


AECO 4020.090 / 5050.090

Workplace Dispute Resolution



Dave Renfro

Dave Renfro, UNT 1

How to find me...



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Course grade numerical values:

1. Attendance and participation (20%)
2. Book Analysis (40%)
3. Final Exam (40%)

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Attendance and Participation

- We have 5 sessions to complete the required course work that is normally spread out in traditional class periods over an 18-week semester.
- Therefore, a one-day absence is the same as missing 6 traditional weekday periods.
- If you miss more than two session, the *highest* grade you will receive is "C" regardless of work you turn in on the two assignments.

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Book Analysis

Answer 3 questions:

1. **WHAT** is the theme of the book as it relates to conflict in the workplace?
2. **SO WHAT** is it about that theme as it relates to your experiences and/or beliefs or causes you to identify (or not identify) with the type of conflict discussed in the book?
3. **NOW WHAT** do you believe you and/or others should/could do, if anything, in response to how you identify (or fail to identify) with the type of conflict discussed in the book?

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Final Exam

Answer 3 questions:

1. **WHAT** events and/or circumstances have you experienced in the workplace that have caused you to be in conflict?
 - *What happened?*
2. **SO WHAT** is it about those events and/or circumstances that were important (value-based) enough to you or others that caused it to become conflict?
 - *Why is what happened important or what was its value?*
3. **NOW WHAT** if anything, should / could you do now to apply a particular strategy or strategies (or could have done earlier) to address the conflict in a more constructive way?

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Format of both papers...

- Double-spaced, easy to read, 12 font type
- Each page numbered along with a cover page stating the course name, your name, a contact phone number and email address, and whether the paper is the *Book Analysis* or the *Final Exam*
- Stapled rather than paper clipped, dog-eared, or in a folder.
- All papers are due the Saturday of our last class meeting.

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Class meet 5 times:

1. Friday, August 28
2. Saturday, Saturday 29
3. Saturday, September 12
4. Saturday, September 19
5. Saturday, October 3

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THE POWER OF LOSING CONTROL

by Joe Carusso

1. People need to be right and need others to believe that they are right.
2. You can seldom convince people that they are wrong.
3. You can help them understand how others might be right, though.

If you must be right...

- You will not be wise.
- You will not be well.
- You will not be kind.

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HABITUAL BEHAVIORS

- We live our lives in cyclic behaviors or habitual responses.
- We think, feel, communicate and behave by habit.
- Breaking those habits are difficult.

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Repeated behaviors become emotionally, physically and neurologically habitual?

- According to psychologist and best-selling author Steven Covey, our behaviors become habits when...
 1. Knowing WHAT we want to do;
 2. Knowing HOW we can do it; and
 3. Knowing WHY we want to do it all overlap each other.
 - THE SEVEN HABITS OF HIGHLY SUCCESSFUL PEOPLE

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Habits *continued...*

(William James, father of modern psychology considered to be America's greatest philosopher)

- *Psychology* is the science of mental life; which means the science of self, while explanations of thought about some deeper force, such as the soul or ego, were the realm of metaphysics, theology and philosophy.

Habits *continued...*

- Habits are discharges in our brains' nerve centers and involve patterns that create reflex paths.
- Once these nerve paths are created, it becomes easier for us to pass along the same path again.
- We must consciously form new habits in order to achieve new results.

Habits *continued...*

- The key to creating **good habits** is to *act decisively* on the resolutions we make.
- *Actions* taken toward achievement of our desires create new paths that become the motor effects within our nervous system and those motor effects create new habits.
- The brain has to grow to accommodate new *paths* and these paths will not be created unless the new actions are being repeated.

Habits *continued...*

- It is the key to making the nervous system our ally instead of our enemy.
- Just as we become permanent drunkards by so many separate drinks, so too do we become other things – healthy or unhealthy; achieving or lacking in achievement; moral or immoral.
- Our recurring actions and efforts over time make for a powerful integrity or a damning failure.

Wm. James regarding THOUGHT

- Thoughts change with our moods, our physical condition and/or our state of being.
- Thought allows us to understand ourselves, others, the circumstances we face, our environments, etc.
- Thought allows us to remember and assess; anticipate and predict; and create order from chaos.

Neuroplasticity or Nature of the Brain

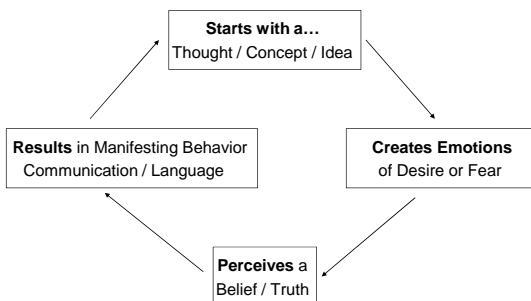
- Are you your own thinker? If not, who is?
- Where do your thoughts come from?
- When can you have a thought?
- What is your next thought?
- Let me give you your next thought...

Giraffe

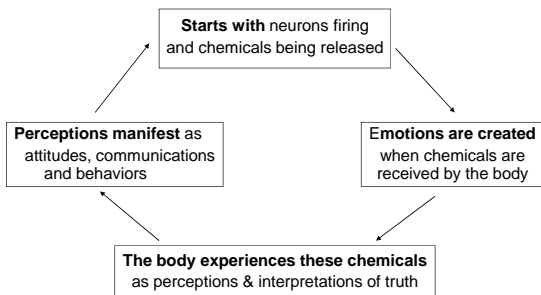
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How THOUGHTS create EMOTIONS



How EMOTIONS create TRUTH



“There is something unique about a species that can ask questions about its own existence. Who am I? What happens after death? *Does my mind arise simply from neurons in my brain?*”

PHANTOMS OF THE BRAIN: Probing the Mysteries of the Human Mind
Neurologists V.S. Ramachandran and Sandra Blakeslee

PHANTOMS IN THE BRAIN: Probing the Mysteries of the Human Mind
BY V.S. Ramachandran and Sandra Blakeslee

- What appears to be *mysteries* of the brain are actually no more than “*brain circuitries*” contained within our cranial anatomies.
- A piece of your brain no bigger than a grain of sand and contains 100 thousand *neurons*, 2 million *axons*, and 1 billion *synapses* that all connect to and talk with each other.
- The **medulla oblongata** serves as the brain stem’s pathway for these neurons, axons and synapses to travel, and also regulates *blood pressure, heart rate and breathing*.

PHANTOMS *continued...*

- Another part of the brain stem, the **thalamus**, regulates our physical senses which allow us mental observation of and reaction to external stimuli.
- This external stimuli creates thought and then by extension emotion.
- The brain stem's **hypo-thalamus** regulates our emotional drives (*e.g., aggression, rage, fear and most of our hormonal and metabolic functions*).
- In other words, the functions of the brain stem's several connecting and interacting parts serve to create what is commonly known in psychology as **PERSONALITY**.

Review...

- We've discussed grade requirements regarding Book Analysis, Final Exam, and Attendance and Participation – ANY QUESTIONS?
- Viewed a clip from movie: "Sidney White" that revealed our gregarious need to fit in or belong – Abraham Maslow's 2nd need within his *Hierarchy of 5 Human Needs*
- Discussed what psychologist Joe Carusso described as our *need to be right* and our *need to be seen as being right*, thus explaining why we tend to associate with people who think, believe and behave like us and tend to shy away from, judge, and/or dislike people who don't think, believe, and behave like us

Review *continued...*

- Played Leonard Cohen's song "The War" and discussed how because we share the need to be right and consequently associate with people who think, believe and behave like us, we become programmed to believing it is necessary to take sides rather than think through; defend our thoughts, beliefs and behaviors rather than be humble toward or tolerant of others who think, believe and/or behave differently
- Discussed how by following these primitive neurological urges, we reduce our developmental potential to think critically when confronting conflict and resort to patterns which we've physically mapped in our brains through repetition, thereby retarding learning

Review *continued...*

- Discussed the emerging science within neurology called “*neuro-plasticity*” and how our thoughts cause our brains to fire electrical discharges known as *neurons* and how each neuron then releases into the body one or more chemicals (drugs) specifically designed to create emotions
- Discussed how this process chemically creates perceptions of what we interpret as truth and then is cycled back to the brain for confirmation to reassure our egos that what we think, feel or do is somehow justified
- Also discussed how this neurological process creates for us what others see as our *personality* – even if our *beliefs* and/or *values* from what we call *character* contradict these more observable personal actions

Review *continued...*

- Finally, we spent considerable time asking each other questions to become better acquainted; develop a closer sense of community; learn more about the diverse as well as common collective character of this class; and most importantly, enhance our awareness of the power in thoughtful questions that stimulate thinking and promote self-awareness.

Are we capable of learning?

From the movie: “*The Dark Knight*”

- **BATMAN** (Christian Bale): “*I learn from my mistakes.*”
- **ALFRED** (Michael Caine): “*Then you should be very knowledgeable by now.*”
- “*People hate suffering (experiencing conflict), but love doing what causes suffering (creating conflict).*”
– From the Buddha

From movie: **“The Hammer”**

Starring Adam Carolla (as Jerry)

- **JERRY’S FRIEND:** “Today’s your birthday, Jerry. What are you going to do?”
- **JERRY:** “Oh, I thought I would just go to my crappy job and deal with my angry boss.”

“Capitalism plants the seeds of its own destruction.” (Karl Marx)

*Known for his treatises on Conflict Theory, which is often stated as theories on revolution, capitalism, dialectical materialism, and class conflict

(Small Group Discussion)

Is there any truth in his statement?
If yes, explain.
If no, defend.

Video: **“The Fever”**

Video exposing the co-dependent relationship of conflict between those who “HAVE” and those who “HAVE NOT”

“The Fever”
Economic Premise #1

<p><u>Logic Model</u></p> <ol style="list-style-type: none">1. All men are mortal.2. Socrates was a man.3. Therefore, Socrates was mortal.	<p><u>Wealth Logic</u></p> <ol style="list-style-type: none">1. People who work hard and make good decisions deserve all the money they can make.2. I work hard and make good decisions.3. Therefore, I deserve all the money I can make.
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Economic Premise #2

- People with wealth and power obviously work hard and make good decisions which is evidence that they are ***morally responsible***.
- According to this logic, people who are poor and powerless obviously *don't* work hard and *don't* make good decisions which is evidence that they are ***morally irresponsible***.
- Therefore, rich people are ***morally responsible*** deserving of their wealth and power while poor people are ***morally irresponsible*** deserving of their poverty and powerlessness.

Economic Premise #3

- Hard work and good decision-making results in becoming wealthy and powerful.
- People who work hard and make good decisions will therefore become wealthy and powerful.
- Therefore, people who are poor and powerless deserve to be poor and without power because they obviously don't work hard or make good decisions.

Economic Practices

- America has between 4-6% of the world's total population with approximately 310 million people.
- We consume 48-52% of the world's total natural resources.
- More than ½ of all corporations doing business internationally are U.S. based.
- The U.S. is well below average in standardized math and science scores amongst both developed and developing countries.

Economic Practices *continued...*

- We are first in imprisoning juveniles and non-violent offenders; and fourth in executing prisoners.
- We emit 25-30% of the world's green house gases; first in weapons supply; first in pornography; first in illegal drug consumption; 37th in overall health care quality; and 50th in infant mortality.

We are first in the developed world for numbers of self-proclaimed Christians and dead last amongst developed nations in providing government sponsored programs for the unemployed and working poor.

Multiple sources, including U.S. Census, USDOL, and UN

“Disease of Disassociation”

(L.L. Whyte and Trigant Burrow)

*From *THE NEXT DEVELOPMENT IN MAN* (1943); *THE UNITARY PRINCIPLE IN PHYSICS AND BIOLOGY* (1949); *SOCIAL BASIS OF CONSCIOUSNESS* (1927); *THE STRUCTURE OF INSANITY* (1932); and *THE NEUROSIS OF MAN* (1948)

- We’ve collectively developed a neurologically co-dependent relationship with the external gadgets our bodies use (e.g., computers, email, cell phones, text-messaging, calculators, video games, TV, radio, electronic recording devices, etc.); thereby retarding our evolutionary development in critical thinking, physical exercise, and the intimacy of life itself intellectually, emotionally, spiritually and physiologically.
- In other words, our brains are slowly atrophying.

Disassociation *continued...*

(As interpreted by Alan Watts in *THE WISDOM OF INSECURITY: A Message for an Age of Anxiety*, 1951)

- “As a consequence, we are [instinctively] at war within ourselves – the brain desiring things which the body doesn’t want, and the body desiring things the brain does not allow; the brain giving directions which the body will not follow, and the body giving impulses which the brain cannot understand.”

Disassociation *continued...*

In comparing humans with other mammals:

- Animals tend to eat with their stomachs and humans tend to eat with our brains (*exceptions observed amongst domesticated animals who live with humans*).
- When an animal’s stomach is full, it stops eating; yet when man eats, he is never sure when to stop.
- Even after becoming stuffed, man is not content, but conflicted, while the animal simply takes a nap.
- Man eats for mental and emotional reasons more so than survival – otherwise, he would eat more healthily.
- The same can be said of most of man’s habits and patterns, thus making him neurotically disassociated with his own bodies organic needs and innate desires.

Disassociation *continued...*

- Man is so anxious for pleasure that we seem never to get enough of it and therefore obsessively pursue it.
- We stimulate our sense organs (*receptors*) to a point of becoming desensitized; therefore demanding even greater, more frequent, and stronger sensual stimulation.
- The body defends itself by getting physically ill and emotionally stressed; while the brain responds by seeking even more artificial stimulation (*e.g., drugs, alcohol, emotional dysfunction, mental illness, avoidance of issues, acceptance of pain, etc.*)

Disassociation *continued...*

- The brain's programmed pursuit of happiness demands that it must look toward the future to ensure long term fulfillment, thereby overlooking the present.
- This perpetual "*rat race*" search or constant "*climbing the ladder*" effort, as we commonly refer to it, places us in a vicious, unachievable cycle which demands we must either constantly search for more and more pleasures or collapse in self-defeat and exhaustion.
- Because happiness is a brain function rather than a physical awareness, and because the brain receives stimulation via its 5 sense receptors, humans addicted to happiness *must* continue exposing our auditory, visual, tactile, oral and olfactory systems with ever stronger and more sensational stimuli.

**Health care debate as
"Disease of Disassociation"**

Class Discussion

KEEP AN OPEN MIND.
***“It ain’t what you don’t know
 that gets you into trouble.
 It’s what you know for sure
 that just ain’t so.”***

Mark Twain
 He also stated: *“Denial ain’t just another river in Egypt.”*
 (Remaining in *denial* about the causes of conflict is human nature.)

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This course is about learning...

- How to resolve our personal conflicts at work and anywhere else you might be.
- How to examine ourselves to discover changes we might benefit from making in order to experience greater peace and better relations.
- How to become better than we used to be by recognizing and addressing conflict.

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Lessons to remember...

- “You cannot teach people anything; you can only help them discover it within themselves.” *(Galileo)*
- “Personally, I am always ready to learn, although I don’t always like being taught.” *(Winston Churchill)*
- “You can’t manage yourself *out* of problems you behaved yourself *into*.” *(Stephen R. Covey)*
- “There’s big money in misery. And wherever there’s money, there’s competition.”
(From movie: “Bangkok Dangerous)

Wisdom according to Plato...

COFFEE WITH PLATO by Donald R. Moor

- Learning is not gathering up opinions.
- It's reasoning or thinking things through.
- If someone gives you their opinion about what *they* believe to true, what have they actually given you – truth, or their opinion of truth?
- Even if their opinion is correct, you still have nothing of real value if you didn't earned it by reasoning it through to know for yourself.
- Without the understanding of why something must be so, you have no real knowledge.

Thich Nhat Hanh

Buddhist monk and Nobel Peace Prize nominee, THE ART OF POWER

- “Your **action**, what you do, depends on who you are. The quality of your action depends on the quality of your being.
- Suppose you want to offer happiness to someone. You are eager to make a person happy. This is a good idea, but if you yourself are not happy, you can't do it. **To make another person happy you have to be happy yourself.** So there is a link between doing and being. If you don't succeed in being, you can't succeed in doing.”

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“To get to where you want be, you first need to know where you are going.”

(General Sun Tzu)

- As we are all on a path going somewhere, we should each ask these 3 questions of ourselves:
 1. WHERE are we going?
 2. HOW are we going to get there?
 3. WHO are we taking with us on our journey?

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Elements of Success

(Understandings that invite achievement, peace and joy)

1. Belief that the *laws of investment and return* govern rather than our perceptions of *success and failure*.
2. Know what you want to achieve and know what investment you are willing to make to achieve it
3. Know who can help you achieve it and know what is needed by them to be able and/or willing to help you achieve it.
4. Be realistic.
5. Expect to achieve it.
6. Repeat what works.

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Elements of Failure

(Understandings that invite lack, conflict, and confusion)

1. Belief that *success and failure* are realities based on *getting or not getting* what is wanted.
2. Don't know what you want and don't know what investment you are willing to make to achieve it
3. Don't know who can help you and don't know what is needed to enable them to help you
4. Be delusional rather than realistic.
5. Lack confidence or become distracted.
6. Don't observe and/or repeat what works.

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What if you learned that...

- Having conflict is a choice **you** make each minute?
- **Thinking** is NOT the same as strategizing to be right; to prove someone else wrong; to win; to gain some advantage; to manipulate some disadvantage for someone else; or to avoid and/or manipulate others?

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What if you learned *continued...*

- **Your own attempts** to avoid pain and enjoy pleasure are the primary causes you have the conflict you experience?
- **Joy in life** is experienced when you live consistently with your core values and **suffering** is caused when you live inconsistently with or lack core values?
- Unresolved and/or **prolonged conflict creates suffering.**

“...the relationship between two conscious beings is necessarily one of conflict.”

Jean-Paul Sartre (1905-1980)

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Getting proper **PERSPECTIVE...**

- Perspective is the way in which we view our world, the circumstances in which we find ourselves in our world, and our relationships with others as we try to figure out how the world works.
- So make an adjustment to your perspective of the world and watch your world change accordingly.
- “*Be the change you want to see.*” (Gandhi)

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Perspective invites analysis.

If your perspective can't change,
neither will your attitudes, your
communications or your interactions.

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**Understanding our own perspectives
can help us understand conflict itself.**

- We can change our perspectives when we come to understand...
 1. What causes conflict.
 2. How each of us creates our own conflict.
 3. Why conflict is an important asset to individuals, groups, and organizations.
 4. Why conflict should be accepted rather than rejected and welcomed rather than avoided.
 5. How we can benefit from more deliberate responses to and more constructive approaches with conflict.

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Two disciplines – two purposes!

THEORY

- The branch of science or art consisting of explanatory statements, accepted principles, and methods of analysis, as opposed to practice.
- Abstract reasoning
- The *value of theory* is in providing *substance to application*.

APPLICATION

- The act of putting something to a special use
- The capacity of being usable; relevant
- Action based on applying theory concretely
- The *value of application* is derived from the *premise in theory*.

Theory Regarding Conflict

- **Conflict Theory:** Theory of politics as moderated antagonism. Best seen as competition or *conflict* over resources, power or prestige.
- **Competitive-Exclusion Principle:** If two species have identical resource requirements then they cannot coexist in the same environment, unless resources are unlimited.

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Every aspect of life is at some level a form of CONFLICT and RESOLUTION.

EXAMPLES:

- **RELIGION:** A search for meaning and faith while confronting the conflict of uncertainty and temptation.
- **EDUCATION:** A search for knowledge while confronting the conflict of ignorance.
- **LAW:** A search for social order while confronting the conflict of societal anarchy.
- **MEDICINE:** A search for cures while confronting the conflict of disease.

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Continued...

- **PHILOSOPHY:** A search for logic while confronting the conflict of confusion.
- **PSYCHOLOGY:** A search for mental function and emotional order while confronting the conflict of mental dysfunction and emotional disorder.
- **MANAGEMENT:** A search for production and efficiency while confronting the conflict of competition and imperfection.
- **CONFLICT RESOLUTION:** A search for contentment with self while confronting the conflict of discontentment in and between others.

Fear, Assumption, Attribution, Understanding and Acceptance

- What people are most afraid of is what they don't understand (*the unknown*).
- When people don't understand (*don't know*), they assume or attribute to explain or justify in order to connect the dots or fill in the gaps.
- However, what people understand they more easily accept.

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Conflict and Self-Awareness

- "To truly understand conflict, you must first **KNOW** (*empower*) yourself."
 - Kenneth Cloke, MEDIATING DANGEROUSLY: The Frontiers of Conflict Resolution
- "The 3 hardest things in life are diamonds, steel and **KNOWING** (*how to empower*) yourself. Of these, knowing yourself is the hardest."
 - Benjamin Franklin as quoted in Poor Richards Almanac

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Victor Frankl distinguishes between "Drive" and "Meaning"

- **DRIVES** push people away from or closer to what they fear or desire from life.
- **MEANINGS** pull people closer to their own intimate understanding of what value life holds for them as individuals.
- **Drive** defined:
 - "To push, propel, or urge onward forcibly; to repulse forcefully; put to flight; to compel or force to work, often excessively."
- **Meaning** defined:
 - "To act as a symbol of; represent; to intend to convey or indicate; to have as a consequence; to be of specified importance."

CONFLICT *defined...*

- Origin is from Latin word: "Conflictus"
 - Literally means: "*To cause pain, distress or anguish.*" (Greek word "ang" means "to compete" and is also the root word for "agony.")
 - Other words derived from Conflictus are:
 - Afflict
 - Affliction

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CONFLICT
(THE AMERICAN HERITAGE DICTIONARY, 1981)

1. "**Prolonged fighting; warfare:** *Armed conflict could erupt at any time (e.g. "Going postal")*
2. "A clash of opposing ideas, interests, etc.: *a personality conflict.*"
3. Psychological: The opposition of simultaneous functioning of mutually exclusive impulses, desires, or tendencies.

❖ **NOTE:** None of these definitions indicate that conflict is between *good and bad, right and wrong, fair and unfair, or moral and immoral.*

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Theory...
Dictionary of Theories, Jennifer Bothamley, 2002



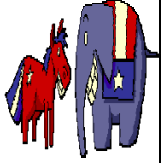
- **Conflict Theory:** Theory of politics as moderated antagonism. Best seen as competition or *conflict* over resources, power or prestige.
- **Competitive-Exclusion Principle:** If two species have identical resource requirements then they cannot coexist in the same environment, unless resources are unlimited.
 - Two dogs and one bone; two applicants and one promotion; multiple goals and singular outcome, etc.

Origins of Conflict

Beginnings of Conflict

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Conflict begins in...

Nature	Communication	Beliefs / Values
		

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Nature and Conflict

(according to Albert Einstein)

- “Look deep inside nature and then you’ll understand everything better.”
- Nature itself – including human nature – is filled with the natural conflict of *competing energies and forces* (positive and negative values).
 - Einstein claimed that mass and energy interchange within space and time

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Conflict in Nature has DYNAMIC

DYNAMIC defined:

- Lively
- Active
- Vibrant
- Forceful
- Vigorous

ENERGETIC

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Not matter – just energy!

- Physicist Max Plunck, who worked with Albert Einstein on atomic research, proved that there is *mass*, but no such thing as *matter*.
- There is only the vibrating force of the universe (*energy*) that keeps atoms moving in patterns that we can see, touch and predict.
- “As goes the atom, so goes the universe.”
(Physicist Carl Sagan)

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Nature creates conflict by releasing energy.

- **Tornadoes** (*competing atmospheric pressures*)
- **Earthquakes** (*competing subterranean pressures*)
- **Mudslides** (*gravity: "Energy in motion, becomes mass."*)
- **Hurricanes** (*competing temperature pressures*)
- **Volcanic eruptions** (*thermodynamics*)
- **Forest fires** (*equal and opposite forces*)
- **Tsunamis** (*multiple objects of mass occupying same space*)

Nature creates conflict by biological influence, contact and growth.

Germs
Bacteria
Disease
Contagion
Injury and illness
Contamination and decay
Innate biological need to survive

Newton's LAWS OF PHYSICS

(Paralleling the laws of physics with the systemic processes in human physiology)

"Every action has an equal and opposite reaction."
(Often interpreted as "cause" and "effect")

"Equal and Opposite" from another perspective...

- Every *positive* value has a polar magnetic value that is *negative*.
- **EXAMPLES:** Day and night; right and left; right and wrong; good and bad; heaven and hell; up and down; liberal and conservative; north and south; east and west; heads and tails; etc.

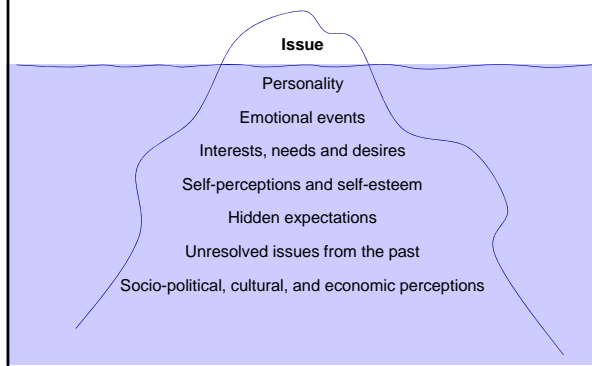
How a coin is like conflict...



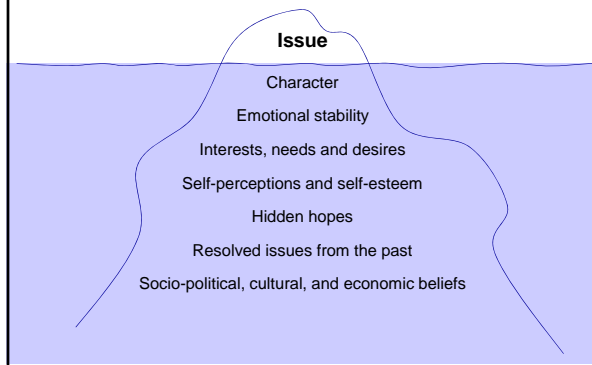
- The heads is not the *cause* of the tails, but it's *opposite*, or *competing value*, of the same coin.
- Likewise, what if *conflict* and *resolution* aren't *cause* and *effect*, but *opposites*, or *competing values* of the same issue?

Iceberg Theory of Conflict

(Resolving Conflict At Work by Kenneth Cloke)



Iceberg Theory of Resolution



Newton's LAWS OF PHYSICS

Continued...

"Two objects of mass cannot occupy the same space at the same time."

Objects of Mass

- Mass (often referred to as *matter*) is energy concentrated at intensities that can be consciously experienced by our 5 senses (*Sight, sound, taste, smell and touch*).
- EXAMPLES:
- Two cars traveling toward each other in the same lane at the same time
- Two ***emotions*** moving toward each other in the same work space at the same time.

Laws of thermo-dynamics

1. Merging energies transfer power to each other.
 - When *opposing* energies (*anger and joy*) make contact they also transfer power to each other.
2. Energy always follows the path of least resistance.
3. Energy can never be destroyed; it can only change form by being converted or transformed (*e.g., water to steam or ice; water, coal, uranium, or wind to electricity*).

Einstein's Theory of Relativity

- Energy in motion becomes mass ($E=mc^2$).
- Energy is always in motion.
- Energy (*such as calories*) in motion (*digesting*) becomes mass (*such as muscle, fat or waste*).
- In nature, energy is *consumed* and *released*.
- In the workplace, *energies of emotion* are also consumed and released.
- Emotional energies also merge, convert and transform each other.

Conflict is energy. Like all energy, it has...

- **Motion** (*momentum, speed*)
 - "This negative attitude has spread throughout the workforce."
- **Mass** (*volume, weight, depth, height, breadth*)
 - "The tension here is so thick you can cut it with a knife."
- **Friction** (*temperature, resistance, force*)
 - "His temper really rubs me the wrong way."
- **Space** (*proximity*)
 - "Just being in the same room with her makes me sick."
- **Time** (*duration and limitation*)
 - "How much longer do we have to put up with this?"

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Stress in – pressure out!

Nature consumes stress and releases pressure:

- Hurricanes, tornados, volcanoes, earthquakes, floods, landslides, forest fires, and tsunamis are conflicts caused in nature that serve to restore balance to the environment.

Humans consume stress and releases pressure:

- Rage, argument, violence, sarcasm, anger, depression, confusion, and frustration are conflicts that serve to restore physical, emotional, spiritual, and psychological balance within our environments.

Common Phrases Regarding Energy in Motion as Physiology of Conflict

- I'm *steaming* mad!
- He's really *hot* about what happened!
- She was so mad her blood *boiled*!
- He's really *hot* *tempered*!
- He threw a real *temper-tantrum*!
- She's a real *hothead*!
- Wait until he *cools* off!
- Surely he's *cooled* down by now!
- We can talk when your *temper* isn't so hot!
- Has he *calmed* down yet?
- You don't look so stressed since you *calmed* down!

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• Phrase often used to communicate our understanding of conflict as energy:

"I lost my temper!"

- Where did you lose it?
- Can you find it again?
- Might someone else find it instead?
- If someone else finds your temper can it hurt them?
- More accurately stated: "We release our tempers."
- We can choose how to release our tempers.
 - Constructively rather than destructively
 - Deliberately rather than recklessly
 - Compassionately rather than vindictively
 - Tactfully rather than maliciously

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Anger and Energy

Letting go of anger is a way of restoring natural balance.

- "Anger is a kind of **energy** that lives in us and destroys our souls from the inside." (Kenneth Cloke)
- "Anger saps the **energy** we need to live in the present and plan for the future to be available for **change** and personal **transformation**. This energy is reclaimed when we **let anger go**." (Cloke)
- "Anger is its own enemy." (Buddha)
- "Forgive those who trespass against you..." (Jesus)

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Anger is weakness...

- “Anger [negative energy] is paradoxically a reflection of weakness and vulnerability. When we rely on our internal strength [positive energy], others’ actions need not bother us.” (*Resolving Disputes at Work* by Kenneth Cloke, p. 113)

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Malcolm X realized that it wasn't racism per se that created race conflict in America, but a belief that we are all somehow *separated* as human beings, rather than *connected* by our humanity and physical nature itself.

Abiding by the laws of nature...

“Every action has an equal and opposite reaction.”

Dave Renfro, UNT

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Beginnings in Communications

“Language is an exact reflection of the growth and character of its speaker.”

-Mahatma Gandhi

Dave Renfro, UNT

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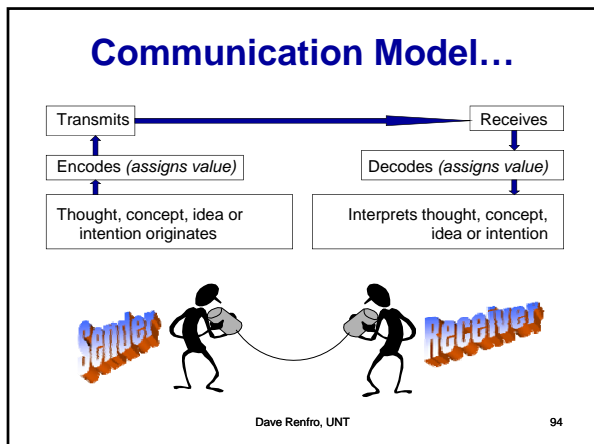


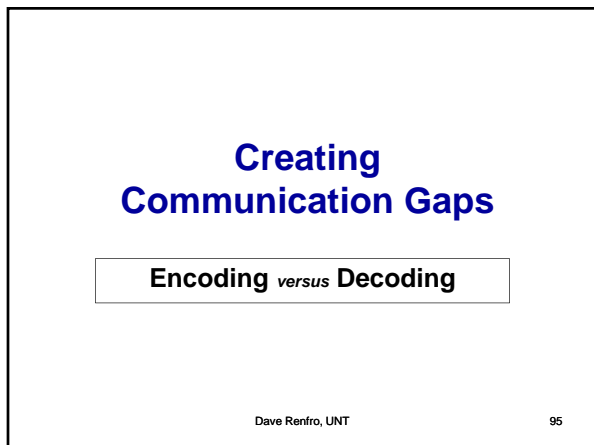
Hearing versus Listening

- **To hear** is a physical response and requires only the use of our **ears**.
- **To listen** is a psychological response and requires the use of our **minds, ears, hearts** and **eyes!**

Dave Renfro, UNT

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- ### Perhaps you suffer from a communications gap!
- Gender gap (*male v. female*)
 - Cultural gap (*race, ethnicity, religion, etc.*)
 - Generation gap (*age and experience*)
 - Language gap (*languages barriers*)
 - Technology gap (*skill levels and abilities*)
 - Political gap (*us v. them or right v. wrong*)
 - Perception gap (*beliefs, opinions, ideals*)
 - **Workplace gap** (*all of the above*)
- Dave Renfro, UNT 96

Communicate with the other person's perspective in mind.

- Appreciate and respect the other person's point of view.
- Each of us has varying interests, needs and responsibilities at any given time or at the same time.
- ***"The wise person seeks first to understand AND then to be understood."***
 - Confucius
 - Also Stephen Covey's 5th Habit for Highly Successful People

Dave Renfro, UNT

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COMMUNICATION (At best, an imperfect art!)

- Average person can speak 150-200 words per minute, but can hear and comprehend 600-800 words per minute.
- 17 second zone out, 10 minute daydream
- Average person forgets approximately 75% of what they hear and confuses approximately 50% of what they remember.
- People tend to listen *passively* and/or *defensively* rather than *attentively*.
- We tend to listen for the *how* or *why* of stories, but we tend to speak of the *what*, *where* or *when* of it, creating frequent interruptions between speaker and listener.

Dave Renfro, UNT

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Communication's Discontinuity

MIND WIDE OPEN: Your Brain and the Neuroscience of Everyday Life by Steven Johnson, Scribner Press, 2004 (pp.7-8)

THE PHYSIOLOGY OF LISTENING:

- "Discontinuities occur... because your conscience, second-by-second processing of a verbal conversation happens in one part of your brain, while your emotional evaluations (the how or why of something) happen somewhere else."
- "Most of your immediate focus on generating and comprehending spoken words takes place, broadly speaking, in the prefrontal lobes of the neocortex, the most evolutionary modern part of the brain."

Dave Renfro, UNT

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Discontinuity *continued...*

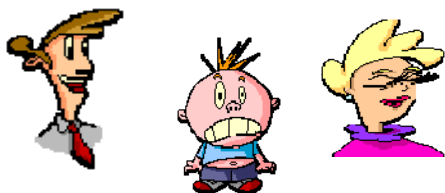
(MIND WIDE OPEN, Ibid)

- “But the emotions (*93 in all*) largely issue forth from areas located below the cortex, the region often called the ‘limbic system,’ while some of their bodily effects are triggered one layer below the limbic system, in the brain stem that lies at the top of the spinal column.”
- “The activity in the prefrontal lobes consists mostly of the flash of neurons talking to each other (*interconnecting energies*) ... while the limbic system starts a cascade of events that lead to the release of chemicals that travel throughout the body, including one called ‘cortisol’ that is responsible for much of the physical damage caused by long-term stress.”

Dave Renfro, UNT

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Exercise in Communications...



Dave Renfro, UNT

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COMMUNICATIONS... *continued*

Dr. Albert Mehrabain, Psychology Professor, UCLA

Effectiveness in communication is based...

- 7% on the **words** actually spoken;
- 38% on what is heard in the **tone of voice**; and
- 55% on what is seen in **body language**.
- “He that has eyes to see and ears to hear may convince himself that no mortal can keep a secret. If his lips are silent, he chatters with his fingertips; betrayal oozes out of him from every pore.” -Sigmund Freud

Dave Renfro, UNT

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Types of Listening...

ACTIVE	PASSIVE	DEFENSIVE
<ul style="list-style-type: none"> •Listening to learn •Listening to better understand •Listening to better respond 	<ul style="list-style-type: none"> •Listening to appear interested or polite •Not really interested •Not trying to understand •Not trying to learn 	<ul style="list-style-type: none"> •Listening to attack •Listening to defend •Listening to discredit •Listening to blame

Dave Renfro, UNT

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Levels of communications

1. **Surface level** (child)
 - *What they're actually saying*
2. **Underlying level** (adolescent)
 - *What they're not saying*
3. **Subterfuge level** (adult)
 - *What they're saying, but not meaning*

Dave Renfro, UNT

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Remember...

Just because we may be in a position that requires us to communicate more doesn't mean we are better communicators.

(As seen in next set of slides)

Dave Renfro, UNT

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Beginnings in **BELIEFS / VALUES**

Those cultural, religious, political, economic, and other such prejudices and positions that **YOU** and / both have!

- Based upon our collective and/or individual...

Perceptions

- Always moving, often changing, and not always consistently in balance with each other!

Dave Renfro, UNT

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BELIEFS and/or **VALUES** impact how we think and how we view ourselves and our worlds.

- POLITICAL – Liberal or neo-liberal, conservative or neo-conservative, moderate, or independent
- ECONOMIC – Upper, middle, or lower income; investor, owner, renter, consumer, conserver, debtor or indebted
- RACIAL / ETHNIC – Red and yellow, black and white, we are all taxed in His sight
- AGE – Child, adolescent, middle age, or elderly
- HEALTH AND/OR ABILITY – Having a particular mental and/or physical ability; appearance
- GEOGRAPHIC – Northerner, southerner, easterner, westerner, mid-westerner, north easterner, north westerner, south easterner, south westerner, inner city resident, suburbanite, country dweller, or foreigner

Biblical creation introduces us to...

- **DIVISIONS** between:
 - MATTER (land and water; plants and animals); TIME (day and night); and SPACE (heaven and earth)
 - PEOPLE (man and woman)
 - GENERATIONS (parents and children);
 - Concepts such as...
 - LIGHT and DARK; DAY and NIGHT
 - GOOD and EVIL
 - LIFE and DEATH; BIRTH and DEATH
 - LOVE and HATE
 - OBEDIENCE and TEMPTATION
 - HONOR and DECEIPT
 - ACTIONS and CONSEQUENCES

Dave Renfro, UNT

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According to a 2004 Lou Harris Poll:

- 90% of adult Americans profess to believe in one God.
- Of these, 50% also believe in ghosts (*not to be confused with angels or the "Holy Spirit"*).
- Approximately 35% believe in the accuracy of astrology.
- Another 25% believe they were reincarnated from other people who lived during a time before them.
- And approximately 65% believe in the devil and in hell; but only a fraction believe *they* will go to hell themselves and express the belief that the great masses of *others* will go there instead.
- Fewer than 5% acknowledge ever reading the Bible on their own without church guidance.

Dave Renfro, UNT

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What you expect depends on your **PERCEPTIONS!**

(BRAIN POWER by Dr. Kenneth Albright)

Perceptions are comprised of...

1. **Recognition** (Based upon what is seen, heard, felt, tasted or smelled – the senses)
2. **Interpretation** (Based upon experiences and circumstances –the meaning or value applied)
3. **Expectations** (Based upon mental and behavioral patterns)

...and they constitute the way we see things!

Dave Renfro, UNT

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The power of expectations...

- “People are disturbed not by the events that happen to them, but by their *view* of them.” (Epictetus)
- “Whatever men *expect*, they soon come to believe they have a right to.” (C.S. Lewis)

Dave Renfro, UNT

111

Physiology of Perception

Dr. Deepak Chopra, Chopra Center, La Jolla, California (former Chief of Cardiology, Johns Hopkins Hospital)

- Our brains receive 4 billion bits of information per minute, but can only process about 2 thousand bits per minute.
- Therefore, our neurological system can actually see, hear, feel, or otherwise experience only .000054% of what is actually there, missing 99.999946% of what our 5 senses reveal to us.

Dave Renfro, UNT

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Our perceptions become our realities...

Three kinds of **TRUTH**:

1. **Absolute truth** *(based on physical laws)*
 - Can't defy; deny, ignore or violate
 - No intellectual interpretation needed
2. **Universal truth** *(based on the principles of logic)*
 - Regardless of geography, culture, language, etc.
3. **Relative truth** *(based on people's beliefs, opinions, values)*
 - All that is not absolute is relative
 - Needs intellectual interpretation
 - Rhetorical truth in that it invites challenge

Dave Renfro, UNT

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PERCEPTION is the way WE view things.



If you don't see it the way I do, then you must be looking at it the wrong way.

Dave Renfro, UNT

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**Part Two:
Approaches to Conflict**

Dave Renfro, UNT 115

If *conflict* is part of human nature, is *resolution* also part human nature?

Dave Renfro, UNT 116

What is your typical approach to conflict?

Dave Renfro, UNT 117

Paths (tools) for Resolving Conflict

1. Exerting **POWER**
 - One side wins and one side loses.
 - Losers often hold grudges and seek to get even later and/or by other means.
2. Enforcing **RIGHTS**
 - One side wins and one side loses.
 - Losers often respond by exercising rights not previously exercised or exerting power not previously exerted.
3. Satisfying **INTERESTS**
 - Each party seeks to achieve their individual interest while assisting (or at least not obstructing) the other party achieve their interests.
 - When mutual interests are at issue, each party attempts to achieve their mutual interests.
 - Each party tends to accept the achievement of the other without need to retaliate as each got what they needed in the decision-making process.

Dave Renfro, UNT

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Persuasions to Reach Agreement

1. **Factual / statistical**
 - Argues evidentiary facts and demonstrable proof for position for agreement
2. **Rational / reasonable**
 - Argues logic as perceived by individual disputants as motivation for agreement
3. **Emotional / psychological**
 - Uses anger, blame, shame and name-calling to harass and intimidate opponents into agreeing

Dave Renfro, UNT

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Methodologies for Managing Conflicts

1. Negotiations	2. Third party assistance	3. Third party decision-making
<ul style="list-style-type: none"> • Distributive (traditional) • Integrative (interest-based) 	<ul style="list-style-type: none"> • Mediation <ul style="list-style-type: none"> -Directive -Transformative -Narrative • Facilitation • Fact-finding 	<ul style="list-style-type: none"> • Arbitration • Interest-arbitration • Tribunal • Summary judgment

Dave Renfro, UNT

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Innate Neurological Responses (approaches) to Sensory Information

Our brains have two physiological functions:

1. To survive...

- Fight or flee when threatened (physically, emotionally, or psychologically)

2. To organize...

- Seek order from chaos (emptiness, void, firmament); understand what we sense

Dave Renfro, UNT

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Emotional Contributors to Conflict

"Hierarchy of Human Needs" (Dr. Abraham Maslow, Psychologist)

Conflict occurs when basic human needs are not met:

1. Need to survive

- Physically, emotionally, spiritually, economically, politically, etc.

2. Need to belong

- To give and receive love

3. Need to be empowered

- To determine life for yourself (work, home, social)

4. Need to be free

- To think and make decisions for yourself

5. Need to have fun

- To find and know value for living, working and playing

Dave Renfro, UNT

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Humans need to be **RIGHT**...

From [THE POWER OF LOSING CONTROL](#) by Joe Caruso

1. People have a need to be right.
2. People have a need to be perceived as being right.
3. You can't coerce people into believing they are not right.
4. However, you can help change another's *perspective* about what might be right.

Dave Renfro, UNT

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“We can’t change a mind. We can only change the environment which might cause [a person] to react differently to a given situation.”

**Behavioral psychologist
B.F. Skinner**

Consequences of needing to be right...

- *People who need to be right will never be well or wise.*
- *The need to be right is the subconscious intention to remain ill and ignorant.*

Dave Renfro, UNT 125

Questions to answer before responding to conflict:


- 1. What?**
 - WHAT has happened that causes this (whatever it is) to be CONFLICT?
- 2. So what?**
 - SO WHAT is it about what has happened that rises to the value of CONFLICT for me or us?
- 3. Now what?**
 - NOW WHAT if anything can or should I or we do to constructively address the CONFLICT?

Dave Renfro, UNT 126

Emotion motivators...

"People tend to make decisions based more on how they *feel* than on what they *think*." (CRISIS NEGOTIATIONS by Frederick Lancelly)

FEAR



LOVE



Dave Renfro, UNT 127

FEAR and LOVE act out or manifest as other emotions and/or behaviors:

<ul style="list-style-type: none"> • Conflict occurs when a person's needs are <i>not</i> met and behaviors of FEAR are manifested: <ul style="list-style-type: none"> - Jealousy - Depression - Hate - Anxiety - Resentment - Anger 	<ul style="list-style-type: none"> • Resolution occurs when a person's needs are <i>met</i> and behaviors of LOVE are manifested: <ul style="list-style-type: none"> - Confidence - Joy - Tolerance - Contentment - Acceptance - Forgiveness
--	--

Dave Renfro, UNT 128

The Hidden Truth of Conflict

Resolving Conflict at Work by Kenneth Cloke

- "The hidden truth of conflict resolution is that every conflict already contains its own resolution."
- "The first step in clearing a path for action and resolving our conflicts requires us to let go of what keeps us hooked, including our need to be right."

Dave Renfro, UNT 129

Clues contained in the conflict..

- **Accusation as confession**
 - People who feel guilty often accuse others as a diversion
- **Insult as denial**
 - Insults say more about the character of the insulter than the character of the insulted
- **Anger as vulnerability**
 - Expressions of anger admit needs are not being met
- **Defensiveness as egoism**
 - Mistaken assumptions of self-importance to others in regard to their own conflict
- **Withdrawal as rage**
 - Silencing your rage is a means of control
- **Passivity as aggression**
 - Undermining others maintains silent control
- **Attack as smokescreen**
 - Efforts to divert attention from self
- **Apathy or cynicism as caring**
 - Pretense to cover deep feelings of hurt or protect from possible hurt

Dave Renfro, UNT

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When you know or become aware of the nature of someone, something, or even yourself, you no longer have to be surprised or disappointed by their actions or words. All creatures live by and return to their true nature.

Dave Renfro, UNT

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Abiding by principles rather than reacting to emotions.

- Responding **thoughtfully empowers you** and validates your values as you attempt to achieve constructive processes and outcomes.
 - You bait and hook them
- Reacting **emotionally empowers others** and validates their difficult behaviors as they attempt to achieve destructive processes and outcomes.
 - They bait and hook you

Five Styles of Conflict Management

Thomas-Killman's Personality Styles

Dave Renfro, UNT

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Understanding approaches to conflict...

• Issue:

- Conflict as CONTENT
- Maslow's needs:
 - Need to survive at any level: (e.g., family, future, income, security, working conditions, etc.)
 - Physiologically hardwired in the human *biological* make-up

• Relationship:

- Conflict in CONTEXT
- Maslow's needs:
 - Need to belong
 - Need to be empowered
 - Need to be free
 - Need to have fun
 - Psychologically hardwired in the human *emotional* make-up

Dave Renfro, UNT

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The *content* and *context* of CONFLICT

ISSUE

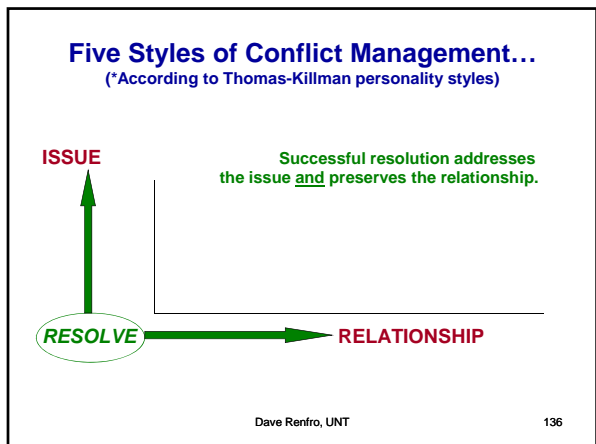
- Has the issue to be addressed been identified and/or defined...
 - Is it a problem to solve?
 - Is it a change to make?
 - Is it an idea to advance?
 - Is it an agenda to coerce?
- In other words, what need is being addressed?

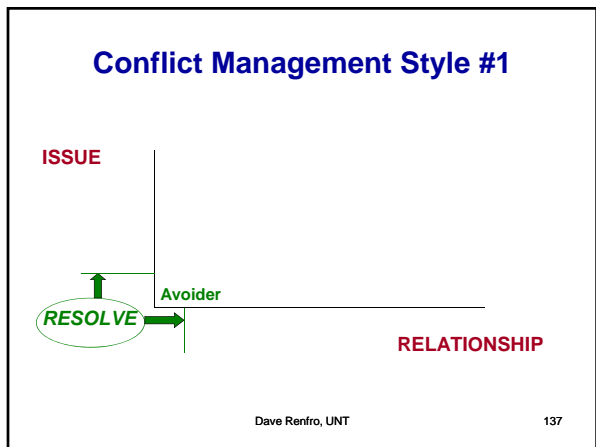
RELATIONSHIP

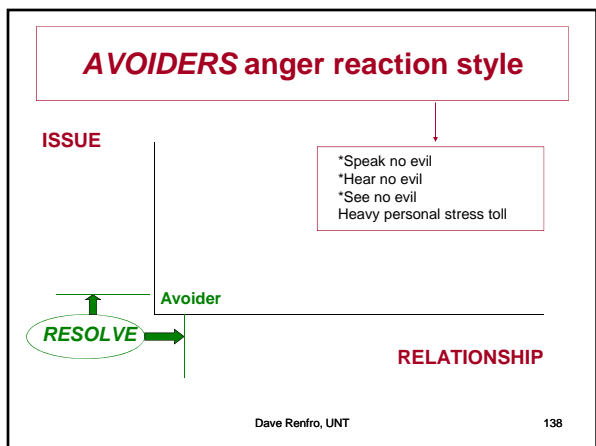
- Motivations for communicative and behavioral interactions are based upon...
 1. FEAR of something or someone; or
 2. LOVE for something or someone.

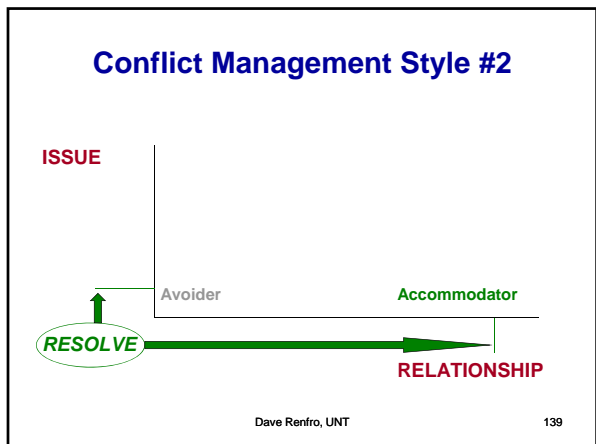
Dave Renfro, UNT

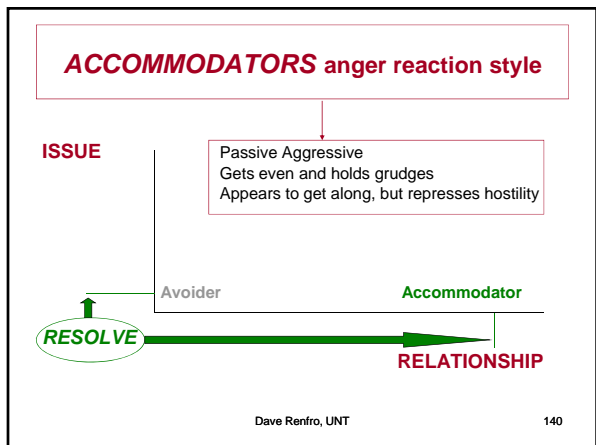
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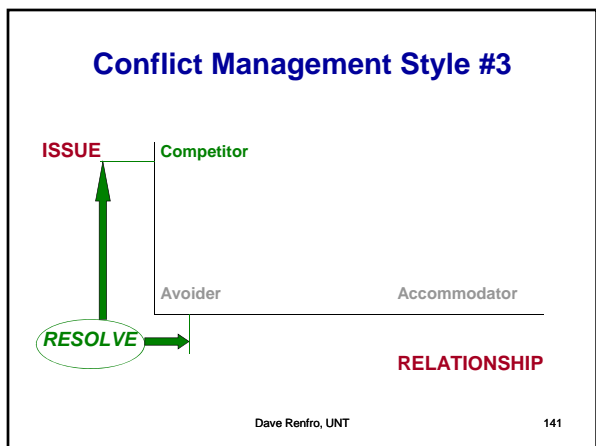


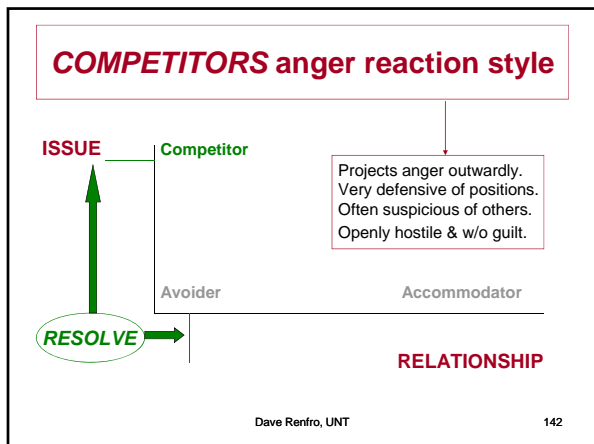


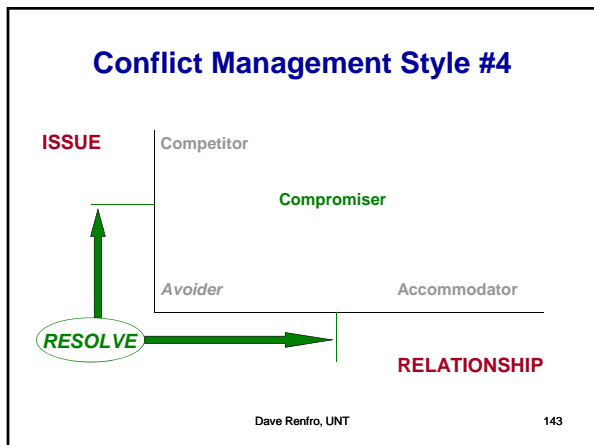


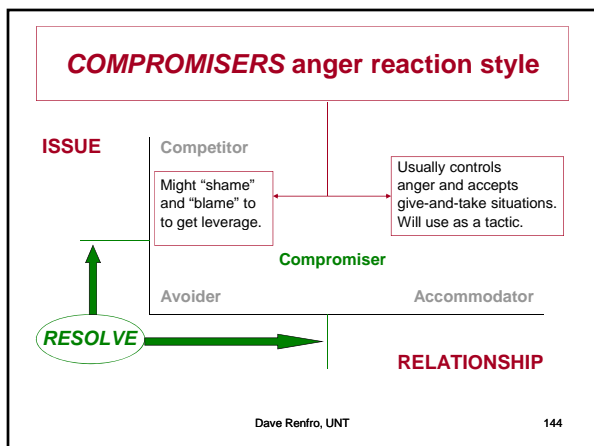


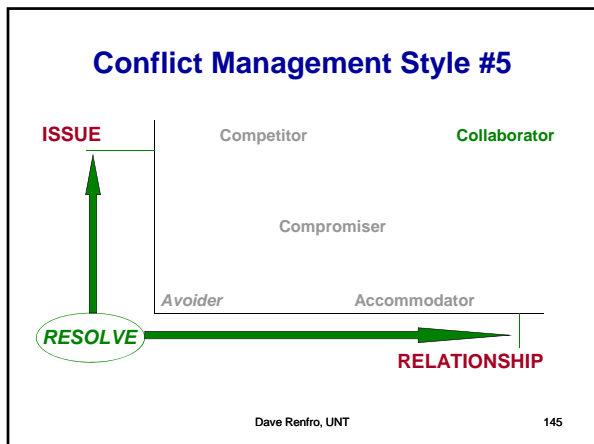


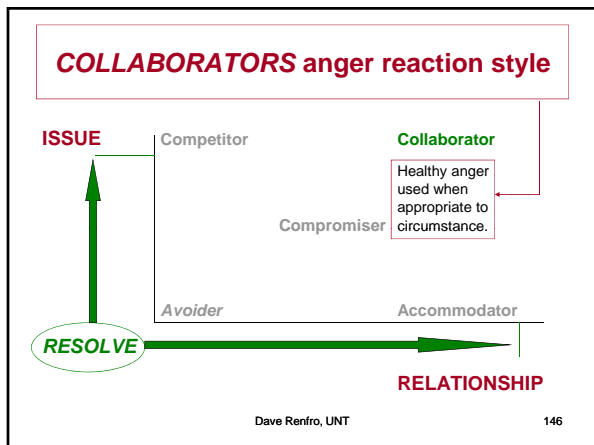












- ### 6th Style (or approach) to Conflict
- Just let it go.
 - Go with the flow.
 - Don't sweat the small stuff.
 - Place things in perspective.
 - "Put first things first and second things second."
(Emmanuel Kant)
 - Don't try to fix what isn't broken (nature).
 - Great example of just letting it go is Bill Cosby's
"Fat Albert" movie and cartoon series.
- Dave Renfro, UNT 147

Forgiveness: Applied Economics for the Soul

- We invest in ourselves every day of life.
- Forgiveness is a form of investment.
- Forgiving someone releases them from the debt you believe they owe you and from those conditions under which you remain bound to them.

Dave Renfro, UNT

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Forgiveness *continued...*

- Not forgiving them maintains the belief that they still owe you and also maintains those conditions under which you remain bound to them.
- Holding a belief that someone continues to owe you for something in the past is similar to *you* drinking poison and expecting *someone else*, who might be more deserving, to die from it.

Wisdom from the Ages

- In his book, *Screwtape Letters*, author C.S. Lewis' fictional character Uncle Screwtape advised his nephew *Wormwood* to grant human beings the wealth, power, prestige, and status their egos desired so they will then turn against each other rather than focus on exploring their own souls in search of God.
- Confucius, Buddha, Jesus, Toltec Shamans, Native American spirit guides, Mahatma Gandhi, Martin Luther King, Nelson Mandela, Mother Teresa, and countless other Eastern sages and Western philosophers understood and shared this wisdom with world.

Dave Renfro, UNT

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A Few Tips for Reducing Life's Constant Conflicts

Take control of your own life by becoming "RADICALLY RESPONSIBLE"

Dave Renfro, UNT

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Resolve defined...

- From Latin origin: "**(dis)solvo**" and "**dissipo**" meaning to "dissolve" and "dissipate" or "disperse" respectively

MY PERSONAL PERSPECTIVE:

- Conflict **resolution** occurs when people are able to release what binds them to their *regret* of the past, *discontent* with the present, and *fear* of the future?
- Resolving conflict is more of an individual *process* than an outcome; and more about self-awareness than purposeful action or spontaneous reaction.

Dave Renfro, UNT

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Do you question...

1. Your **PURPOSE** *for* life?

- Do you clearly understand a **PURPOSE** for YOU being alive in a way that justifies the space you take up, the resources you consume, the waste you discard, the pollution you create, and the relations you harm?
- Or do you believe you are without obligation to the rest of the world?

Dave Renfro, UNT

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Do you question... (continued)

2. Your **VISION** *of* life?

- Do you have an internal VISION of living your life with the confidence that you consistently contribute to your PURPOSE within the limits of your own possibilities?
- Or are you living as Aristotle declared life to be for the *masses* – understanding no more than your own personal desire for pleasure (happiness) and fear of pain (conflict)?

Dave Renfro, UNT

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Do you question... (continued)

3. Your **MISSION** *in* life?

- Do you develop habits that allow you to live life deliberately, as if on a MISSION to realize your VISION and experience your PURPOSE?
- Or do you live life in reaction to what others or what circumstances determine for you, leaving you powerless to do anything but *blame* them or *shame* yourself when you don't like the outcomes from your own reactions?

Dave Renfro, UNT

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“In order to catch the ball, you have to want to catch it.”

THE ARTIST'S WAY, Julia Cameron

First, do you know which ball you're trying to catch?

Dave Renfro, UNT

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**“Success – not greatness
– is the only god the
world serves.”**

Dialogue from the movie
“Elizabethtown”



STARBUCKS.CO

The Way I See It #178:

- “The measure of genuine civilization, it has been said, is the quality of life for a nation’s poorest and least privileged people. By that measure, we are barbarians. Our current level of inequality cannot be justified or sustained.”
 - Robert McChesney
 - Author, media critic and professor at the University of Illinois, Urbana-Champaign.

Dave Renfro, UNT

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STARBUCKS.CO

The Way I See It #150:

- “All unhappiness and stagnation result from a feeling that you are at the mercy of the world and the people in it. But what a joy it is, what a major shift to strength and power, when you no longer wait around for others to favor and love you, for others to flatter and reward you. Reward and flatter yourself, favor and love yourself.”
 - Kira Salak
 - Writer and National Geographic Emerging Explorer

Dave Renfro, UNT

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STARBUCKS.CO

The Way I See It #279:

- “Beware of turning into the enemy you most fear. All it takes is to lash out violently at someone who has done you some egregious harm, proclaiming that only *your* pain *matters* in this world. More than against that person’s body, you will then, at that moment, be committing a crime *against your own imagination.*”
– Ariel Dorfman
 - Novelist, playwright and essayist

Dave Renfro, UNT

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- Wisdom from the *Beatles* recognizing the truth in that law of nature regarding equal and opposite effects:

“The love you take is equal to the love you make.”

Dave Renfro, UNT

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“It’s hard to change the system when you’re standing at a distance.”

Singer / songwriter John Mayer from his song by the same name as the album:
“*Waiting on the World to Change*”

Dave Renfro, UNT

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Conclusion

- We are programmed to expect conflict and then feel undeserving of it when it occurs.
- Our thoughts, attitudes, behaviors, expectations and justifications for dealing with conflict are programmed daily by those dominant models of sensationalism and division.
- These models program us to believe that we are owed something when life isn't going our way.
 - People **ought** to treat me with respect; Life **should** be fair; and Others **must** do what I think is right.

Dave Renfro, UNT

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Conclusion... *continued*

- In our physical world having conflict literally means having life – without conflict (*vibrating energies pulsating with competing pressures*) life would cease to exist.
- Those who only emotionally react to conflict through their *programmed responses* aren't thinking and don't know their own core natures.
- Conflict AND resolution are natural function within the *laws of nature* in that they offer opportunities for growth and healing.
- They are mere opposite sides of the same coin.
- One side destroys while the other side creates.

Dave Renfro, UNT

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