





# Contents

**Preface** *xiii*

**Acknowledgments** *xv*

## **Part ONE Conflict Components 1**

 <b>Chapter 1 The Nature of Conflict 2</b>	
Why Study Conflict? . . . . .	2
A Beginning Example . . . . .	7
Conflict Defined . . . . .	8
<i>An Expressed Struggle</i> . . . . .	9
<i>Interdependence</i> . . . . .	11
<i>Perceived Incompatible Goals</i> . . . . .	12
<i>Perceived Scarce Resources</i> . . . . .	14
<i>Interference</i> . . . . .	15
Destructive Conflict . . . . .	16
<i>Escalatory Spirals</i> . . . . .	21
<i>Avoidance Spirals</i> . . . . .	23
A Note of Encouragement . . . . .	26
Summary . . . . .	27
Key Terms . . . . .	28
Review Questions . . . . .	28
 <b>Chapter 2 Perspectives on Conflict 29</b>	
Your Personal History . . . . .	29
Negative Views of Conflict . . . . .	33
Positive Approaches to Conflict . . . . .	36
Metaphors Make a Difference . . . . .	39
<i>Win-Lose Metaphors</i> . . . . .	39
<i>Neutral or Objective Metaphors</i> . . . . .	44
<i>Transformative Metaphors</i> . . . . .	45
<i>Mixing the Metaphors</i> . . . . .	48
The Lens Model of Conflict . . . . .	49
Gender Effects and Gender Filters . . . . .	53
<i>Gender Effects</i> . . . . .	53
<i>Gender Filters</i> . . . . .	55
Cultural Effects and Cultural Filters . . . . .	56
<i>Cultural Effects</i> . . . . .	56
<i>Cultural Effects Depend on Many Factors</i> . . . . .	57
<i>Cultural Filters</i> . . . . .	60

Summary	.60
Key Terms	.60
Review Questions	.61
 <b>Chapter 3 Interests and Goals 62</b>	
Types of Goals: TRIP	.63
<i>Topic Goals: What Do We Want?</i>	.64
<i>Relational Goals: Who Are We to Each Other?</i>	.65
<i>Identity, or Face-Saving, Goals:</i>	
<i>Who Am I in This Interaction?</i>	.69
<i>Process Goals:</i>	
<i>What Communication Process Will Be Used?</i>	.74
The Overlapping Nature of TRIP Goals	.75
Goals Change in Interaction	.82
<i>Prospective Goals</i>	.83
<i>Transactive Goals</i>	.83
<i>Retrospective Goals</i>	.87
Goal Clarity	.88
<i>Clarify Your Goals</i>	.88
<i>Estimate the Other's Goals</i>	.90
Collaborative Goals	.91
Summary	.93
Key Terms	.94
Review Questions	.94
 <b>Chapter 4 Power: The Structure of Conflict 95</b>	
What Is Power?	.95
Orientations to Power	.96
<i>Either/Or Power</i>	.97
<i>Both/And Power</i>	.99
<i>Designated Power</i>	.101
<i>Power Denial</i>	.102
A Relational Theory of Power	.104
Individual Power Currencies	.106
Assessing Power: A Relational View	.110
Power Imbalances	.115
<i>High Power</i>	.115
<i>Low Power</i>	.116
Constructive Power Balancing	.119
Approaches to Balancing Power	.121
<i>Restraint</i>	.121
<i>Focus on Interdependence: Power to the Unit</i>	.122

<i>The Power of Calm Persistence</i> . . . . .	.123
<i>Stay Actively Engaged</i> . . . . .	.124
<i>Empowerment of Low-Power People by High-Power People</i> . . . . .	.126
<i>Metacommunication</i> . . . . .	.126
<i>Things to Say When You Are Low Power</i> . . . . .	.127
Summary . . . . .	.128
Key Terms . . . . .	.128
Review Questions . . . . .	.129


## **Chapter 5 Styles and Tactics 130**

The Nature of Styles and Tactics . . . . .	.130
Measuring Your Styles . . . . .	.132
Will You Avoid or Engage? . . . . .	.134
Avoidance . . . . .	.138
<i>Avoidance and Culture</i> . . . . .	.140
<i>The Avoid/Criticize Loop</i> . . . . .	.140
<i>Avoidance Tactics</i> . . . . .	.142
Competition . . . . .	.145
<i>Threats</i> . . . . .	.148
<i>Verbal Aggressiveness</i> . . . . .	.150
<i>Bullying</i> . . . . .	.152
<i>Incidence of Violence</i> . . . . .	.153
<i>Patterns of Violence</i> . . . . .	.154
<i>Explanations for Violence</i> . . . . .	.156
Compromise . . . . .	.157
Accommodation . . . . .	.158
Collaboration . . . . .	.162
Cautions about Styles . . . . .	.166
Interaction Dynamics . . . . .	.169
Flexibility Creates Constructive Conflict . . . . .	.172
<i>Problems with Rigidity</i> . . . . .	.173
Summary . . . . .	.175
Key Terms . . . . .	.175
Review Questions . . . . .	.176

## **Part TWO Intervention 177**

### **Chapter 6 Assessing Conflicts 178**

Introduction to Assessment . . . . .	.178
Systems Theory: An Organizing Framework . . . . .	.178
Identifying Conflict Patterns . . . . .	.182
System Patterns . . . . .	.183
Metaphoric/Dramatic Analysis . . . . .	.186

Drawing Coalitions—Who Is In, Who Is Out? . . . . .	189
<i>Principle #1: Coalitions Begin for Good Reasons</i> . . . . .	190
<i>Principle #2: Coalitions and Counter-Coalitions Become Self-Justifying</i> . . . . .	191
<i>Principle #3: Coalitions Become the Problem</i> . . . . .	191
<i>Principle #4: Clarify Coalitions by Drawing Them</i> . . . . .	192
<i>Principle #5: Coalitions Predict Future Conflict</i> . . . . .	192
<i>Principle #6: Change a System by Softening the Coalitions</i> . . . . .	193
Conflict Triangles . . . . .	194
System Rules . . . . .	197
Microevents . . . . .	199
Observation and Interviews . . . . .	203
Comprehensive Assessment Guides . . . . .	204
Wilmot-Hocker Conflict Assessment Guide . . . . .	204
<i>The Difficult Conversations Guide</i> . . . . .	207
Summary . . . . .	208
Key Terms . . . . .	208
Review Questions . . . . .	209
 <b>Chapter 7 Moderating Your Conflicts 210</b>	
Three Approaches to Change . . . . .	210
Personal Changes and Choices . . . . .	211
The Midrange: Zone of Effectiveness . . . . .	214
Choices about Avoidance . . . . .	215
Choices about Escalation . . . . .	219
<i>Your Personal Conflict Philosophy</i> . . . . .	220
Conflict and Emotion . . . . .	222
<i>Dynamics of Anger and Fear</i> . . . . .	223
<i>Anger Moderation and Expression</i> . . . . .	226
<i>Reception of Angry Communication</i> . . . . .	227
<i>Low Power and Emotions</i> . . . . .	230
Constructive Communication Practices . . . . .	232
<i>The Dialogue Process</i> . . . . .	232
<i>Fractionation</i> . . . . .	233
<i>Reframing</i> . . . . .	234
Examples of Communication Formats That Help Regulate Conflict . . . . .	235
<i>Conflict Containment Model</i> . . . . .	235
<i>Family Meetings</i> . . . . .	237
<i>Crisis Management</i> . . . . .	240
A Postscript on Further Education . . . . .	240



Summary . . . . .	.241
Key Terms . . . . .	.241
Review Questions . . . . .	.242

## **Chapter 8 Negotiating for Mutual Gains 243**

Negotiation in Everyday Life . . . . .	.243
Negotiation Is Part of Conflict Resolution . . . . .	.244
Negotiation and Culture . . . . .	.245
Equalizing Power . . . . .	.246
<i>Destructive Ways to Equalize Power</i> . . . . .	.246
<i>Constructive Argument</i> . . . . .	.247
Approaches to Negotiation . . . . .	.249
<i>Competitive Approaches</i> . . . . .	.250
<i>Collaborative Approaches</i> . . . . .	.252
<i>Principled Negotiation</i> . . . . .	.258
The Language of Collaboration . . . . .	.262
Competitive and Collaborative Phases . . . . .	.266
Collaboration Checklist . . . . .	.267
Summary . . . . .	.268
Key Terms . . . . .	.268
Review Questions . . . . .	.269

## **Chapter 9 Third-Party Intervention 270**

The Need for Third Parties . . . . .	.270
Advantages of Using Competent Third Parties . . . . .	.271
Informal Intervention . . . . .	.272
<i>Personal Intervention</i> . . . . .	.272
<i>Counseling as Informal Intervention</i> . . . . .	.275
The Formal Intervention Continuum . . . . .	.276
When an Outsider Decides . . . . .	.277
<i>Adjudication: Judge or Jury Decides</i> . . . . .	.277
<i>Arbitration: An Expert Decides</i> . . . . .	.280
When the Parties Decide . . . . .	.281
<i>Mediation</i> . . . . .	.281
<i>Mediation Settings</i> . . . . .	.284
Mediation: Agreement or Transformation? . . . . .	.289
Mediation Process and Skills . . . . .	.290
Dispute Systems Design . . . . .	.293
Summary . . . . .	.295
Key Terms . . . . .	.295
Review Questions . . . . .	.296

	<b>Chapter 10 Mending the Broken Branch: Forgiveness and Reconciliation 297</b>	
	<i>by Gary W. Hawk, University of Montana</i>	
	Forgiveness and Reconciliation in the Context of	
	Interpersonal Conflict . . . . .	297
	Some Definitions . . . . .	298
	What's to Forgive? . . . . .	298
	Some Misconceptions about Forgiveness . . . . .	301
	When There Is an Imbalance of Power . . . . .	303
	The Matter of Memory . . . . .	304
	Decision or Process? . . . . .	306
	Forgiveness as a Process . . . . .	307
	Getting Stuck: Eddies in the River . . . . .	309
	The Personal and Interpersonal Dimensions of Forgiveness . . . . .	310
	Laying the Groundwork for Forgiveness or Reconciliation . . . . .	311
	Gestures . . . . .	312
	The Value and Limits of Apology . . . . .	313
	Switching the Point of View: Receiving Forgiveness and	
	Forgiving Oneself . . . . .	316
	Reconciliation: A Late Stage in the Journey . . . . .	318
	<i>Insights from History, Politics, and Literature . . . . .</i>	<i>318</i>
	<i>The Strand of Truth . . . . .</i>	<i>319</i>
	<i>The Strand of Forbearance . . . . .</i>	<i>320</i>
	<i>The Strand of Empathy . . . . .</i>	<i>321</i>
	<i>Commitment to the Relationship out of Awareness of</i>	
	<i>Our Interdependence . . . . .</i>	<i>322</i>
	Conclusion . . . . .	323
	Summary . . . . .	324
	Key Terms . . . . .	324
	Review Questions . . . . .	325
	<b>Chapter 11 Preventing Destructive Conflict 326</b>	
	Prevention Defined . . . . .	326
	The Importance of Prevention . . . . .	326
	Core Values Lead to Best Practices . . . . .	328
	Learn from History . . . . .	329
	Recognize Cycles: Where Are You in the Big Picture? . . . . .	331
	Preventing Destructive Avoidance . . . . .	332
	<i>When Others Avoid . . . . .</i>	<i>332</i>
	<i>When You Avoid . . . . .</i>	<i>333</i>
	Preventing Destructive Escalation . . . . .	333
	<i>When Others Escalate . . . . .</i>	<i>333</i>
	<i>When You Escalate . . . . .</i>	<i>334</i>

Prevention Interventions . . . . .	334
<i>Contracts Prevent Disputes</i> . . . . .	335
<i>Problem Solving</i> . . . . .	336
Personal Change for Conflict Prevention . . . . .	337
<i>Address the Relationship and Identity Issues in Your Life</i> . . . . .	337
Finally, Communication is the Key . . . . .	338
Summary . . . . .	338
Key Terms . . . . .	339
Review Questions . . . . .	339
<i>Appendix</i> 340	
<i>References</i> 341	
<i>Name Index</i> 360	
<i>Subject Index</i> 363	