete." Harvard Business Review. N.p., Jan. 2001. Web. 10 June 2014.
- Mazur, Cynthia. "Coaching Will Be the Most Important ADR Tool in the Coming Decades--Is Your Workplace Positioned to Take Advantage of It?" Cutting Edge Advances in Resolving Workplace Disputes. Ed. CPR. New York, NY: CPR, 2014. Print.
- . "Conflict Coaching in the Federal Workplace: Is It Beginning to Eclipse Mediation?" Readings & Case Studies in Mediation. Ed. Jerry Bagnell and Bruce McKinney. 2nd ed. Dubuque, IA: Kendall Hunt, 2013. Print.
- Moore, Margaret, and Paul Hammerness. Organize Your Mind, Organize Your Life: Train Your Brain to Get More Done in Less Time. 1st Edition. New York: Harlequin, 2011. Print.
- Neill, Michael. Supercoach: 10 Secrets To Transform Anyone's Life. London: Hay House UK Ltd, 2013. Print.
- Noble, Cinnie. Conflict Management Coaching: The CINERGY(TM) Model. Toronto: CINERGY, 2011. Print.
- O'Malley, Mary. The Gift of Our Compulsions: A Revolutionary Approach to Self-Acceptance

- and Healing. Berkeley, CA: New World Library, 2004. Print.
- O'Neill, Mary Beth A. Executive Coaching with Backbone and Heart: A Systems Approach to Engaging Leaders with Their Challenges. 2 Edition. San Francisco: Jossey-Bass, 2007. Print.
- Pentland, Alex. Honest Signals: How They Shape Our World. Cambridge, Mass.: The MIT P, 2010. Print.
- Pink, Daniel H. To Sell Is Human: The Surprising Truth About Moving Others. Reprint Edition. New York: Riverhead Trade, 2013. Print.
- Pocket-Mentor. Coaching People: Expert Solutions to Everyday Challenges. 1st Edition. Boston, Mass.: Harvard Business Review P, 2006. Print.
- Porche', Germaine et al. Coach Anyone About Anything: How to Empower Leaders & High Performance Teams. 1st Edition. Kingwood, TX: The Eagle's View Company, 2010. Print.
- Porche', Germaine, and Jed Niederer. Coach Anyone About Anything: How to Help People Succeed in Business and Life. 2nd Edition. Kingwood, TX: The Eagle's View Company, 2010. Print.
- Rock, David. Quiet Leadership: Six Steps to Transforming Performance at Work. Reprint Edition. New York: HarperBusiness, 2007. Print.
- Rooke, David, and William Torbert. "Seven Transformations of Leadership." Harvard Business Review. N.p., Apr. 2005. Web. 10 June 2014.
- Scherer, John, George E. Tice, and Elisabet Sahtouris. Five Questions That Change Everything: Life Lessons At Work. 1st Edition. Fort Collins, Colo.: Word Keepers, 2012. Print.
- Seligman, Martin E. P. Learned Optimism: How to Change Your Mind and Your Life. Reprint Edition. New York: Vintage, 2006. Print.
- Shinn, Florence Scovel. The Game of Life and How to Play It. Marina del Rey, Ca.: DeVorss

- & Company, 1978. Print.
- Silsbee, Doug. *The Mindful Coach: Seven Roles for Facilitating Leader Development*. 2nd, New and Revised Edition. San Francisco, Ca.: Jossey-Bass, 2010. Print.
- Stoltzfus, Tony. *Coaching Questions: A Coach's Guide to Powerful Asking Skills*. 1st Edition. Virginia Beach, Va.: Coach22 Bookstore LLC, 2008. Print.
- Strozzi-Heckler, Richard. *Holding the Center: Sanctuary in a Time of Confusion*. First Edition. Berkeley, Ca.: Frog Books, 1997. Print.
- . *The Anatomy of Change: A Way to Move Through Life's Transitions* Second Edition. Reprint Edition. Berkeley, Ca.: North Atlantic Books, 1997. Print.
- . *The Art of Somatic Coaching: Embodying Skillful Action, Wisdom, and Compassion*. Berkeley, Ca.: North Atlantic Books, 2014. Print.
- Wahl, Christine, Clarice Scriber, and Beth Bloomfield. *On Becoming a Leadership Coach: Holistic Approach to Coaching Excellence*. Revised Edition, 2nd Edition. Palgrave Macmillan, 2013. Print.
- Whitmore, John. *Coaching for Performance: GROWing Human Potential and Purpose - The Principles and Practice of Coaching and Leadership*, 4th Edition. Boston: Nicholas Brealey, 2009. Print.
- Williams, Patrick, and Diane S. Menendez. *Becoming a Professional Life Coach: Lessons from the Institute of Life Coach Training*. 1st Edition. New York: W. W. Norton & Company, 2007. Print.
- Zenger, John, and Joseph Folkman. *The Extraordinary Leader: Turning Good Managers into Great Leaders*. 2nd Edition. New York: McGraw-Hill, 2009. Print.