

Faculty Dispute Resolution

Seeking Resolutions to Workplace Disputes

Newsletter
Volume 11, Issue 1

Fall 2006



The FDR logo is a Triskelion design from the late Bronze Age. A lively symbol, it gives a distinct impression of movement, always ongoing, fully connected, expressing continuity and balance.

Director:

Jean Civikly-Powell

Facilitator/Trainer:

Fall 2006
Kathy Jackson

Graduate Assistants:

Jen Bowe
Sharon Pearson

Location:

1800 Las Lomas NE
MSC 05 3140

Phone: 277-3212

Fax: 277-3399

jcivikly@unm.edu
www.unm.edu/~facdr

New Faculty? Returning Faculty?
WELCOME!!

Since its beginnings in 1999, UNM's Faculty Dispute Resolution (FDR) program has assisted faculty when they experience difficulties in their work interactions. Those difficulties may include such things as disagreements about department management, different expectations about work assignments or who is in charge, and communication breakdowns.

When faculty are working long and hard hours, frustrations build if they are not getting their work done in the manner and timeliness that they envisioned. They are part of an ongoing group, and disruptions in how the group members relate to each other can reverberate with others in the department. On top of that, workplace conflicts seem particularly difficult because there are no clear-cut laws, policies, or guidance about them.

In already-stressed work situations, words (and behaviors) may be spoken and may be heard in ways not intended, and the result may be CONFLICT.

This is where FDR can help. FDR has a roster of professionally trained faculty mediators who can assist individuals in discussing their disagreements. All conversations and meetings are private and confidential with no paper-trail or files. The goal is to work on ways to improve the workplace interactions.

Should you encounter a conflict, or expect that one is brewing, give the FDR Director, Jean Civikly-Powell, a call at 277-3212. Jean has been on the UNM Communication faculty since 1973, retired 6 years ago, and continues her campus involvement as Director of FDR's services

and program. She understands the faculty experience and can visit with you about your concerns and about how mediation might be useful to you.

The FDR office is budgeted at .25FTE and it gets much done on that limited arrangement: consultations with faculty, chairpersons and administrators; mediation sessions; and mediation training for faculty interested in gaining these life-long skills.

Here are projects in the works for this semester and next:

Fall 2006

- Facilitation Training for School of Medicine faculty leaders and administrators.
- Faculty brochure "Dispute Resolution Services for Faculty" Please watch for this informative handbook -- and keep it handy for reference.
- Two workshop presentations by mediation experts (see p. 4):
October 2nd: Facework and the Management of Difference
Nov. 14th: A Field Guide to Good Decisions.

Spring 2007

- Mediation Training for UNM Faculty. This is a 4-day/all day training that will prepare you in the content, theory and practice of mediation. Dates will be announced soon, likely in mid-late February.
- Two workshop presentations by mediation experts.
- Our Spring Newsletter with articles and information.

— FDR Faculty Mediators —

These are the UNM faculty who have completed the FDR 36-hour mediation training. The FDR program may call upon them to assist with faculty-faculty, faculty-administrator, faculty-staff, or faculty-student disputes (with the approval of all parties involved). Faculty mediators may also assist informally with difficulties that might arise in campus interaction settings, e.g., teaching and research interactions, and faculty and committee meetings. Some mediators pursue additional mediation training and may also volunteer their mediation services in their communities, at Metro Court, and in other arenas.

Their service to the University and community is of great value.

They contribute to a climate of constructive communication.

Andrea Allan	HSC Neurosciences	Daniel Ortega	Law
Marsha Baum	Law	Patricia Payne	Nursing
Gloria Berthold	Nursing, Emerita	Susan Pearson	Theatre & Dance
Steven Block	Music	Mary Power	English
Lisa Broody	Sociology	Ric Richardson	Architecture & Planning
Stephen Burd	ASM	John Rinaldi	Education, Emeritus
William Buss	Neurosciences, emeritus	Sherry Rogers	Cell Biology & Physiology
Jean Civikly-Powell	Faculty Dispute Resolution	Susan Romano	English
Dorothy Clough	Nursing, Emerita	Randy Rosett	Anesthesiology
Gene Coffield	Indiv., Family & Community Educ.	Barri Sanders	UNM Taos
John Cornish	Extended University, English	Laurie Schatzberg	ASM
Cara Lea Council-Garcia	Biology	David Scott	Sports Administration
Janet Cramer	Communication & Journalism	Virginia Seiser	University Libraries, Emerita
Terry Crowe	Occupational Therapy	Virginia Shipman	Indiv., Family, & Community Educ.
Gary Cuttrel	Dental Services	Anne Simpson	Internal Medicine, Geriatrics
Zina Daniels	Orthopedics Physical Therapy	Brian Solan	Family and Comm. Medicine
Susan Deese-Roberts	CASTL, Univ. Libs., Emerita	Patricia Stall	Education, Emerita
Gloria Dyc	Arts & Letters, UNM Gallup	Pamela Stovall	UNM Gallup
Mark Emmons	University Libraries	Ellie Trotter	Biology
Santa Falcone	Public Administration	John Trotter	School of Medicine, Emeritus
M. Rosina Finley	Family & Community Medicine	Tim Wadsworth	Sociology
Barry Gaines	English	Howard Waitzkin	Sociology, Fam. & Comm. Med.
Patricia Gillikin	English, UNM Valencia	Jackie Weeks	Health Careers, UNM Gallup
Tim Goldsmith	Psychology	Olaf Werder	Communication & Journalism
Maria Dolores Gonzales	Spanish & Portuguese	Sherman Wilcox	Linguistics
Cathy Gutierrez-Gomez	Indiv., Family & Community Educ.	Ebtisam Wilkins	Chemical & Nuclear Eng., Emerita
Mary Harris	Education, Emerita	Fran Wilkinson	University Libraries
Gary Harrison	English	Amy Wohlert	Associate Provost &
Karl Hinterbichler	Music		Dean, Graduate Studies
Scott Hughes	Law	Carolina Yahne	CASAA, Emerita, FDR
Dubra Karnes-Padilla	UNM Valencia		
Kate Krause	Economics		
Vonda Long	Counselor Education, Emerita		
Wanda Martin	English		
Estella Martinez	Indiv., Family, & Community Educ.		
Virginia McDermott	Communication & Journalism		
Sarah Morley	Health Sciences Center Library		
Helen Muller	ASM		
Bruce Noll	Educ. Ldshp. & Org. Learning		
Eric Nuttall	Chemical & Nuclear Eng., Emeritus		
Leslie Oakes	ASM		
John Oetzel	Communication & Journalism		



Beyond Reason: Using Emotions as You Negotiate

By Roger Fisher and Daniel Shapiro

People negotiate every day for different purpose, and each day they experience emotions, both positive and negative. When negotiating formally or informally, people often don't know how to handle these ever-present emotions -- their own or those of the other person.

In the first two chapters of their book, *Beyond Reason: Using Emotions as You Negotiate*, Roger Fisher and Daniel Shapiro introduce a framework to deal with the emotions that arise during any negotiating process. This framework consists of five core concerns that negotiators can use to help prepare, conduct, and review the emotional dimensions of a negotiation: appreciation, affiliation, autonomy, status, and role. While not completely distinct from each other, each concern has its own special contribution in stimulating emotions. "Core concerns are human wants that are important to almost everyone in virtually every negotiation. They are often unspoken but are no less real than are tangible interests" (p. 15). By focusing on these concerns rather than reacting to a multiplex of changing emotions that occur during a negotiation, negotiators can stimulate positive emotions and overcome negative ones, while still maintaining sight of the best interests for their parties.

The difference between having a core concern ignored or met can make or break a negotiation. According to the authors, each of the core concerns must be addressed in a manner that is neither too excessive nor too minimal. The following are standards that can be used to measure if core concerns are being treated appropriately (p. 16):

- Fair? Fair treatment is consistent with custom, law, organizational practice and community expectations. We feel treated as well as others who are in similar or comparable circumstances.
- Honest? Honest treatment means that what we are being told is true. We may not be entitled to know everything, but we do not want to be deceived. When the other person honestly addresses our concerns, their intent is not to deceive or trick us. They communicate what they authentically experience or know.
- Consistent with current circumstances? It is perhaps

unreasonable to expect all of our concerns to be met in every circumstance. Norms change as we deal with everyday matters or a crisis. Appropriate treatment is often consistent with these changing norms.

The power of core concerns is that they can be used for two purposes: (1) as a lens to understand the emotional experience of each party, and (2) as a lever to stimulate positive emotions in yourself and others. Awareness of core concerns can help you see what might be motivating someone else's behavior so that you can modify your actions to address that person's concern. Further, awareness of your own core concerns can help to diffuse a situation in which you feel your emotions are escalating. For instance, if the other party says or does something that you perceive as an attack, instead of reacting, you can reflect a moment, ask yourself which of your core concerns feels threatened, and respond in a manner that restores balance to the interaction.

In subsequent chapters, Fisher and Shapiro address each core concern in detail: how to express appreciation, build affiliation, respect autonomy, acknowledge status, and choose a fulfilling role when involved in a negotiation. They also go into further depth on how to deal with strong negative emotions during the negotiation process, how to successfully prepare for negotiations using the core concerns as a model, and ways to use the model in "the real world".

While emotions are often uncomfortable, especially when trying to keep a "cool head" during a negotiation, by addressing emotions at a core level and in a systematic way, we can harness the power of our emotions to create positive results for ourselves and others. The core concerns framework presented by Fisher and Shapiro can be used for situations ranging from multi-party business negotiations to daily interactions with family, friends and co-workers.

Fisher, R. & Shapiro, D (2005). *Beyond Reason: Using Emotions as You Negotiate*. New York: The Penguin Group.

Prepared by Jen Bowe, FDR Graduate Assistant

Graduate and Professional Student Conflict Resolution Committee (GPSCRC) Holds First Mediation and Conflict Resolution Training

By Jen Bowe

The first Mediation and Conflict Resolution Training for Graduate and Professional students was held during the Spring 2006 semester. The training was led by Holly Siebert Kawakami with assistance from FDR graduate assistants, Susan Clair and Sharon Pearson. The training was a great success, with nine graduate students completing the 40-hour program. All nine students are now available to serve as mediators for any graduate and professional students seeking mediation. Additionally, the students will serve as members of the GPSCRC.

Three of the students who completed the training, Vicente Quevedo, Leslie Rettinger, and Andrea Salazar, now serve as the co-chairs of the GPSCRC. They are taking over for Susan Clair, who served as the committee chair during the 2005-2006 academic year. Susan was responsible for organizing the ground-breaking event of the graduate and professional student mediation training. Thanks to Susan for all her hard work and dedication over the past year.

The new mediators, along with current faculty, student, and staff members who serve on the GPSCRC, are now moving forward with the committee agenda for the upcoming year. Plans for the Fall semester include finding a departmental home for the committee, increasing awareness of graduate and professional student mediation services on the UNM campus, and conducting mediations.

Graduate Student Mediators

(Bold type indicates new mediators)

Jennifer Bowe	Counselor Education, FDR
Varda Brahms	COE, LLSS/ETSS
Christopher Brown	Communication & Journalism
Susan Clair	Public Administration, Comm. & Regional Planning
Melissa Heap	Psychology
Holly Kawakami	Communication & Journalism
Sharon Pearson	Counselor Education, FDR
Vicente Quevedo	Comm. & Regional Planning
Leslie Rettinger	COE, OLIT
Andrea Salazar	COE, OLIT
Loretta Sanchez	Communication & Journalism
Diana Spendlove	COE, OLIT

FDR Fall Workshops

Facework and the Management of Difference

Presenters: Kathy Domenici and Stephen Littlejohn, Adjunct Professors, Department of Communication & Journalism; Partners, Domenici Littlejohn, Inc.

Date: Monday, October 2, 2006

Time: 2:15–3:30 pm

Place: Faculty Club, Room 101

Working from their books, Kathy and Stephen will explore conflict as a challenge in managing difference. Two models for practitioners will be featured.

Please RSVP by **Thursday, September 28th** to Jean Civikly-Powell at jcivikly@unm.edu or 277-3212.

Making Good Decisions: Values in Action

Presenters: Mark Bennett and Joan McIver Gibson

Date: Tuesday, November 14

Time: 11:30 am–1:00 pm

Place: Faculty Club, Room 101

Faculty, administrators, community leaders, business executives, family members?? We all struggle with difficult decisions. Developed over twenty years in settings as diverse as hospital bedsides and corporate boardrooms, *A Field Guide to Good Decisions* provides the skills to make decisions that reflect your core values while respecting those of others, including the long-term implications for all participants. Authors Mark Bennett and Joan McIver Gibson will offer an overview of the methods contained in their new book.

Please RSVP by **Friday, November 10th** to Jean Civikly-Powell at jcivikly@unm.edu or 277-3212.

Please note:

Lunch and drinks are available for purchase at the Faculty Club. No outside food or drinks are permitted.