

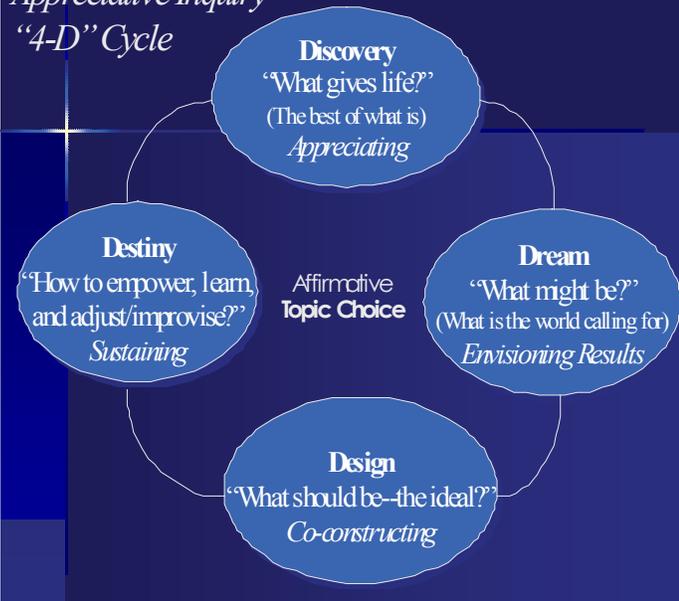
# Ombuds/Dispute Resolution Services for Faculty



## Appreciative Inquiry Workshop

**Newsletter**  
**Volume XII, No. 2**  
**Spring 2012**

*Appreciative Inquiry*  
*"4-D" Cycle*



Friday, March 30, 2012  
1:00 pm -- 3:00 pm  
Dane Smith Hall

In the appreciative Inquiry paradigm, we ask questions designed to build and expand our capacity for extraordinary performance — rather than spending time talking about what doesn't work and why.

Previous feedback:  
Refreshing!  
Uplifting and Useful!

RSVP: [jcivikly@unm.edu](mailto:jcivikly@unm.edu)



UNM Ombuds/Dispute Resolution Services for Faculty provides consultation & mediation services to UNM faculty & administrators for potential or ongoing workplace conflicts. The guiding standard is resolution at the least adversarial level. The long-term vision is a wide-spread network of trained UNM faculty committed to dialogue, constructive conflict management & conflict prevention.

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The purpose of life is to contribute in some way to making things better.

—Robert F. Kennedy

## Mediation Training for Faculty & Faculty Leaders — Fall 2012

Jean Civikly-Powell (Ombudsperson for Faculty, Professor Emerita, Communication) will offer mediation training for UNM Faculty and Faculty Leaders in September 2012.

The training is designed to increase mindful practice of constructive communication and conflict resolution, with particular attention to workplace settings. It prepares faculty in the content, theory, and practice of conflict management and mediation.

Additionally, the training stresses strengths-based principles and appreciative inquiry.

Faculty who have taken the training have enthusiastically reported it was an informative and transformative experience.

This is a 4-day/all-day training. The dates and times for the mediation training are:

**Friday and Saturday, September 7 and 8, 8:30-4:30 and  
Friday and Saturday, September 21 and 22, 8:30-4:30.**

To register, contact Jean at [jcivikly@unm.edu](mailto:jcivikly@unm.edu).

## Ideas for a Civil Campus Community

UNM Ombuds/Dispute Resolution Services for Faculty recently hosted two Civility Salons for conversations about campus civility.

ODR invites UNM departments/offices to host future salons – (ODR will take care of announcements and RSVP list – contact [jcivikly@unm.edu](mailto:jcivikly@unm.edu) for details.)

Salon participants offered the following ideas for a more civil campus, with permission to share.



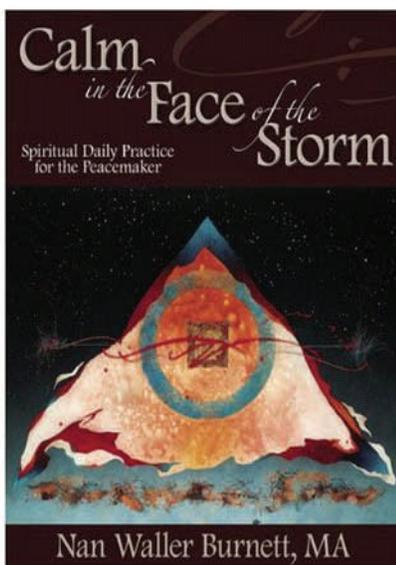
- Creating a public dialogue about civility – making civility the rule, rather than the exception.
- More responsibility and recognition to those who continue to strive for and role-model civil interactions.
- Ongoing positive modeling with actions. Expectation-setting by department heads.
- An emphasis from administration that supports the importance of civility.
- Saying thank you to anyone who acts in a civil way.
- Coordinating our efforts . . . If we collaborate, we can create a culture on campus to encourage civility and respect.
- More salons and opportunities for faculty, students, & staff to feel more appreciated, more empowered, & heard.

☞ We thank all who have participated in the Civility Salons, and look forward to future salons!



Short Readings:

### Calm in the Face of the Storm



**“Self-Care: The first step toward a new tomorrow is to stay in the present moment.”**

This book is designed to help promote inner peace for peacemakers. It contains daily topical readings, followed by suggestions for meditation and journaling. A reading from “The Now” (Burnett, 2012, p. 356) discusses staying in the present and being non-judgmental with ourselves when we notice our minds begin to race. The reading ends with a charge to the reader to “stay centered in awareness today and return your thoughts to peace when the brain does its thing.” The meditation suggestion is to focus on the word “Now” while breathing and acknowledging the “to-do” list that often occupies our thoughts when we attempt stillness. Burnett encourages us to forgive ourselves, come into the present, and give ourselves permission to take calm breaths. The journaling suggestion is to write about ways to connect with the peaceful mind today.

## The Cost of Conflict

### The Many Costs of Conflict

With just a few minutes' thought and brainstorming, here are potential costs of workplace conflict:

- ☞ Loss of productive work time
- ☞ Contentious work interactions
- ☞ Extensive and extended energy drain
- ☞ Stress, and stress-related illness
- ☞ Ripple effect of stress go beyond work
- ☞ Meetings/time to discuss concerns
- ☞ Lower collegial morale
- ☞ Earlier than planned retirement and loss of faculty expertise
- ☞ Time to search/move to new university
- ☞ Department costs to search and replace
- ☞ Department costs for investments made to faculty who departed
- ☞ Possible harm to property, self and/or others

“Our behaviours are often learned in the context of the family or previous workplaces, so it may also be worth taking a moment to think about what events have influenced your attitude toward conflict.”

– Fiona White



(<http://blog.julielenzerkirk.com/tag/alternative-dispute-resolution/>)

Stewart Levine outlines four layers of the cost of conflict:

- ☞ **Direct Cost** Fees of lawyers and other professionals
- ☞ **Productivity Cost** Value of lost time. The opportunity cost of what those involved would otherwise be producing
- ☞ **Continuity Cost** Loss of ongoing relationships including the "community" they embody
- ☞ **Emotional Cost** The pain of focusing on and being held hostage by our emotions

### Resource References

Cloke, K., & Goldsmith, J. (2011). *Resolving conflicts at work: Ten strategies for everyone on the job* (3rd ed.). San Francisco: Jossey-Bass.

Levine, S. (2012). The many costs of conflict. Retrieved February 29, 2012 from <http://www.mediate.com/articles/levine1.cfm>.

Lightsey, A.R. (2012). Some costs of workplace conflicts. Retrieved February 29, 2012 from [www.annelightsey.com](http://www.annelightsey.com).

White, F. (2012). The human cost of workplace conflict. Retrieved February 29, 2012 from [www.thecorporatetoolbox.com/articles/546](http://www.thecorporatetoolbox.com/articles/546).

## The Cost of Conflict in the Workplace

James A. Cram and Richard K. MacWilliams

(<http://www.crambyriver.com/coc.html>)

Conflict is normal, and often disturbing for those involved. The challenge for organizations is when that conflict goes unresolved. Positive conflict resolution should be the goal for organizational effectiveness. However, many organizations have long-term unresolved conflict that is indicative of some systemic dysfunction. Unresolved conflict can have a number of consequences within the workplace, including excessive employee turnover, low morale, reduced productivity, quality problems, delayed and missed deadlines, increased supervision overhead, increased stress, reduced collaboration, fractionated activities, passive/aggressive behavior, abusive behavior, damaged management credibility, decreased customer satisfaction, negative upward attention, split alliances (factions & cliques), and distrust. These consequences of unresolved conflict can fall into one of three categories: first-order effects (quantifiable), second-order effects (harder to quantify), third-order effects (impossible to truly quantify).

### **First-Order Effects**

⇒ Readily determined to be the result of a particular conflict situation, and are fairly easy to quantify.

⇒ These consequences may be seen in:

Lost revenue as a result of missed deadlines, late deliveries, etc. and employee replacement costs, including termination costs, recruitment, etc.,

### **Second-Order Effects**

⇒ Consequence might not be viewed as a result of the original conflict, and because it is not specific to a known problem (any new hire might have problems becoming integrated), it is harder to quantify.

⇒ These consequences may be seen in:

Missed windows of opportunity, adjustment time required for replacement employees to become effective contributors, and increased supervision or management activities

### **Third-Order Effects**

⇒ “Enculturated conflict” - Change in organization culture to create a generally unpleasant work environment, in which issues are not discussed (much less resolved) and where fear, distrust and passive-aggressive behavior become the norm.

⇒ These consequences may be seen in:

Passive-aggressive behaviors exhibited by disgruntled employees, loss of effective management resulting from loss of credibility, miscommunication with other groups resulting from confusion, poor image among peers.

It isn't conflict itself that creates problems and increased cost, but rather an inability or unwillingness to address it in timely and intelligent ways.

### **Strategies for reducing the cost of conflict:**

- ☞ Increase awareness and provide opportunities for training in conflict resolution
- ☞ Develop sensitivity to chronic employee conflict, including “passive-aggressive behaviours, such as withholding information, chronic oppositional attitudes, chronic tardiness, and resistance to firm commitments.”
- ☞ Establish standard procedures for resolving conflicts, where management can learn to work as mediators or organizations may institute a policy of peer mediators
- ☞ Finally, as part of empowering employees to resolve conflict, openly and honestly acknowledge it and encourage learning resolution strategies.