

# RESOLVE CONFLICT:

EVERYONE CAN WIN

Skill 12: Broadening perspectives

## **Extra study materials & Collected Bibliography**

aligned with all conflict resolution skills  
specific skills  
and referenced in podcast series



## Analyse the broadener perspective

- **Become a witness**, present and alert to other people's experience and taking an objective view of our own. How would a compassionate outsider describe this problem?
- **What can you and can you not change?** Adapt to the flow of unfolding events.
- **Find the path with heart.** Both personally and as part of society, look wide and look deep. Transform apathy, aversion or contempt into active compassion.
- **Consider the wider context.** What else bears on your decision-making here? What are the implications?
- **Watch the ripples**, notice the interconnections. Does the problem extend further, and would the solutions have wide-ranging effects?
- **Is there an 'ah ha'?** A new perspective that improves on old thinking and previous approaches? Ask yourself 'What do I really, really need?' You're on a learning journey. Perhaps there's an old habit that no longer serves you and maybe you can let go it, at least just for today?
- **Respect, value and include differences.** Other viewpoints form part of the whole picture. Remember, 'AND' not 'BUT'.
- **Include a long-term perspective** with the inevitability of change. Rather than resisting it, can you shape it for the better? Hold to your vision and sit with uncertainty if that's what's true for now?
- **Harness synergy.** Find the extra element that makes the difference. What new factors, ideas, perspective or people might interact to shift the whole problem. Experiment. Learn from the failures. Join the change that is possible once people act together. Add your voice.

Broadening our perspective is like climbing higher up a mountain to see further horizons. Only from these higher perspectives can we find meaning in distressing events and find the relationships between seemingly unconnected potentials. From these higher perspectives we can learn to behave as a caring, co-operative and global community.



## Broadening perspectives worksheet

### Work with the skills involved in broadening perspectives.

#### Consider a challenge that you are presently facing.

Is there a broader perspective that could help here and spark some changes in your thinking?

- |  |   |
|--|---|
| <input type="checkbox"/> Can I witness myself and others more objectively? How would a caring outsider see this? | <input type="checkbox"/> Is there an 'ah-ah' for me here that can shift my thinking? What do I really, really need?                       |
| <input type="checkbox"/> What can I and can't I change?  | <input type="checkbox"/> Am I respecting different points of view and including them?   |
| <input type="checkbox"/> Can I inject more 'heart' into this situation?  | <input type="checkbox"/> What is likely to happen long-term? What inevitable changes must I come to accept?                               |
| <input type="checkbox"/> What factors, what context, should influence my decisions?                              | <input type="checkbox"/> Would introducing an extra element make a difference? Is more support available? Would that help me to speak up? |
| <input type="checkbox"/> What and who else is affected by this problem and by its possible solutions?            |   |

***Check each box above that is relevant to this situation***

Which of these is the most relevant to you? Why?

How might you deal with this issue differently with this broader perspective in mind?

While studying all the conflict resolution skills, did particular skills or models or processes stand out for you as better ways to handle issues? Which? Are they useful here? (Refer to following summary of skills.)



**Remind yourself of the 12 skills of conflict resolution. Consider the attitudes, analysis techniques and interaction methods involved in each. In practice, of course, these tend to merge. They are all useful at any moment.**

TWELVE SKILLS	ANALYSIS TECHNIQUES	ATTITUDES	INTERACTION METHODS
1. Win-Win	Question needs, values, use	Commit to finding what's fair for everyone.	Go back to needs, ask them questions
2. Creative Response	Perfection vs Discovery. What is the opportunity this offers?	Head for the positive	Respond rather than react, be curious
3. Empathy	Consider where they fit on DISC model. Analyse personality-based needs, values and communication styles.	Value and respect individual differences	Use active listening - ask questions Use empathy openers. Build rapport. Tailor approach to suit others' needs
4. Appropriate Assertiveness	Check if you're guided by Fight or Flight. How could I Flow in this situation?	Respect all people's needs and rights. Stand up for my own needs and rights without violating those of others.	Respect boundaries Make "I" statements – clean, clear and concise.
5. Co-operative Power	Recognise the relevant power bases or sources. Is power being misused? Are there Persecuting, Rescuing or disempowered Victim behaviours here? Own your own power: transform "I Should" to "I Choose". Am I putting 'Shoulds' on myself or others? Recognise difficult behaviours: power and control issues, bids for attention, desire for revenge, appearing helpless.	I choose to employ my personal power without diminishing others. All resentful, cowered or rebellious attitudes need to be rethought. I aim for power 'with' not 'over', influence, not manipulation.	Consult, share information and use active listening Use "I" statements to give descriptive, useable, non-blaming feedback Set goals and rules together Share responsibility and decision-making. Delegate whenever appropriate. Disengage from power struggles. To someone in authority over you, suggest only, reaffirm their needs, show respect.



TWELVE SKILLS	ANALYSIS TECHNIQUES	ATTITUDES	INTERACTION METHODS
6. Managing Emotions	Examine the feeling and drop the added story. What's the real message? What do I want to change? What will help me let go? Employ focusing: what's the main thing?	Don't blame. Your emotions are yours. Aim to improve the situation and the relationship. Get centred.	Express or hide my emotions here? If they are emotional, respond by really listening, showing you understand. Don't tone them down or defend. Don't react.
7. Willingness to Resolve	Are you inflamed, rather than informed? Has your 'hot button' been pressed: <ul style="list-style-type: none"> <li>• Some unresolved personal history?</li> <li>• An unrecognised need you've ignored?</li> <li>• Some quality in them that you'd hate in yourself.</li> </ul> Look within, find the issue that's been triggered and be kind to yourself.	Rally forgiveness or a readiness to try. Be willing to acknowledge any contributions you have made to the problem. Rethink any disrespect.	Communicate your willingness to resolve. How? Giving appropriate acknowledgement of their needs and feedback. Is there something you should apologise for?
8. Mapping	Define the issues List stakeholders: people/groups involved in or affected by the problem Identify needs and concerns, fears or anxieties	Be open to hear from and validate everyone's needs and concerns. Aim for what's fair for all.	Ask questions to draw out needs and concerns. Write their words. Draw up your map together if you can. List all key people's motivations. Consult where you don't know the answers.



TWELVE SKILLS	ANALYSIS TECHNIQUES	ATTITUDES	INTERACTION METHODS
9. Designing Options	Explore the potential of alternatives Is this option feasible, fair, does it solve the problem? Do we need more information?	Believe that better solutions come out of exploring a range of creative alternatives. Build solutions based on a win-win approach.	Practise joint problem-solving, brainstorming, negotiating, evaluating options, dividing up responsibilities Explore my alternatives if we can't agree
10. Negotiation	What elements need to be negotiated? What are everyone's needs here? Do I need more facts before I start?	Hard on the problem, soft on the people. Maintain rapport. Emphasise common ground. Focus on needs, not positions.	Educate each other on needs and perspectives. Reframe resistance towards what's possible. Make clear agreements.
11. Mediation	Gain sufficient overview of the conflict, issues and key parties to design a process that will engage them to work through to a constructive resolution.	Seek or be a neutral third party. Provide helpful non-judgemental environment and processes. Be clear that the participants are best able to develop appropriate solutions.	Mediator manages the process using all conflict resolution skills available. Mediator's task is to <ul style="list-style-type: none"> <li>• support each side hearing each other,</li> <li>• to redirect inflamed reactions,</li> <li>• to encourage direct negotiations and</li> <li>• ensure clear and realistic contracting.</li> </ul> The content is up to the participants.
12. Broadening Perspectives	Step back and interrogate the wider view: What is likely to happen long term? What can and cannot be changed? Does this need an extra element? Does culture, social movements, past injustices, needed technologies impact here? What factors should influence my decisions?	Know that my limited perspective may be only part of a bigger picture. Can I inject more heart here? Respect and include different points of view.	Ask questions, explore limits, go further. Inquire without and within more deeply. Research issues. Demonstrate a willingness to learn and to accept inevitable change.



## Broadening perspectives: recommended reading

### Books

**Dealing with an Angry Public:** *The Mutual Gains Approach to Resolving Disputes* by Patrick Field and Lawrence Susskind

**Everyone can win:** *Responding to Conflict Constructively* by Helena Cornelius and Shoshana Faire.

**Elon Musk:** *How the Billionaire CEO of SpaceX and Tesla is Shaping our Future* by Ashlee Vance

**Long walk to Freedom:** *The Autobiography of Nelson Mandela* by Danny Glover, Nelson Mandela, et al.

**Managing Public Disputes:** *A Practical Guide for Professionals in Government, Business and Citizen's Groups* by Susan L. Carpenter and W. J. D. Kennedy

**#MeToo and the Politics of Social Change** edited by Bianca Fileborne and Rachel Loney-Howes

**Leadership Without Easy Answers** by Ronald A. Heifetz

**Theory U:** *Leading from the Future as It Emerges* by Otto Scharmer

**Thrive:** *The Third Metric to Redefining Success and Creating a Life of Well-Being, Wisdom, and Wonder* by Arianna Huffington

**Leadership Without Easy Answers** by Ronald A. Heifetz

**Theory U:** *Leading from the Future as It Emerges* by Otto Scharmer

**Why Societies Need Dissent** (*Oliver Wendell Holmes Lectures*) by Cass R. Sunstein

### Websites

**Renew Economy:** Clean Energy News and Analysis



## RESOLVE CONFLICT: EVERYONE CAN WIN

### **Collected Bibliography:**

*aligned with*

*general conflict resolution skills,*

*specific skills and*

*references in podcast series*



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## Collected bibliography

Aligned to all topics in the 12 skills approach

**Everyone can win:** *Responding to conflict constructively* by Helena Cornelius and Shoshana Faire with Estella Cornelius. [Conflict Resolution Network](#)

**Conflict Resolution Trainers' Manual** by Fiona Hollier, Kerrie Murray and Helena Cornelius. [Conflict Resolution Network](#)

**Crucial Conversations:** *Tools for Talking When Stakes Are High* by Kerry Patterson, Joseph Grenny, Ron McMillan and Al Switzler

**Difficult Conversations:** *How to Discuss What Matters Most* by Douglas Stone, Bruce Patton and Sheila Heen

*Certain chapters in the following references relate closely to the skill under which they are listed.*

### Skill 1: Win-win approach

**Emotional Intelligence:** *Why It Can Matter More Than IQ* by Daniel Goleman

**The Argument Culture:** *Moving from Debate to Dialogue* by Deborah Tannen Ph.D.

**Conversational Intelligence:** *How Great Leaders Build Trust and Get Extraordinary Results* by Judith E. Glaser

**Zen in the Martial Arts** by Joe Hyams

### Skill 2: Creative response

**Ki in Daily Life** by Koichi Tohei

**Learned Optimism:** *How to Change Your Mind and Your Life* by Martin E. P. Seligman

**Mindset:** *Changing The Way You think To Fulfil Your Potential* by Carol Dweck

**The Magic of Conflict:** *Turning a Life of Work into a Work of Art* by Thomas Crum

**What You Can Change and What You Can't:** *The Complete Guide to Successful Self-Improvement* by Martin P. Seligman, Ph.D.



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## Collected bibliography

### Skill 3: Empathy

**Beyond Yes** by Peter Fritz , Alan Parker, Sherry Stumm

**Crystal Clear Communication:** *Skills for Understanding and Being U* by Kris Cole

**Difficult Conversations:** *How to Discuss What Matters Most* by Douglas Stone, Bruce Patton, et al.

**Focusing** by Eugene T. Gendlin

**People Skills:** *How to Assert Yourself, Listen to Others, and Resolve Conflicts* by Robert Bolton

**Positive Personality Profiles:** *D-I-S-C-over Personality Insights to Understand Yourself and Others!* By Robert A Rohm Ph.

**The Gentle Revolution:** *what goes wrong and how to fix it* by Helena Cornelius. [Conflict Resolution Network: Link to Summary](#)

**The Skilled Helper:** *A Problem-Management and Opportunity-Development Approach to Helping* by Gerard Egan and Robert J. Reese

**The Third Space:** *Using life's little transitions to find balance and happiness* by Adam Fraser

**The Trusted Advisor** by David H. Maister, Charles H. Green and Robert Galford

**Why People Don't Listen:** *Solving the communication problem* by Hugh Mackay

#### Websites

[Intégro Learning Company](#) (for trainers in Disc Personality Assessments)

[Essential Partners](#) (for dialoguing with large groups)

[Conflict Resolution Network](#) (skills in resolving conflict)

### Skill 4: Appropriate assertiveness

**Crucial Conversations:** *Tools for talking when the stakes are high* by Kerry Patterson, Joseph Grenny, Rod MacMillan, Al Switzler

**Dare to Lead:** *Brave Work. Tough Conversations. Whole hearts* by Brené Brown

**Failure to Communicate:** *How conversations go wrong and what you can do to right them* by Holly Weeks

**Hostage at the Table:** *How leaders can overcome conflict, influence others, and raise performance* by George Kohlrieser

**Radical Candor:** *How to get what you want by saying what you mean* by Kim Scott

#### Websites

[Brené Brown](#) (Dare to lead hub)



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## Collected bibliography

### Skill 5: Co-operative power

**How to Stubbornly Refuse to Make Yourself Miserable About Anything--Yes, Anything!** By Albert Ellis

**Influencing with Integrity:** *Management skills for communication and negotiation* by Genie Z. Laborde

**It's All Your Fault!** *12 Tips for Managing People Who Blame Others for Everything* by Bill Eddy

**Primal Leadership:** Realising the power of emotional intelligence by Daniel Goleman, Richard Boyatzis and Annie McKee

**Resonant Leadership:** *Renewing Yourself and Connecting with Others Through Mindfulness, Hope and Compassion* by Richard Boyatzis and Annie McKee

**The Coaching Habit:** *Say Less, Ask More & Change the Way You Lead Forever* by Michael Bungay Stanier

**The Fifth Discipline:** *The Art & Practice of The Learning Organization* by Peter M Senge

### YouTube

[Your body language may shape who you are](#) Amy Cuddy TED Talk

### Skill 6: Managing emotions

**Beyond Reason:** *Using Emotions as You Negotiate* by Roger Fisher and Daniel Shapiro

**Focusing:** *How You Gain Direct Access to Your Body's Knowledge* by Eugene Gendlin

**Emotional Intelligence:** *Why it can matter more than IQ* by Daniel Goleman

**Sane New World:** *Taming the Mind* by Ruggy Wax

**The Places That Scare You:** *A Guide to Fearlessness in Difficult Times* by Pema Chödrön

**The Relationship Cure:** *A 5 Step Guide to Strengthening Your Marriage, Family, and Friendships* by John M Gottman

**The Wisdom of No Escape:** *How to love yourself and your world* by Pema Chödrön

**When Things Fall Apart:** *Heart Advice for Difficult Times* by Pema Chödrön



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## Collected bibliography

### Skill 7: Willingness to resolve

**Conflict Management Coaching:** *The Cinergy™ Model* by Cinnie Noble

**Everyone can win:** *Responding to conflict constructively* by Helena Cornelius and Shoshana Faire

**Forgiveness and other acts of love:** *Finding true value in your life* by Stephanie Dowrick

**Making friends:** *A guide to getting along with people* by Andrew Matthews

**What makes us tick:** *Making sense of who we are the desires that drive us* by Hugh Mackay

#### Books on Carl Gustav Jung

**Carl Jung:** *Wounded Healer of the Soul* by Claire Dunne

**Jung and the Human Psyche:** *An Understandable Introduction* by Mary Ann Mattoon

**Owning Your Own Shadow:** *Understanding the Dark Side of the Psyche* by Robert A. Johnson

### Skill 8: Mapping

**Everyone can win:** *Responding to conflict constructively* by Helena Cornelius and Shoshana Faire

For professionals

**CR Trainers' Manual** by Fiona Hollier, Kerrie Murray and Helena Cornelius. Lesson plan on Mapping the conflict (free .pdf download)

**Dealing with an Angry Public:** *The Mutual Gains Approach to Resolving Disputes* by Patrick Field and Lawrence Susskind

**Managing Public Disputes:** *A Practical Guide for Professionals in Government, Business and Citizen's Groups* by Susan L. Carpenter and W. J. D. Kennedy

**The Conflict Paradox:** *Seven Dilemmas at the Core of Disputes* by Bernard S. Mayer

### Skill 9: Designing options

**Beyond Neutrality:** *Confronting the Crisis in Conflict Resolution* by Bernard S. Mayer

**Getting to Yes:** *Negotiating Agreement Without Giving In* by Roger Fisher, William Ury and Bruce Patton

**Lateral Thinking:** *Creativity Step by Step* by Edward De Bono

**Six Thinking Hats** by Edward de Bono

**Staying With Conflict:** *A Strategic Approach to Ongoing Disputes* by Bernard S. Mayer



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## Collected bibliography

### Skill 10: Negotiation

**Beyond Neutrality:** *Confronting the Crisis in Conflict Resolution* by Bernard S. Mayer

**Conflict Management:** *A Practical Guide* by Peter Condliffe

**Getting Past No:** *Negotiating in Difficult Situations* by William Ury

**Getting Ready to Negotiate:** *The Getting to Yes Workbook* by Roger Fisher, Danny Ertal

**Getting to Yes:** *Negotiating Agreement Without Giving In* by Roger Fisher, William Ury, Bruce Patton

**Influence Without Authority** by Allan R. Cohen and David L. Bradford

**Staying with Conflict:** *A Strategic Approach to Ongoing Disputes* by Bernard S. Mayer

**Winning from Within** by Erica Ariel Fox

### Skill 11: Introduction to mediation

**A Sudden Outbreak of Common Sense:** *Managing Conflict Through Mediation* by Andrew Floyer Acland

**Bringing Peace into the Room:** *How the Personal Qualities of the Mediator Impact the Process of Conflict Resolution* by Daniel Bowling and David Hoffman

**Conflict Management:** *A Practical Guide* by Peter Condliffe

**The Mediation Process:** *Practical Strategies for Resolving Conflict* by Christopher W. Moore

**The Mediator's Handbook:** *Revised & Expanded fourth edition* by Dr. Jennifer E. Beer PhD, Caroline C. Packard JD, et al.

**The Mediator's Handbook, 3rd Edition** by Ruth Charlton and Micheline Dewdney

**The Promise of Mediation:** *The Transformative Approach to Conflict* by Robert A. Baruch Bush and Joseph P. Folger

### Peer Mediation & CR training for young people

**The Conscious Parent:** *Transforming Ourselves, Empowering Our Children* by Dr. Shefali Tsabary

**How to Do Restorative Peer Mediation in Your School:** *A Quick Start Kit* by Christie-Lee and Thorsborne Bill and Hansberry Hansberry

**Peer Mediation in Primary Schools** by Jerry Tyrell

**Peer mediation in the UK:** *a guide for schools* by William Baginsky

**Untangled:** *Guiding Teenage Girls Through the Seven Transitions into Adulthood* by Lisa Damour Ph.D.

**We Can Work It Out:** *Conflict resolution for young people* by Clare Heaton and Maureen Lynch. Targets age groups 10-15 and includes activities on how to deal with cyberbullying. Based on Conflict Resolution Network's 12 skills approach. See [www.crnhq.org](http://www.crnhq.org).



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## Collected bibliography

### Responding to bullying – websites

**Bullying. No way!** Australian government website with resources for creating safe and supportive learning environments.

**Don't Rely on Peer Mediation to Resolve Bullying in Schools** : article by Charity Burke

**Parenting Practices, Children's Peer Relationships and Being Bullied at School** by Karyn L. Healy

**StopBullying.gov** : an official website of the US Government.

## Skill 12: Broadening perspectives

**Dealing with an Angry Public:** *The Mutual Gains Approach to Resolving Disputes* by Patrick Field and Lawrence Susskind

**Everyone can win:** *Responding to Conflict Constructively* by Helena Cornelius and Shoshana Faire

**Elon Musk:** *How the Billionaire CEO of SpaceX and Tesla is Shaping our Future* by Ashlee Vance

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**Why Societies Need Dissent** (*Oliver Wendell Holmes Lectures*) by Cass R. Sunstein

### Websites

**Renew Economy:** Clean Energy News and Analysis



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