

Structure of the Presentation

Slide Contents

- 1 Title
- 2 Contents
- 3 1. Syllabus
 - 4 1.1. Overview
 - 5 1.2. Goal
 - 6 1.3. Target Group
 - 7 1.4. Prerequisites
 - 8 1.5. Expectations
 - 9 1.6. Learning Process
 - 10 1.7. Grading
 - 11 1.8. Basic Literature
- 12 2. Definitions
 - 13 2.1. Political Advocacy
 - 14 2.2. Polity, Policy and Politics
 - 15 2.3. Von der Gablentz on the Political Process
 - 16 2.4. Fijalkowski on the Political Process
 - 17 2.5. Machiavelli on the Political Process
 - 18 2.6. Weber on Power
 - 19 2.7. Management by Objectives (MBO)
 - 20 2.8. Bennis on Leadership
 - 21 2.9. Heifetz on Leadership
 - 22 2.10. Leadership as a Combination of Morality and Power
- 23 3. Course Project
 - 24 Course Project (continued)
 - 25 3.1. Introduction
 - 26 3.2. Missing Democracies
 - 27 3.3. Concept of an Idea
 - 28 3.4. Structure of the GDE
 - 29 3.5. Purpose of the GDE
 - 30 3.6. Global Democracy Experiment
 - 31 3.7. Welcome to the GDE
 - 32 3.8. The Login
 - 33 3.9. Welcome Page
 - 34 3.10. Finding the Way through the GDE
 - 35 3.11. Future Votes
 - 36 3.12. Current Votes
 - 37 3.13. Past Votes/Program
 - 38 3.14. Profile
 - 39 3.15. General Assembly
 - 40 3.16. Discussions
 - 41 3.17. Outlook
 - 42 3.18. Motto
 - 43 4. Project Management: The Organizing Model (Ganz)
 - 44 The Organizing Model (Overview)
 - 45 4.1. Interests

- 46 4.1.1. Needs and Interests
- 47 4.1.2. Map of Actors
- 48 4.1.3. Kinds of Resources
- 49 4.1.4. Conflicts of Interest
- 50 4.2. Power
 - 51 4.2.1. Power Equation
 - 52 4.2.2. Interdependency
 - 53 4.2.3. Dependency/Domination
 - 54 4.2.4. Three Levels of Power
 - 55 4.2.5. Constituency and Other Actors
- 56 4.3. Leadership
 - 57 4.3.1. What Leadership Is: Relationship
 - 58 4.3.2. How Leadership Works: Networks
 - 59 4.3.3. The Leadership Cycle
 - 60 4.3.4. What Leadership Does
- 61 4.4. Strategy
 - 62 4.4.1. Planning
 - 63 4.4.2. Strategy and Tactics
 - 64 4.4.3. Strategic Planning
 - 65 4.4.4. Power Imbalance
 - 66 4.4.5. Strategic Leverage
 - 67 4.4.6. Elements of Strategy
- 68 4.5. Motivation
 - 69 4.5.1. Breaking the Motivational Loop
 - 70 4.5.2. Breaking the Belief Barriers
- 71 4.6. Relationship
 - 72 4.6.1. Relationships and Community
 - 73 4.6.2. Relationship Building
 - 74 4.6.3. Relationship Building Tactics I
 - 75 4.6.4. Relationship Building Tactics II
 - 76 4.6.5. Relationship Building Tactics III
 - 77 4.6.6. The Relational World I
 - 78 4.6.7. The Relational World II
 - 79 4.6.8. The Relational World III
- 80 4.7. Integration / Understanding
 - 81 4.7.1. Framing Understanding
 - 82 4.7.2. Interpreting Understanding
 - 83 4.7.3. Telling New Stories
 - 84 4.7.4. Story Telling
- 85 4.8. Action
 - 86 4.8.1. Action Program
 - 87 4.8.2. Goals of an Action Program
 - 88 4.8.3. Resources of an Action Program
- 89 4.9. Campaigns
 - 90 4.9.1. Campaign Phases
 - 91 4.9.2. Campaign Rhythm
- 92 4.10. Organizations
 - 93 4.10.1. Organization
 - 94 4.10.2. What Organizations Do
 - 95 4.10.3. Organizing as Leadership

- 96 5. An Introduction to Leadership Theory
97 5.1. Introduction
98 5.2. Theoretical Approaches to Leadership
99 5.2.1. Great Man / Great Person Approach
100 5.2.2. Behavioral Approach
101 5.2.3. Transactional Leadership
102 5.2.4. Transformational Leadership
103 5.3. Transformational Leadership Measures
104 5.3.1. MLQ
105 5.3.2. LPI
106 5.3.3. TLP
107 5.3.4. LQ
108 5.4. Other Aspects of Leadership Theory
109 5.4.1. Paradoxes of Leadership
110 5.4.2. Culture
111 5.4.3. Vision
112 5.5. Conclusion
113 5.6. Appendix: Leadership Competencies (Heifetz)
114 5.6.1. Abilities: Temperament and Skills
115 5.6.1.1. Reflection and Analysis
116 5.6.1.2. Distinguishing Self from Role
117 5.6.1.3. Listening
118 5.6.1.4. Speaking
119 5.6.1.5. Managing Boundaries
120 5.6.1.6. Using Authority
121 5.6.1.7. Forming and Using Partnerships
122 5.6.1.8. Orchestrating Conflict and Diversity
123 5.6.1.9. Inspiration
124 5.6.1.10. Creativity and Curiosity
125 5.6.1.11. Courage and Stamina:
126 The Ability to Generate and Take the Heat
127 5.6.1.12. Compassion and Empathy
128 5.6.1.13. Managing One's Hungers:
129 Grandiosity, Sexuality, and Other Vulnerabilities
130 5.6.2. Knowledge
131 5.6.2.1. Self and Context Analysis
132 5.6.2.2. An Interpretive Framework for Social System Processes
133 5.6.2.3. Substantive Knowledge of the Issues and Processes
134 of One's Particular Social System
135 5.6.2.4. A Framework for Intervention
136 5.6.3. Values
137 5.6.3.1. Increasing the Adaptive Capacity of the Social System
138 5.6.3.2. A Passion for Wisdom
139 5.6.3.3. A Self-examined Set of Values
140 5.6.3.4. Reasoning for the Moral Dilemmas of Leadership
141 6. Negotiation
142 6.1. Introduction: The basic concepts
143 6.1.1. Definition of Negotiation
144 6.1.2. Relevance of Negotiation
145 6.1.3. The Harvard Negotiation Concept

- 143 6.1.4. Negotiation Styles
- 144 6.1.5. Hard and Soft Negotiation
- 145 6.1.6. Creating and Claiming Value
- 146 6.1.7. ZOPA and BATNA
- 147 6.1.8. Trading on Differences
- 148 6.1.9. Win-Win
- 149 6.2. Does Principled Negotiation Ignore the Distributive Aspects of Negotiation?
 - 150 6.2.1. Principled Negotiating
 - 151 6.2.2. Too "soft"?
 - 152 6.2.3. Hard against Soft
- 153 6.3. Principled Negotiation and the Negotiator's Dilemma
 - 154 6.3.1. The Negotiator's Dilemma
 - 155 6.3.2. Prisoner's Dilemma
 - 156 6.3.3. Applied Prisoner's Dilemma
 - 157 6.3.4. The Winner
 - 158 6.3.5. The Successful Negotiator
 - 159 6.3.6. The Challenger: Pavlov
 - 160 6.3.7. Defense
- 161 6.4. In Defense of Principled Negotiation
 - 162 6.4.1. Why People do not Cooperate
 - 163 6.4.2. Creating or Claiming Value?
 - 164 6.4.3. Misperception
- 165 6.5. Conclusion / Recommendation
- 166 6.6. Appendix 1: Contents of a More Detailed Learning Process
 - 167 6.6.1. Principled Negotiation
 - 168 6.6.2. Concepts
 - 169 6.6.3. The Harvard Approach
 - 170 6.6.4. Structure
- 171 6.7. Appendix 2: Common Mistakes in Negotiation (Sebenius)
 - 172 6.7.1. The Effective Negotiator
 - 173 6.7.2. How to Become One
 - 174 6.7.3. Mistake 1
 - 175 6.7.4. Mistake 2
 - 176 6.7.5. Mistake 3
 - 177 6.7.6. Mistake 4
 - 178 6.7.7. Mistake 5
 - 179 6.7.8. Mistake 6
- 180 7. Conflict Management and Mediation
 - 181 7.1. Definition of Mediation
 - 182 7.2. Resolving Disputes Continuum
 - 183 7.3. Outline of the Mediation Process (Patton)
 - 184 7.4. Advantages of Mediation
 - 185 7.5. Goals of Mediation
 - 186 7.6. Principled Negotiation Process
 - 187 7.7. Goals of the Opening Statement
 - 188 7.8. Elements of the Opening Statement
 - 189 7.9. Goals of the Joint Session
 - 190 7.10. Techniques
 - 191 7.11. Purposes for Caucusing
 - 192 7.12. Closure and Drafting

- 193 8. Persuasion
- 194 8.1. Definition of Persuasion (Orren)
- 195 8.2. Selected Principles of Persuasion (Orren)
- 196 8.3. The Psychology of Persuasion (Cialdini)
- 197 9. Political Consulting
- 198 9.1. Communication Theory: Sending a Message (Watzlawick)
- 199 9.2. Three Ways to Win an Election (Edwards)
- 200 9.3. Option Memorandum
- 201 10. Debriefing
- 202 Contact