

**Syllabus SPI
PTI 690**

**Conducting Organizational Development Assessment in Times of Conflict
(Professional Development)**

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(please copy both emails)

Class Sessions: Saturdays, May 16, 23, & June 6, 2020

Live online times: 10:00 a.m. – 2:00 p.m. U-EDT

(If you are not on the US east coast please check:

<https://www.timeanddate.com/time/difference/usa/harrisonburg>)

Welcome to the Summer Peace Building Institute at Eastern Mennonite University. I am delighted to work with you. I look forward to an engaging learning experience. My hope is to partner with you on creating an environment that promotes learning, discussions, reflections and integration.

Course Description

Many practitioners and peace builders are motivated by bringing peace to their communities and initiating the desired change through the peaceful resolution of conflict. They play a variety of peacebuilding roles, but they themselves are not immune in finding themselves involved, engaged and even driving organizational conflicts either in the organization that they are members of, or in the communities that they serve.

This live online training course is for individuals who are interested in organizational conflicts that may have their roots in interpersonal conflicts, group dynamics and larger systemic issues. Dimensions of gender, race, ethnicity, culture, diversity and identity conflicts will be covered.

This is a highly interactive course based on actual workplace issues facing peacebuilders and practitioners across the globe.

Participants will learn how to:

- Prepare an assessment of the conflict, including mapping stakeholders, and how to build guiding coalitions and protocols
- Conduct an organizational assessment (climate and workplace culture) and develop qualitative and quantitative tools to gather data.
- Create reporting techniques on collected data and write actionable recommendations that will lead to the formulation of problem-solving teams to resolve the conflict

Class format Other small group sessions to be arranged by students as required.

Course Philosophy

I invite us all to respect all points of view; listen to gain insights, reflect on what the other person is communicating so you gain a deep understanding of what they mean and want to communicate; participate in shaping and framing the discourse on the topic of study to shape the emerging conversations on the topic.

Your Commitment and Contributions

Join the online discussion on time (preferably a few minutes early to ensure that your audio is working); Commit to all three sessions and make yourself available to work with other students on special assignments.

The Course Schedule

Saturday, May 16, 2020

10:00 a.m. – 2:00 p.m.

(includes breaks)

Class introductions, class expectations, approach for the three sessions, and what are the expected outcomes.

Why pay attention to organizational conflicts? How are they different from other types of conflicts? At what level do they take place in a system? What are the competencies needed and skills needed to apply and to work with organizations in conflict situations?

What role do we play and how can it add value to an organization in conflict? What is in our tool kit?

Introducing case study(ies): designing an intervention

Practice: group work and discussion board

Saturday, May 23, 2020

10:00 a.m. – 2:00 p.m.

(includes breaks)

Identifying entry points and designing protocols.

Conducting an organizational assessment: Developing instruments to collect data, interpreting the data and writing recommendations.

Case study, practice: group work and discussion board

Saturday, June 6, 2020

(includes breaks)

Group and individual work presentations; best practices in the field; and moving forward.

SPI ATTENDANCE POLICY:

It is expected that individuals registering for an SPI course will participate in the entire course (barring unforeseen emergencies). Please contact SPI directly at spi@emu.edu before registering if you know you will have to miss any portions of a course. For-credit participants are expected to attend all synchronous class sessions unless they are given permission from the instructor to miss a session. SPI courses rely on active student participation in a learning community. If a participant misses class repeatedly and this disrupts the learning for others, they will be asked to leave the course and no money will be refunded for remaining course time.

Recommended Readings

Blackard, Kirk & James Gibson. (2002) Capitalizing on Conflict: Davis Black

Block, Peter. (2011) 3rd Ed. Flawless Consulting. Wiley

Dannemiller Tyson Associates. (2000) Whole System Change: Berrett-Koehler Publishers, Inc.

Schein, Edward. Visit: <https://www.managementstudyguide.com/organization-culture.htm>

Singe, Peter. (1990) The Dance of Change: Currency Doubleday

Trice, Harrison & Janice Beyer. The Cultures of Work Organizations: Prentice Hall

Watkins, Jane Magruder and Bernard Mohr. (2001) *Appreciative Inquiry*: Jossey-Bass / Pfeiffer
Wildflower, Leni and Diane Brennan.(2011) *The Handbook of Knowledge-Based Coaching: From
Theory to Practice*: Jossey-Bass
Orem, Sara et al. (2007) *Appreciative Coaching*. Jossy Bass.