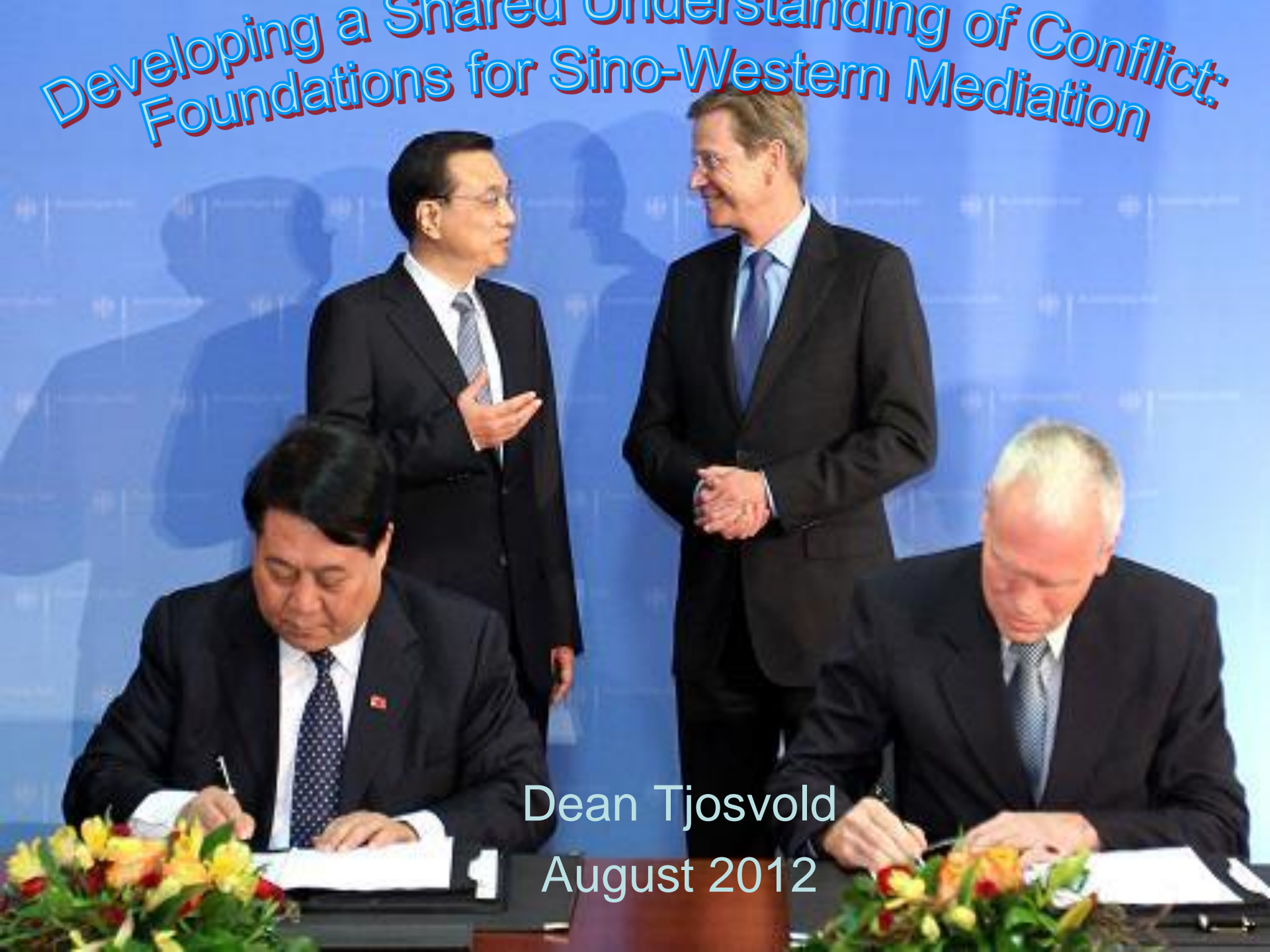
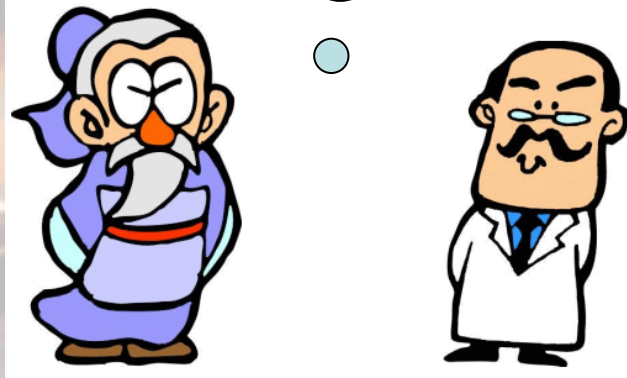


Developing a Shared Understanding of Conflict: Foundations for Sino-Western Mediation



Dean Tjosvold
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Conflict is inevitable,
especially when people from diverse cultures
live and work together.





Managing these conflicts is an intellectual challenge to understand and an important practical issue.

• Conflict management theories relevant for only one culture are increasingly irrelevant.

• Diverse people need a common understanding of how they can manage their conflicts.



Our conclusions

- Define conflict as incompatible activities, not opposing goals.
- One person argues for A, another for B but it does not mean that they are against each other's interests. Conflicts occur in both cooperative and competitive situations.

Our conclusions

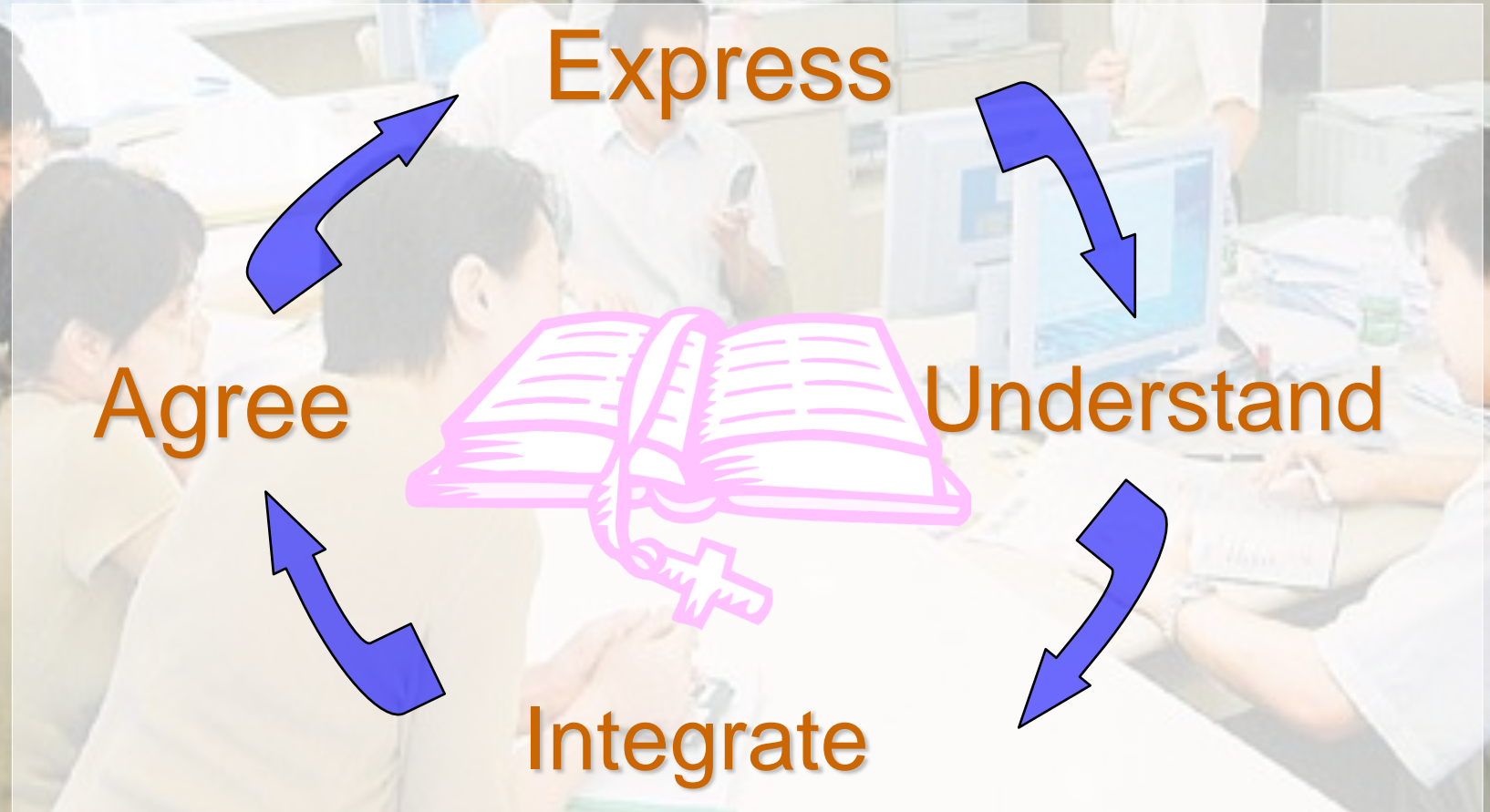
- Key to constructive conflict is to discuss for mutual benefit. Disputants convince each other they are trying to resolve the conflict to promote each person's goals.



When do people manage their conflicts for mutual benefit?

- Cooperative relationships: they believe that their goals are positively related. As one accomplishes his or her goal, others also reach theirs.

How do people manage their conflicts for mutual benefit?



Live example

- ❖ We will manage a conflict cooperatively now!
- ❖ We must be disciplined to be fast. Please follow my instructions.



Cooperative Team of four



- ❖ Diverse perspectives to integrate
- ❖ Knee-to-knee, eye-to-eye (a circle but also everyone face me)
- ❖ Personal relationships
- ❖ Cooperative goals

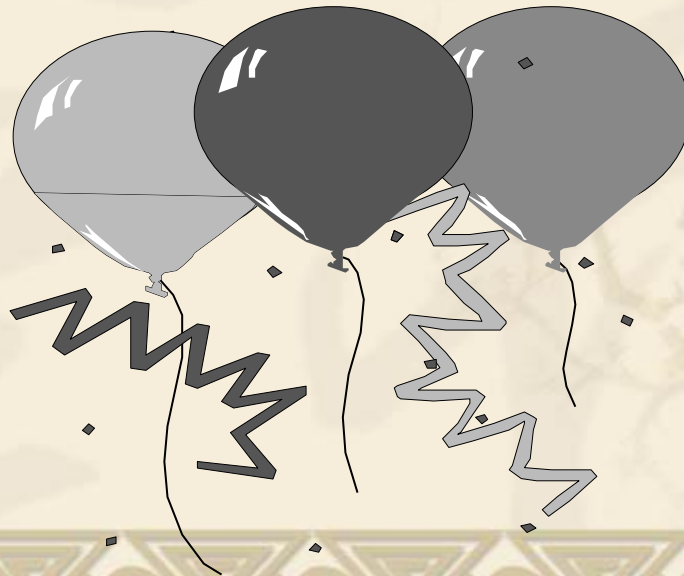
Personal relationships

- ❖ Make sure know each other's name and academic background, one minute!



Common belief

- ❖ Chinese value relationships and social face therefore they avoid conflict.



Our Cooperative Goals

- ❖ Everyone understands cooperative conflict better
- ❖ Everyone thinks more deeply about how Chinese values influence conflict management



Prepare to Disagree, develop your arguments in two minutes

- ❖ Pair in front: Chinese values promote cooperative, mutual benefit conflict discussion
- ❖ Pair in back: Chinese values frustrate cooperative, mutual benefit conflict discussion



Discuss in Group of Four: Four minutes



- ❖ Pair in front presents opening arguments.
- ❖ Pair in back presents opening arguments Disagree.
- ❖ Find weaknesses in other arguments, defend own

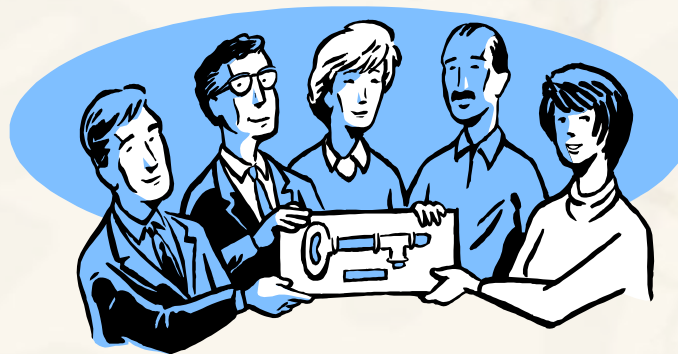
Understand

- ❖ Pair in front restates pair in back' s arguments
- ❖ Pair in back restates pair in front' s arguments



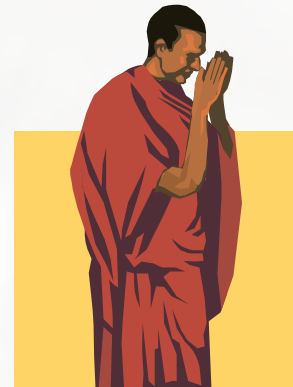
Integrate and Agree

- ❖ Combine the best ideas of each pair to reach conclusions about how Chinese values affect cooperative conflict management



How do Chinese values affect cooperative conflict management?

- Values do not dictate behavior, people can chose from various values.
- Chinese values are not just conflict-negative





The gentleman agrees with others without being an echo. The small man echoes without being in agreement.

Confucius

文聖孔子



Our research conclusions

- Values can be applied in various ways
- Valuing social face can promote mutual respect and cooperative conflict as well as conflict avoidance and deference.
- Collectivism can promote cooperative relationships and conflict

- Group of Four: Develop your comments and questions



Language ambiguities

- Misunderstanding conflict as opposing goals (competitive, win-lose) has frustrated research and the practice of managing conflict.
- Conflict involves incompatible actions, not necessarily a war.
- Defining conflict as incompatible activities recognizes that conflicts occur in both cooperative and competitive situations.

Language ambiguities

- Confounding cooperation with conflict avoidance. Competition generally promotes conflict avoidance.



- Cooperative relationships and the skills to discuss diverse views open-mindedly foundations for using conflict to solve problems, create innovative solutions, learn from experience, and strengthen relationships.



- Recent studies further demonstrate that such key Chinese values as collectivism and social face, when properly understood and skillfully expressed, contribute to making conflict constructive.



- Thank your partners!

谢谢观赏

