

Part 5

Human Resources Leadership

Chapter 12

Conflict Management, Resolution, and Prevention

Chapter 13

Communicating and Delegating

Chapter 14

Decision Making and Control



Conflict Management, Resolution, and Prevention

Overview

What Is Conflict?

Conflict Management

Conflict Prevention

Susan wants Friday night off. She requested it off, but is on the schedule for Friday night anyway. Management had to put her on the shift because she is one of the restaurant's top servers and it is going to be a very busy night. Susan is not aware that management thinks of her as one of the top servers, instead she perceives management as trying to punish her because she had Jane cover her lunch shift last week. Here a possible conflict with management may arise due to a misperception and a lack of communication. In this chapter we will define conflict, discuss how it arises, and explain how to manage it in the workplace.

This chapter will help you to:

- **Define conflict.**
- **Identify the main ingredients of conflict.**
- **Understand how conflict arises in the workplace.**
- **Implement the steps in managing workplace conflict.**
- **Work on preventing conflict from happening.**



What Is Conflict?

Do You Know?

Describe the ingredients of conflict.

Conflict

Discord, a state of disharmony, open or prolonged fighting, strife, or friction.

Conflict. What do you think or feel when you hear that word? If you are like most people, you probably experience some sort of discomfort.¹ Why does conflict happen? To put it simply, because we are human and today we have many more choices in our lives and careers which means more opportunity for conflict. We all have differing opinions. As a supervisor, the conflict at hand is not the real issue. How the conflict is dealt with is. There are various ways to define conflict but first, let's define anger. *Anger*, according to *Webster's Dictionary*, is defined as a feeling of great displeasure, hostility, indignation, or exasperation, wrath, trouble, or affliction. *Conflict*, according to *Webster's Dictionary*, is defined as discord, a state of disharmony, open or prolonged fighting, strife, or friction." Usually, we are likely to find anger where there is conflict but not the reverse. One can certainly be angry without having any form of conflict with someone.

In this chapter, we define conflict as a disagreement resulting from individuals or groups that differ in opinions, attitudes, beliefs, needs, values or perceptions. Conflict arises when two or more individuals, or groups, have opposing positions on the same subject.



Most conflicts are fueled because one's interests or values are challenged.

Courtesy of PhotoDisc/Getty Images

THE MAIN “INGREDIENTS” OF CONFLICT

Why do people get into conflicts in the first place? Most conflicts are fueled because one’s interests or values are challenged, or because their needs are not met.² The main “ingredients” of conflict include: desires, needs, perceptions, power, values, and feelings. *Desires* can also be thought of as “wants.” These are things that we would like to have or have happen but do not need to have them or have them happen. *Needs* are those things that we feel are vital to our well being. Conflicts are bound to arise when needs are ignored—or we ignore the needs of others.

Perceptions are how people interpret things (situations, events, people, etc.). We all see things differently inside and outside of a situation. It is how people interpret, or perceive, a situation that determines whether or not a conflict will arise. Conflict may also arise when someone is rejecting, or seeking to gain, *power*. The way that managers utilize their power may have an effect on the number and type of conflicts that arise. Lack of leadership as well as overuse of power may both be sources of conflict.

Feelings and emotions are a main cause of conflict. Many people are unable to separate themselves from their feelings and emotions causing things to become “cloudy,” so to speak. Conflicts can also occur when people ignore the feelings of others or if the feelings of two or more parties differ over an issue.

Values are deeply held beliefs. When values are at the center of a conflict they are usually not up for negotiation, or any type of conflict management strategies. Here it may be best to just agree to disagree. These ingredients of conflict should not be viewed as negative. They simply turn into elements that may cause conflict if, and when, they are misunderstood. Figure 12-1 shows the main ingredients of conflict.

Power

The capacity to influence the behavior of others.

Check Your Knowledge

1. Explain the difference between a need and a desire.
2. Define the words anger and conflict.

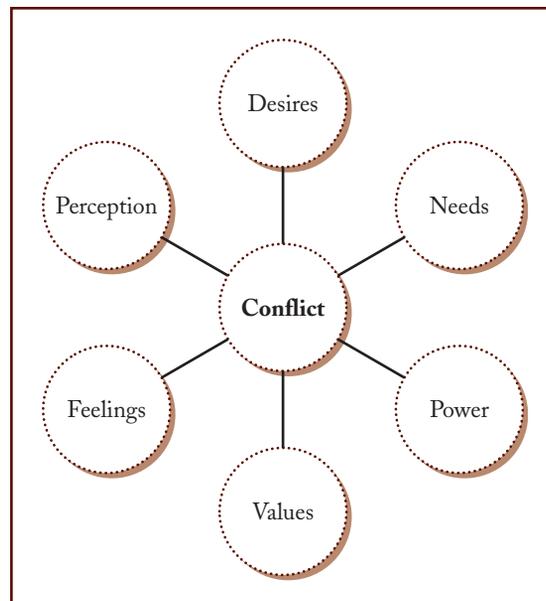


FIGURE 12-1: The Main Ingredients of Conflict.

COMMON CAUSES OF CONFLICT IN THE WORKPLACE

There are many causes of conflict in the workplace. It would be virtually impossible to cover all of them in one chapter. Here are some of the most common causes:

- Lack of communication
- Feelings of being undervalued
- Undefined/not clearly defined roles
- Poor use of managerial criticism
- Preferential treatment
- Poor management/leadership
- Impractical expectations
- Overworked employees
- Stress
- Personality differences
- Internal conflict: conflict can sometimes appear to be with another individual, but at its center is not. The person really has a conflict with him- or herself.

Workplace conflicts can be triggered by a variety of issues such as these suggested by Vicki Hess, principle of Catalyst Consulting:³

Different work methods

Two employees may have the same goal but approach the task two different ways.

Different goals

Employees may have goals that conflict with the goals for people in other areas of the company, such as front-of-the-house versus back-of-the-house.

Personalities

People sometimes annoy each other just because of the way they look or act, or because of biases.

Stress

On a good day people can let issues roll off their back, but as stress increases, people often snap.

Different viewpoints or perspectives

Someone might be so closely involved with an issue that he might have a different perspective from someone who sees the same issue more broadly. Hess also suggests that employees' viewpoints vary according to gender, age, upbringing, and cultural differences.

Okay, now go back and reread the common causes of conflict in the workplace. Try to find one answer to resolve them all. Did you come up with *communication* as your answer? It is the resolution to the majority of these conflicts. Poor communication is the number one topic raised by employees in questionnaires conducted in the workplace. Everyone wants to be valued. Showing a genuine interest in your employees fosters a positive workplace with open communication.

Violence in the workplace has become more problematic in recent years. The implications for HR professionals and managers are that they need to be more vigilant in creating a positive, safe, and secure workplace environment. We can see how several

elements of HR come together: negligent hiring, creating a positive work environment, employee relations, leadership, an open and inclusive culture, management that is trained to spot potentially troubled employees, and a good employee assistance program. Most employees do not become violent without showing some warning signs or symptoms. Managers should learn how to recognize employees who show signs of stress or irresponsible and inappropriate behavior—some of those signs are: erratic behavior, loner type behavior, strong interest in guns, war games or other violence, complaining, aggressive behavior, and problems with authority.

The possibility of *workplace violence* can be significantly reduced by taking a few preventative measures: Increased security by using employee name badges; reducing the number of entrances and exits to one or two; video surveillance cameras; entrances to have metal detectors and guest and employee security checks as hotels in Asia do; a complete background check on all employees; noting and reporting any use of threats, physical actions, frustrations, or intimidation.

An employer may have a problem if they decide not to employ someone because they have a criminal record. Several states and federal law (Title VII of the Civil rights Act) restrict employers from making employment decisions based on arrest records, since doing so may unfairly discriminate against minority groups. Obviously, if an applicant stole money and was arrested and found guilty you would not employ that person in a position that has access to money.



Not all conflict is bad—some is positive but all conflict has a past, present, and a future and resolving conflicts effectively requires that all three are dealt with.



Conflict Management

We may wrongly assume that all conflict is bad for individuals and the organization. This is simply not so—some conflict is not only natural, but also productive, experts say, but learning how to manage it, however, does not come naturally.⁴ Every relationship and every conflict has a past, present, and future, and resolving conflicts effectively requires that we deal with all three.⁵

Conflict management is the application of strategies to settle opposing ideas, goals, and/or objectives in a positive manner. Managers are often put in the middle of conflicts. They must know how to manage themselves, as well as the situation positively and delicately. Managers must be able to separate their own emotions and feelings from the situation at hand. They need to be able to act, not react! There are many ways to manage conflict. For the purpose of this chapter, we will use a five-step approach to conflict management which is illustrated in Figure 12-2.

The first step is to *analyze* what is at the center of the conflict. To do this the supervisor needs to ask themselves questions, as well as those involved in the conflict. Here are a few questions to ask:

- Who is involved?
- How did the conflict arise?
- Can a positive spin be put on the situation?
- Are there any secondary issues?

Conflict management

The application of strategies to settle opposing ideas/goals.

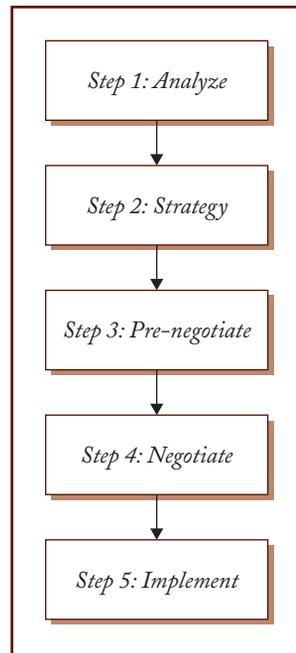


FIGURE 12-2: Five-Step Conflict Management Process.

- Have positions been taken?
- Is negotiation plausible?
- Is there a way to serve all interests at hand?
- Are there external constraints/influences?
- Is there a previous history of the conflict?

After the main source is identified and the source of the conflict is understood, it is helpful to brainstorm and write thoughts and ideas of resolution on paper.

The second step to managing conflict is to determine the type of *strategy* that will be used to resolve the conflict. Some examples of commonly used resolution strategies are collaboration, compromise, competition, accommodation, and avoidance.

Collaboration results most often when concerns for others are of high importance. This type of strategy results in a win-win outcome. Both parties cooperate with each other and try to understand the other party's concerns, while also expressing their own. The parties both put forth a mutual effort and come to a solution that is completely satisfactory for both parties.

Compromise results from high concern for one's own interest or one's own group interest accompanied by moderate to high interest for the other parties involved. Both parties try to resolve the conflict by finding a resolution that partially satisfies both of them, but completely satisfies neither. This type of strategy either produces a win-win or lose-lose outcome depending on if the solution chosen is the most effective. This varies depending on the situation at hand.

Competition results when there is a high concern for one's own interest or one's own group. The outcome could vary from win-lose to lose-win, depending on who prevails. This strategy is not ideal, as it may cause increasing conflict; the losing party may try to even the score.

Accommodation is the result of low concern for your own interests or the interest of your group, which produces a lose-win outcome. The opposing party is allowed to satisfy their interest, while one's own interests are neglected.

Avoidance is exactly what it sounds like. The conflict is avoided by both parties and neither party takes action to resolve it. This produces a lose-lose outcome. In the hospitality industry, this strategy is generally useless because employees work in close quarters. This makes it virtually impossible to avoid each other.

The third step to managing conflict is to start *prenegotiations*. This is a key part of the conflict management process. Being effective at negotiating is a fundamental skill for supervisors. During this step, there are several sub-steps. Initially, both of the parties involved in the conflict should be given the opportunity to come forth and offer a negotiation. If neither party is willing to come forth, then an outsider, in this case the leader, must step in.

Next, the situation should be *reassessed*. The key parties involved in the conflict must be willing to cooperate with each other in the resolution process. The issues should be laid out on the table. From here what is negotiable, as well as what is not negotiable, must be determined. The parties involved should agree upon what information is significantly related to the conflict, as well as how communication and decision making will take place. All of this should be completed before moving on to the fourth step.

The fourth step to managing conflict is to begin the *negotiation* phase. All parties must be able to express their concerns and interests; they must also be willing to listen

Compromise

Concern for both one's own and the other party's ideas or position—finding ways of agreeing (give and take) positions.

Competition

When there is high concern for one's own interest—two different individuals/groups become rivals.

PROFILE Shirley Ruckl, Director of Human Resources, Longboat Key Club, Sarasota, Florida



I have been with the Longboat Key Club & Resort as director of human resources for three years where I direct the human resources functions for the club and resort for 550 associates. Originally from Chicago, Illinois, I attended Columbia College—Chicago with a major in Business

Management and a minor in Advertising Art. I relocated to Orlando, Florida, in 1995 and started my

career in HR as a recruiter at the Walt Disney World Dolphin Resort. I was recruited by Universal Studios Florida as a recruiting manager where I helped open Citywalk—the entertainment complex for Universal. Prior to coming to the LBKCR, I worked for Wyndham International for five years, where I was hired in as recruiting manager and after six months of employment was promoted to assistant director of human resources and then director of human resources for an 1100-room convention resort.

Conflict management is a very important human resources topic because if it is handled in a professional

to each other. As a manager you will be considered the neutral third party. This means that you should not judge or favor either of the parties' ideas or suggested options. You are there to facilitate a healthy discussion and keep the parties focused on the cause of conflict and how it is to be resolved (not to assign blame to a particular party).

The parties involved in conflict should make a list of options that may help resolve the conflict, as well as satisfy their interests. After the lists of possible solutions are completed the options should be discussed and evaluated. Which option would best resolve the conflict and satisfy the most interests should be determined together. A

commitment ought to be made to carry out the agreements, and both parties must feel assured that the other will carry out their part.

The final step is for the parties to *implement* the negotiations made. As a supervisor you need to support the resolution and continue to communicate. It is also beneficial to continue monitoring the situation, in order to be certain that the agreement is in fact being carried out.

Check Your Knowledge

1. Briefly list the five steps of conflict management.
2. What do resolution strategies collaboration, compromise, competition, accommodation, and avoidance each result from?

CONFLICT RESOLUTION, HOW TO HANDLE CONFLICT⁶

Handling conflict in the workplace can be a challenging task. As a manager, you should always first keep the best interest of your company in mind. In Herb Kindler's book, *Conflict Management: Resolving Disagreements in the Workplace*, and Robert Friedman's article, "Knock out on-the-job conflicts, complaints with six simple steps," published in *Nation's Restaurant News*, they discuss the following guiding principles for handling conflict.

(continued)

manner, it can be a win-win for both parties to improve their working relationship. I'm sure you realize that some conflict is positive, but the conflict we mostly hear about is conflict that challenges both HR professionals and hospitality leaders alike. The objective of conflict management is to resolve workplace challenges by addressing the behavior, and being solution-focused on changing the behavior. I work with our team leaders and coach them to promptly sit down with the associate to discuss the situation in a quiet, neutral setting. If it is a team issue then the whole team needs to sit and address the situation. If it is an individual who is not carrying their weight, then they should be escorted to a neutral quiet place where, depending on the severity of the issue, the team leader and/or human resources director can talk with

the individual(s) concerned, at first one at a time then later both together. The goal is to state the differences, agree on what the differences are, then to find ways to resolve them. A key to successfully coaching through conflict is remembering to always leave the associate's pride intact—regardless of the situation. Depending on the severity of the issue, the team leader and/or human resources director can talk with the individual(s) concerned. The goal is to communicate the challenge(s) effectively and candidly, and agree on a solution to correct the behavior moving forward.

When conflicts are dealt with immediately and professionally there is a very good chance of the situation working out well for both the company and the individuals concerned. Remember to keep accurate documentation, and only discuss on a need-to-know basis.

First of the guiding principles is to *preserve dignity and respect*. This means to preserve the dignity and respect of all parties involved in the conflict, including yourself. The focus should stay on resolving the conflict, not on the individual characteristics of the parties involved. As a manager, you should never talk down to an employee, especially during a conflict; this could result in them feeling like they are being attacked. If you make everyone feel respected, this will lower defenses and help the process of resolution.

Second is to *listen with empathy and be fully present and identify the issues*.⁷ As you listen, determine what issues may have created the conflict. In some cases, the real issues may be beneath the surface. The flash-point of a festering disagreement may ignite and result in serious consequences. An example being, the hoarding of cutlery in a restaurant by some employees; when it is discovered that there is a shortage of spoons, in particular, and another employee finds out where they are being hidden, a fight breaks out.

Don't daydream while an employee is trying to voice their opinion. Listen carefully to everyone involved and withhold any judgments until everyone has had a chance to speak. Try to see from each differing perspective, put yourself in each of the individual's shoes. Give everyone a chance to speak with you on an individual, one-on-one basis. Give them your full attention and make direct eye contact. Most importantly, make sure that your employees feel heard. There is nothing worse than being left with the feeling that your opinion (or words) do not matter.

Third is to *find a common ground without forcing change and agree on the issues*. Recite for the participants what you perceive to be the issues and ask them to agree with you or correct you. Appealing as it may seem, as a manager it is important to not try to force others into changing. People don't change for others, they change for themselves. They change only when they believe that they will benefit from the change. Therefore,

throwing weight around as a superior will result in getting nowhere. It is also important for your employees to trust and respect you. If they believe that you are always looking out for their best interest, they are more likely to believe in you, and look up to you as their *mentor*.

Fourth is to discuss solutions: The parties involved have some idea of how they want the situation to be solved—ask them for suggestions.

Fifth is to honor diversity, including your own perspective. According to *Webster’s Dictionary* diversity is defined as “a difference, variety, or unlikeness. To *diversify* is to give variety to something; to engage in varied operations; to distribute over a wide range of types or classes.” During this step it is important to honor diversity, as well as foster diversification.

Sixth is to agree on the solutions and follow up: Discuss solutions with each participant until there is agreement on the issues. Keep detailed notes or have a recorder. Then, once agreement has been reached, document it and have the participants sign it. Then follow up to see if the agreement holds or needs further discussion. Figure 12-3 shows commonly used resolution strategies.

Okay, so let’s say everyone has differing viewpoints on a certain issue. This can lead to a creative way of searching for the right resolution, or it can result in feelings of isolation. All too often the search for a resolution during a conflict is a hasty one. When we rush, we rush others into an agreement. We don’t let them have time to understand what really matters to them, or come to an independent viewpoint from that of the group, a phenomenon known as *groupthink*. Let’s say you are the only person in a group that holds a different viewpoint; you will probably end up conforming to the group and not speaking your opinion. What you should do, of course, is to speak out and let your voice be heard.

We all know the cost of a lawsuit is very high, but in the case of employment litigation, many companies find that the cost of defending themselves against the charges of unfair employment practice is extremely high, often exceeding the amount of the

Diversity

Physical and cultural dimensions that separate and distinguish individuals and groups: age, gender, physical abilities and qualities, ethnicity, race, sexual preference.

Strategy	Results from	Results in
Collaboration	High concern for others.	Win-win
Competition	High concern for one’s own interest.	Win-lose or lose-win
Compromise	High concern for one’s own interests and moderate to high interest for the other parties.	Win-win or lose-lose
Accommodation	Low concern for one’s own interests.	Lose-win
Avoidance	Conflict is avoided by both parties.	Lose-lose

FIGURE 12-3: Commonly used conflict resolution strategies.

employee's claim of damages. Cases for unfair employment practices may drag on for years, with increased legal expenses. So it makes sense to have an in-house dispute resolution process.⁸



Having an in-house alternative dispute resolution process can save lots of problems and money.

ALTERNATIVE DISPUTE RESOLUTION

Alternative dispute resolution (ADR)

Problem solving and grievance resolution approaches to address disputes.

Alternative dispute resolution (ADR) is a term for problem solving and grievance resolution approaches to address employee relations and disputes outside the courtroom. The purpose of ADR is to provide employers and employees with a fair and private forum to settle workplace disputes.⁹ With ADR a process is in place to offer the following options:¹⁰

Open Door Policy

Employees have the opportunity to meet with managers to discuss issues.

Third-Party Investigations

A neutral third party, from inside or outside the organization, confidentially investigates complaints and proposes resolutions.

Fact Finding

A neutral third-party person or team from outside the organization examines the facts of the complaint and presents them in a report.

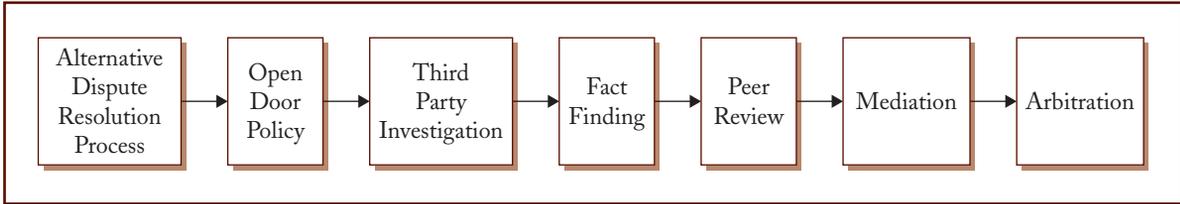


FIGURE 12-4: Alternative Dispute Resolution Process.

Peer Review

A panel of employees, or employees and managers, work together to resolve the employee complaints.

Mediation

A voluntary and confidential process in which a neutral third-party facilitator trained in mediation techniques negotiates a mutually acceptable settlement. The steps in the process are gathering information, framing the issues, developing options, negotiating, and formalizing agreements. Participants in the mediation process create their own solutions and settlements are not binding.

Arbitration

Disputes are settled by an arbitrator and may be either binding or nonbinding according to the wishes of the participants. An arbitrator or panel of arbitrators hears both sides of an issue and then makes a determination.

As Nancy Lockwood, a human resources content specialist with the Society of Human Resources Management suggests—the advantages of ADR are that the total cost is less than traditional means of resolving workplace disputes, legal costs are contained, the time spent on investigations is reduced, and workplace productivity is not compromised. Figure 12-4 shows the steps in an alternative dispute resolution process.



Conflict Prevention

Just think of some of the recent outcomes of lawsuits. Millions of dollars would have been saved by companies if they had proper conflict prevention in place. In just one recent case a jury awarded \$11.6 million in punitive damages against the New York Knicks for harassment and retaliatory discharge. Plus, the judge still has to calculate the compensatory damages to the former vice president of marketing.¹¹

Conflict is bound to arise in any atmosphere that requires *interdependency* between people and work. Preventing it is substantially more effective than having to undo it! What can be done to prevent such conflict from arising? Well, the conflict itself is not really the root of the problem. The root is a *lack of direct, properly handled conflict*. As mentioned above, communication is key in conflict management, it can also be thought of as the key to conflict prevention.

Be prepared to handle conflict. It is inevitable and you should not be surprised when one comes your way. By preparing and thinking ahead of situations you might be able



to foresee a conflict before it happens. Conflicts arise in any situation that involves a decision being made that affects other people. If you think one might be brewing, take the time out to talk to each of the individual parties. This may mean taking time out and putting other things that need to be done on the back burner, but if it results in the conflict being diffused, it will be well worth it in the long run and you will not have to deal with the impact the conflict would have had on the overall work environment.

As a manager, you should *pay close attention* to your employees. By paying attention, you might be able to diffuse a conflict before it actually takes place. If you do not pay close attention, you'll probably never see that a conflict exists until your employees are infuriated with each other; at this point it's too late to diffuse it before it begins. Now you must manage it!

After becoming an active, responsive, and empathetic listener and learning to speak and act with commitment and integrity, the next challenge in resolving conflict is to work through the powerful, intense, negative emotions that keep you from listening with an open heart and mind.¹² Prevent conflict by *listening actively*. The easier you are to talk to, the more likely employees will come to you with their problems. Always take the time to see the conflict from every perspective. Never side with one person before hearing everyone's side of the story. This is the worst thing a supervisor could ever do. Remember there are always three stories; your story, my story, and the actual story!

If it seems like a situation may lead to a conflict you should *speak up* before the situation gets out of hand. Don't just stand on the sideline listening, diffuse the situation. Express concern before circumstances become intolerable. This may lead to the parties stepping back and reassessing the situation.

Always remember to *keep a sense of humor*. Once again, the more approachable you are the more likely you will hear about or notice a problem before it begins. So remember, lighten up! Everyone in the organization will benefit from the implementation of these conflict prevention techniques. Conflict in the workplace has many negative effects; dealing with it early can prevent these effects from escalating and possibly creating more conflict. In many organizations conflict is unidentified and never dealt with, these organizations suffer. Identification and resolution results in success!

Check Your Knowledge

1. What is groupthink?
2. Describe three ways of preventing conflict.



KEY POINTS

1. Conflict happens, because we are human.
2. As a supervisor, the conflict is not the real issue. How the conflict is dealt with is.
3. A conflict is a disagreement resulting from individuals or groups that differ in opinions, attitudes, beliefs, needs, values, or perceptions.
4. The main ingredients or sources of conflict include; desires, needs, perceptions, power, values, and feelings.
5. Communication is the key to resolving and preventing most workplace conflicts.

6. Conflict management is application of strategies to settle opposing ideas, goals, and/or objectives in a positive manner.
7. The first step in conflict management is to analyze what is at the center of the conflict.
8. The second step to managing conflict is to determine the strategy to resolve the conflict; common strategies are collaboration, compromise, competition, accommodation, or avoidance.
9. The third step to managing conflict is prenegotiation.
10. The fourth step to managing conflict is to negotiate.
11. The fifth step to managing conflict is to implement the negotiations agreed upon.
12. There are four guiding principles for handling conflict.
13. Conflict is bound to arise in any atmosphere that requires interdependency between people and work.
14. Preventing conflict is substantially more effective than having to manage it after the fact.
15. Identification and resolution of conflict results in success.



KEY TERMS

accommodation	diversify
anger	feelings
avoidance	groupthink
collaboration	interdependency
communication	mentor
compromise	needs
competition	perceptions
conflict	power
conflict management	values
desires	workplace violence
diversity	



REVIEW QUESTIONS

Answer each of the questions in complete sentences. Read each question carefully and make sure you answer all parts of the question. Organize your answer using more than one paragraph when appropriate.

1. What is conflict?
2. How is conflict caused?
3. How can employers “manage” conflict?
4. Explain how conflicts can be resolved.
5. Can conflicts be prevented?



ACTIVITIES AND APPLICATIONS

1. Discussion Questions

- Can workplace violence be avoided? If so, how?
- Is there good conflict? If so, what?
- As an employee, what should you do if you notice another employee acting in a weird manner?

2. Group Activity: Workplace Violence

Develop a plan and a policy for the prevention of workplace violence at a hospitality company.

3. Group Activity: Conflict Management

Do a quick survey of your classmates to find out what their employers are doing in the area of conflict management. Report on your findings and compare with those in the text.

4. Case Study: Conflict Management

At Cool, the new restaurant in town, Jim is the closing manager. He observes two of the kitchen staff having a loud verbal interaction with two of the servers. Stepping in to stop the argument he tells them all to report to the office after their shift. When the four employees arrive, they are still arguing. Jim says, "OK, sit down and write down exactly what happened and how it can be fixed." One hour later all four of them had an account of the incident and some suggestions for dealing with the problem.

Case Study Questions

1. Is this a good approach to conflict management? Give reasons.
2. What should Jim do next?
3. Do you think the situation can be resolved in this manner?



WEB ACTIVITY

- Go to the following Web site: www.abetterworkplace.com/conflicts.html
- Answer the following questions:
 1. Go to the article "Waging Peace in the Workplace." What does ADR stand for?
 2. Go to the article "Resources for Keeping the Peace." Define negotiation and mediation.
 3. Go to the article "When to Engage, When Not to Engage." According to this article describe "when not to engage."



RELATED WEB SITES

Federal Mediation and Conciliation Service

www.fmcs.gov

National Labor Relations Board

www.nlr.gov

National Mediation Board

www.nmb.gov

U.S. Equal Employment Opportunity Commission Mediation Program

www.eeoc.gov

American Arbitration Association	www.adr.org
Association for Conflict Resolution	www.acrnet.org
CRP Institute for Dispute Resolution	www.cpradr.org
National Academy of Arbitrators	www.naarb.org



ENDNOTES

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