

BRIERCREST

LE 742 Change, Power & Conflict Management Winter 2021

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Course Dates: March 22-26, 2021

3 Credit Hours

COURSE DESCRIPTION

This course provides a careful and thoughtful examination of individual and organizational change, power, and conflict dynamics and how to work toward positive outcomes, momentum and commitment. The course emphasizes discovering, experiencing, and applying processes that bring about resolution, revitalization, renewal, and/or reconciliation needed to move toward a preferred future.

COURSE INTEGRATION

This course provides a unique contribution and complement to Seminary theological education. The concepts of environmental/contextual transformation of change, power and conflict complete with difference resolution, resistance issues, empowerment rather than disempowerment, forgiveness, reconciliation, and revitalization are critical to our understanding, application and living healthy personal and corporate lives in a context where the kingdom of God is an integrating concept. Unless we are readily able to process and settle our differences and disputes in ways that enable us to move down a widely shared and embraced path in doing kingdom work together in concrete ways we fall short of the central teachings of the Gospel. This course is designed to process ways of being able to come together and move together in transformative ways.

COURSE TEXTS

Required Readings

Glasser, Judith. *Conversational Intelligence: How Real Leaders Build Trust & get Extraordinary Results*. Routledge, 2016. ISBN 13: 978-1629561431.

OR

Gerzon, Mark. *Leading Through Conflict: How Successful Leaders Transform Differences into Opportunities*. Boston, Harvard Business School Press, 2006. ISBN: 978-1-59139-919-3. If still available used or new is fine.

Sande, Ken. *The Peacemaker: A Biblical Guide to Resolving Personal Conflict*. 3rd edition. Grand Rapids: Baker Books, 2003. ISBN: 978-0801064852.

OR

The Arbinger Institute. *The Anatomy of Peace: Resolving the Heart of Conflict*. San Francisco: Berrett-Koehler, 2008. ISBN 978-1-57675-584-6.

OR

Stanley, Andy. *Enemies of the Heart: Breaking Free from the four emotions that control you*. Colorado Springs: Multnomah Books, 2011.

Patterson, Kerry, Joseph Grenny, Ron McMillan, & Al Switzer. *Crucial Conversations: Tools For talking When Stakes are High*. Second Edition. Toronto: McGraw Hill, 2012. ISBN: 978-0071771320.

OR

Kerry Patterson, Joseph Grenny, Ron Maxfield & Al Switzer, *Crucial Accountability: Tools for Resolving Violated Expectations, Broken Commitments, and Bad Behavior*. 2nd edition with first published as *Crucial Accountability*. Toronto: McGraw Hill, 2013. ISBN 13;978-0-07-183060-7.

Patterson, Kerry, with Joseph Grenny, Ron McMillan, & Al Switzer. *Influencer: The New Science of Leading Change*. Second Edition. Toronto: McGraw Hill education, 2013. ISBN 13: 978-0071808866.

OR

John Kotter with Holger Rathgeber, *Our Iceberg is Melting: changing & Succeeding Under any Conditions*, New York: St. Martin's Press, 2005. ISBN 13:978-0-312-36198-3.

Tutu, Desmond & Mpho. *The Book Of Forgiving: The Fourfold path for healing ourselves & our world*. Harper Collins, 2014. ISBN: 978-0-06-220356-4.

Some Suggested Preparatory and/or Optional Reading:

Dana, Daniel. *Conflict Resolution: Mediation Tools for Everyday Worklife*. Toronto: McGraw Hill, 2003. ISBN 0-07-136431-5.

Davis, Laura. *I Thought We Would Never Speak Again: The Road from Estrangement to Reconciliation*. Toronto: Harper, 2005. ISBN 0-06-095702-6.

Dilenschneider, Robert L. *power and Influence: The Rules Have Changed*. Toronto: McGraw Hill, 2007. ISBN 13:978-0-07-148978-8.

Gangel, Ken and Samuel Canine. *Communication and Conflict Management*. Nashville: Broadman Press, 1992.

Hershey, Paul & Kenneth Blanchard. *Management of Organizational Behavior* (6th edition). (Chapter 8 & 9).

Kotter, John. *Leading Change*. Boston: Harvard Press, 1996.

Lawson, Ken. *Successful Conflict Resolution*. London: Axis Publishing, 2007. ISBN 13: 978-0-7641-3705-1.

Merchant, Christina and Cathy A. Constantino. *Designing Conflict Management Systems*. San Francisco: Jossey Bass, 1996. ISBN 0-7879-0162-8.

Oudeh, Gayle and Nabil. *Conflict is For the Birds: Understanding Your Conflict Management Style*. Ottawa: CCR International, 2003. ISBN 0-9731646-0-3.

Patterson, Kerry with Joseph Greeny, Ron McMillan, and Al Switzer. *Crucial Confrontations: Tools for Resolving Broken promises, Violated Expectations, and Bad Performance*. Toronto: McGraw Hill, 2005. ISBN 0-07-144652-4.

_____. *Crucial Conversations: Tools for Talking When Stakes Are High*. Toronto: McGraw Hill, 2002. ISBN 0-07-140194-6.

Ury, William L. with Jeanne M. Brett and Stephen B. Goldberg. *Getting Disputes Resolved: Designing Systems to Cut the Costs of Conflict*. San Francisco: Jossey Bass, 1988. ISBN 1-55542-125-3.

Weeks, Dudley: *The Eight Essential Steps To Conflict Resolution*. Los Angeles: Jeremy P. Tarcher, Inc., 1992. ISBN 0-87477-656-2.

Withers, Bill and Jerry Wisinski. *Resolving Conflicts on the Job*. 2nd Edition. New York: American Management Association, 2007. ISBN 13:978-0-8144-7413-6.

Students are expected to refer to Briercrest Seminary's Format and Style Guides and Guide for Writing Research Papers, available as PDF documents here: <https://www.mybriercrest.ca/seminary/documents/>.

These texts are available in store and online at the Briercrest Bookstore: <http://briercrest.ca/bookstore>.

Students are responsible for course materials and communication on Canvas (<https://briercrest.instructure.com>; cf. <http://briercrest.ca/online/canvas>) and their myBriercrest.ca email account.

COURSE OUTCOMES

Cognitive:

1. Participants shall become more aware of the perspectives, purposes, processes and dynamics of influence, power and conflict management.
2. Participants shall become more aware of the importance and reality of style of response and management of influence, power and conflict.
3. Participants shall become enlightened regarding the pertinent role of impact of perception, issues, relationships, structures and systems on influence, power and conflict management.
4. Participants shall become aware of the benefits, disabilities, uses, abuses, opportunities and threats of the dynamics and reality of influence, power and conflict.
5. Participants shall become aware of the processes, strategies, systems and steps for producing the most positive results in influence, power and conflict management.

Affective:

1. Participants will become more confident in their readiness to understand, accept and apply their approach to intra-personal, interpersonal and institutional influence, power and conflict management.
2. Participants will commit to a set of life management processes and strategies to reduce fear, anxiety and stress in regard to influence, power and conflict.

3. Participants will feel a deep and settled peace regarding their attitudes, abilities and strategies for resolving challenges to influence, power and conflict management.

Skills:

1. Participants will become skilled in the use of conversations, dialogue to gain a deepened understanding of typical issues arising in influence, power and conflict management.
2. Participants will be equipped to design and use a model for the management of influence, power and conflict.
3. Participants will be more experienced in the practice of their own style of managing influence, power and conflict.
4. Participants will have mastered influence, power and conflict analysis and management processes sufficiently to apply, teach and transfer these to other persons and other settings.

COURSE OUTLINE AND CONTENT

TIME	TOPICS OF DISCUSSION	SUPPORTING TASKS/ASSIGNMENTS
1.5 days	Unit I: Influence and Course Dynamics & Processes A. Introduction of Course Plan B. Introduction of Course Hopes C. Introduction of Course Participants D. Introduction of Course Styles E. Introduction of Course Themes F. Introduction of Course Resources G. Introduce Course Case Design H. Reflections On Power and Influence and their Relationship to Conflict I. Examine the Concept of being an <i>An Influencer</i> J. Reflections on Jesus and Paul as "Influencers" K. Reflections on being an influencer across cultural divides L. Joseph Grenny influencer focused DVD M. Navigating Change through charted and or uncharted waters (what is next power point) N. Craig Groeschel 2020 GLS on demand team edition watch & application	a. Read the required pages from the recommended list and be ready to present upon request. b. Reflect on your "personal profile" and what impact this has on how you feel about change, influence, power and conflict. c. Think about the most difficult person in your life and prepare a profile sketch on them (for oral report). d. Be prepared to report on the pre-course work. e. Be prepared to discuss the <i>Influencer</i> textbook and/or the <i>Iceberg is Melting</i> textbook. f. Reflect on Jesus as influencer and Paul as influencer. g. What does it take to be an influencer of change, power, and conflict??? h. Be ready to tell an influencer book story or role play a penguin role in the iceberg is melting resource i. Reflect on the kinds of change you have experienced and how you process change and where you typically are on the change bell curve j. Your Change vignettes cases

TIME	TOPICS OF DISCUSSION	SUPPORTING TASKS/ASSIGNMENTS
1 day	<p>Unit II: Influence, Power and Change Dynamics & Processes</p> <ul style="list-style-type: none"> A. Framework for Influence and Power B. Dimensions of Influence and Power C. Sources of Influence and Power D. Styles and Readiness for Power E. Models of Influence and Power F. Management of Influence and Power G. Influence and Management of Difficult People H. Relationship between Influence, Power and Conflict I. The Implications of a Philosophy of Scarcity and/or Abundance J. The Concept of Disciplined Choice not to Overpower and the Implications (Win/Win or....) K. The Possibilities of Changing Anything? (Kotter & <i>Influencer</i> team) 	<ul style="list-style-type: none"> a. Read materials distributed on influence and power along with the <i>Influencer</i> textbook. b. Reflect on how those who find you difficult (the few odd people) and attempt to identify the reasons why they would ever say that. Prepare a list and be ready to chat about the implications. c. Reflect on the persons who give you the most pain in your life and prepare a list of why. d. Do an assigned group exercise from the previous day. e. Keep reflecting on Jesus and Paul on their influence and Power and on their teaching on these themes. f. Be ready to discuss and/or role play <i>Our Iceberg is Melting</i> and/or <i>That's Not How it is done here!</i> g. Change and power case vignette processing

TIME	TOPICS OF DISCUSSION	SUPPORTING TASKS/ASSIGNMENTS
1 day	<p>Unit III: Conflict Dynamics & Processes: Understanding Conflict</p> <ul style="list-style-type: none"> A. Definitions/Descriptions of Conflict B. Experiences of Conflict (personal Descriptions) C. Literature Descriptions of Conflict D. The Underlying Causes of Conflict E. The Contexts of Conflict F. The Foundational roots of Conflict G. The Escalation of Conflict H. The Patterns of Conflict I. The Zones of Conflict J. The Slippery Slope of Conflict K. The Benefits, liabilities and/or Costs of Conflict 	<ul style="list-style-type: none"> a. Read the Sandy textbook and prepare to discuss this and his dashboard!! b. Your group will be expected to identify the cases of conflict in the emerging church contained in the Book of Acts. In addition each group will be assigned to do a demonstration on one of the cases from Acts. c. Reflect on the ways Jesus and Paul dealt with conflict as identified in the New Testament (Acts, I Corinthians, II Corinthians) d. Think about what Biblical character you most resemble when you deal with conflict. e. Reflect on the costs/benefits of conflict as you have experienced it to date. f. Be ready to discuss the role play or discuss <i>The Anatomy of peace</i>. g. Dialogue together about the anatomy of peace and our cultural divide with indigenous people groups. h. Be ready to dialogue about Andy Stanley textbook if read.

TIME	TOPICS OF DISCUSSION	SUPPORTING TASKS/ASSIGNMENTS
1 ½ days	Unit IV: Conflict Dynamics & Processes: Processing Toward Resolution A. Typical Styles of processing Conflict B. Styles of Human Interaction and Conflict C. Processes/styles of De-escalation of Conflict D. Processes/styles of De-escalation of emotions around conflict E. Processes/styles of collaboration toward De-escalation of Conflict F. Models/systems/pathways of Conflict De-escalation G. Processes/strategies of negotiation, mediation and arbitration toward de-escalation of conflict H. Processes/strategies to mediate all of the time I. Processes/strategies of team conflict de-escalation/resolution J. Processes toward strategic management of organizational conflict	a. Reflect on how you do conflict b. Who agrees with your “self- assessment” around conflict style? c. Do 2 or 3 conflict style instruments after estimating your place (after class instruction, please –the instruments in supporting resources independently) and be ready to discuss the results. d. Be ready for a day of movement and active involvement. e. Prepare for team conflict de-escalation resolution presentations. f. Be so familiar with the Sande slippery slope visual that it becomes instinctive for you to use it. g. Be ready to discuss the Sande or Tutu book(s). h. We will process key resources including Tutu, William Ury, Chris Vos, Crucial Conversations, the third side, crucial confrontations and more.

The final day of class will include a time in which each makes a commitment in response to several key questions-

1. What is my current reality regarding how I process and manage change, power and conflict?
2. What is my current reality regarding culture wide divides in a context, within a country and within our global world of leadership? Where do I land on the four primary capabilities?
3. How does my life purpose inform what I should do to change this reality?
4. How will my behaviors and foundational values need to be adjusted?
5. How will I change my ways so I do my life and work strategically?
6. How will I do what I do differently, for whom and with what resources?
7. How will that make me unique in my life and setting?
8. Who must I influence to do what if this is to happen?
9. What is most important right now?
10. What will be most important three to five years from now?

ASSIGNMENTS***Pre-Course Assignments:***

1. Each participant will have read the 5 textbooks (reading one or the other where that is noted for a total of 5 books) with sufficient comprehension for class interaction, to gather memorable insights, identify values and applications, compare and contrast the authors and to share the benefits and liabilities of each of the readings. In addition to being prepared to interact and be the in-class expert on one of the five, a 7-10 page written summary, application, comparison and analysis of the readings is expected before the first day of class. A soft copy sent to pmagnus@briercrest.ca is a very acceptable way to submit the paper or using canvas is also acceptable.

Due date: **March 19, 2021** (prior to the first day of class)

Value: 25%

2. Each participant should also have prepared a case report of her or his most painful or delightful experience with any one of the three course themes, namely, change, power or conflict. The case can be built around any one of the three themes as they apply to a personal experience, corporate role experience, corporate culture wide experience, or a country wide cultural experience or even a global experience.

A written 7 page case report is expected that describes the characters involved (not necessarily named), the problem escalation process and the current state of the issue and knowing what you have gleaned from the reading how might you go about improving the situation and what questions you still have for the learning circle to tackle. In addition, you should have a one-page executive summary of this case that you can use when introducing this reality to the class. Each student will be expected to present their case summary to gain light either in a smaller team or with the entire learning circle of students in the class, depending on COVID-19 rules in effect at the time.

Due date: **March 19, 2021** (prior to the first day of class)

Value: 25%

Mid-Course Assignments:

1. Each participant will be expected to engage in intense dialogue and interaction regarding readings, course discussions, class group work and casework. Each participant will be expected to engage in self-evaluation and interpretation exercises that help them identify her or his style and preferences in change, influence/power and conflict management. A written journal of key discoveries, reflections, self-talk and attentional action choices made during each day of the course. To deepen the relationships and dialogue the learning circle will be divided into class teams (if possible by COVID-19 rules) to assist the process. A brief team demonstration or report will likely also be expected the last segment of the course journey.

Due date: Daily as assigned, with written journal submitted **March 30, 2021** to allow for for inclusion of insights from the last day of the course journey.

Value: 25%

Post-Course Assignments:

Each participant will be expected to develop a theologically, ideologically and theoretically grounded functional model, complete with an explanation of how the model would be applied in personal change, influence, power and conflict management identification, resolution and reconciliation. This project should be between 10-12 pages in length.

OR

Discuss a creative alternative with the instructor and shape a contractual request for such a project.

Due Date: **May 21, 2021**

Grade Value: 25%

SEMINARY CALENDAR

Students are expected to be aware of the policies that govern course work at Briercrest Seminary, all of which are published in the current Seminary Calendar:

<https://www.briercrestseminary.ca/academics/calendar/>.

Attendance Policy

In order to benefit fully from a seminary education, to be good stewards of time and finances, and to be considerate of their classmates and faculty members, students must be in class at every opportunity.

Modular Courses

Students are expected to attend 100 per cent of each modular for which they register. If this is impossible due to extenuating circumstances, arrangements must be made with the course professor before the first day of class. If extenuating circumstances prevent a student from attending class, a maximum of one (1) full day of class can be foregone. If additional time is missed, the student will fail the course unless they first request to withdraw from the course or move the course to an audit.

Online Courses

If extenuating circumstances prevent a student from attending scheduled meeting times, then up to 20% of meeting time can be foregone. Students missing scheduled meeting times should make every effort to inform the course professor prior to any time missed. If additional time is missed, the student will fail the course unless they first request to withdraw from the course or move the course to an audit.

Semester-Based Courses

All students missing more than two full weeks of a particular course from registration to the last day of classes will receive an automatic fail (0%). A student may appeal a course failure due to excessive absences. Successful appeals will be granted only in rare cases where all absences are clearly beyond the student's control. Appeals must be made through the Academic Appeal Process.

Course Schedules

Classes begin at 9:00 a.m. on Monday morning and run a minimum of 30 hours through the course of the week. The schedule is determined by the course professor. Students should check the

syllabus for specifics. When the syllabus does not state class times, students are responsible to check with the professor prior to making travel plans.

Assignment Submission

All assignments must be submitted no later than eight weeks after the last day of class as stated in the syllabus. The correct due dates will be clearly noted in the syllabus and each faculty member will state in their syllabus how assignments should be submitted. Assignments submitted within a week after the due date will be accepted with a 10 per cent penalty. For additional information refer to the late assignment policy or the extension policy in the [academic calendar](#).

Return of Graded Assignments

Professors are expected to return graded assignments within six weeks of the due date. If they fail to do so, students may submit an inquiry to the [Seminary](#). If an extension is granted, the professor is no longer obligated to meet this deadline.

Academic Honesty

Students are accountable to perform each task according to principles of academic honesty. Please refer to pages 24-25 in the [academic calendar](#) for more information.

Academic Accommodations

Any student with a disability, injury, or health condition who may need academic accommodations (permanent or temporary) should discuss them with the course instructor after contacting the Director of the Academic Resource Centre in person (L234 in the Library), by telephone (1-306-756-3230) or by email (academicresourcecentre@briercrest.ca). Documentation from a qualified practitioner will be required (i.e., medical doctor, psychologist, etc.).

BIBLIOGRAPHY

Enduring Resources:

Angus, Bill. *Anger Management Workbook*. Port Coquitlam: Angus & Associates, 2001.

Arnold, John. *When the Sparks Fly: Resolving Conflict in Your Organization*. Toronto: McGraw Hill, 1993.

Bush, R. and J. Folger. *The Promise of Mediation: Responding to Conflict Through Empowerment and Recognition*. San Francisco: Jossey-Bass, 1994.

CDR Associates. *The Dispute System Design Manual*. Boulder, Colorado: CDR Associates, 1996.

Kummerow, Jean M., Nancy J. Barger, & Linda K. Kirby. *Work Types*. New York: Warner Books, 1997.

Madonik, Barbara. *I Hear What You Say But What Are You Telling Me?* San Francisco: Jossey-Bass, 2001.

Moore, C. W. *The Mediation Process: Practical Strategies for Resolving Conflict* (2nd ed.) San Francisco: Jossey-Bass, 1996.

Palmer, Donald. *Managing Conflict Creatively: A Guide for Missionaries & Christian Workers*. Pasadena: William Carey Library, 1990.

Schwarz, Roger M. *The Skilled Facilitator: Practical Wisdom for Developing Effective Group Work*. San Francisco: Jossey-Bass, 1994.

Susskind, L. et al. *The Consensus Building Handbook: A Conceptual Guide to Reaching Agreement*. Thousand Oaks, California: Sage, 1999

Williams, M. *Mediation: Why People Fight and How to Help Them Stop*. Dublin: Poolberg Press, 1998.

Recently Published Resources (for your interest and awareness only):

Conflict Management and Resolution Books from Christianbook.com:

Dever, Mark. *12 Challenges Churches Face*. Crossway Books, 2008. ISBN 1581349440 \$13

Greenway, Jeffrey E. *Make Room to Grow: Transform the Church Without Killing the Congregation*. Abingdon Press, 2007. ISBN 068749155X \$8

Crainshaw, Jill. *Keep the Call: Leading the Congregation Without Losing Your Soul*. Abingdon, 2007. ISBN 0687641454 \$12

- Pastors often feel that their ministry has a split personality. Torn between biblical models of preaching and pastoral care on the one hand, and secular models of administration and leadership on the other, they often feel as though they're living separate lives. The result is confusion, ineffectiveness, and burnout.

Metzger, Paul Louis. *Consuming Jesus: Confronting Race and Class Division in the Consumer Church*. Eerdmans, 2007. ISBN 0802830684 \$13

Schaller, Lyle E. *From Cooperation to Competition: Change, Choice, and Conflict in the Congregation*. Abingdon, 2006. ISBN 0687497493 \$17

Rediger, Lloyd G. *The Toxic Congregation: How to Heal the Soul of Your Church*. Abingdon, 2006. ISBN 0687332249 \$16

- This book offers lifelines for pastors serving toxic and dysfunctional congregations. A culture of triage engulfs mainstream religion in America. More and more churches are either toxic or dysfunctional.

Hamman, Jaco J. *When Steeples Cry: Leading Congregations through Loss and Change*. Pilgrim Press, 2005. ISBN 0829816941 \$16

- When Steeples Cry is a book about embodiment, yours and mine. It is not meant to be a "how-to-book," but it envisions you being a different kind of leader to your community. Written primarily, but not exclusively, for church leaders and those seminarians who will serve in mainline Protestant churches, When Steeples Cry identifies the work of mourning as a significant aspect of being a church leader in North America today.

Osterhaus, James, Joseph M. Jurkowski & Todd A. Hahn. *Thriving through Ministry Conflict: By Understanding Your Red and Blue Zones*. Zondervan, 2005. ISBN 0310263441 \$13

- The most common complaint ministers have is about church turmoil. Here three authors help you identify the source of your own unresolved conflict; better see how you reinforce squabbles in others; and learn to respond in a healthy manner---over ideas and values, not self-esteem.

Roley, Scott & James Isaac Elliott. *God's Neighborhood: A Hopeful Journey in Racial Reconciliation and Community Renewal*. IVP, 2004. ISBN 0830832246 \$12

- Scott Roley was once an up-and-coming singer/songwriter in the contemporary Christian music scene, but then God called him to a different kind of ministry. He left his life of privilege, became a church pastor and moved into a disadvantaged neighborhood. There he began to learn hands-on what "loving your neighbor" required of him---social justice, community development and racial reconciliation.

Rosenau, Jeff. *Building Bridges Not Walls: Learning to Dialogue in the Spirit of Christ*. Nav Press, 2003. ISBN 1576833941 \$8

- Conflict is a part of life. Whether it's a controversial political issue, a family struggle, or opposing views on religious beliefs, people find strife and disagreement in the home, church, community, and workplace. How can we respond as Christ would to people who disagree with us? Building Bridges Not Walls is a practical, biblical workbook that shows you how to respectfully dialogue with people who hold opposing viewpoints. Learn how to:
 - See conflict as an opportunity to mature in Christ
 - Replace gossip, quarreling and division with dialogue and unity
 - Discuss controversial issues effectively
 - Address racial/ethnic prejudices and religious/political differences
 - Communicate in ways that honor and glorify God

VanderBroek, Lyle D. *Breaking Barriers: The Possibilities of Christian Community in a Lonely World*. Baker, 2002. ISBN 1587430525 \$5

- How can we restore our Christian community? How can we repair this "meltdown of the church"? Breaking Barriers discusses the current crisis of community and offers timely, helpful solutions based on 1 Corinthians. This practical and important book should be read by every pastor, church leader, and reflective Christian concerned with overcoming obstacles to Christian community.

Lang, Susan. *Our Community: Dealing with Conflict in Our Congregation*. Augsburg Fortress, 2002. ISBN 0806644117 \$12

- Conflicts will arise in your congregation. Right now, you may be experiencing the storms of conflict, dealing with storm cleanup or trying to put a past conflict behind you. Although we can't prevent conflict from occurring altogether, we can develop skills to make sense of a past controversy, better understand a current situation, and promote forgiveness and healing. Use *Our Community: Dealing with Conflict in Our Congregation* on your own or with your congregation's council, committees, or staff. The book includes reproducible tools that can be downloaded and customized at www.augsburgfortress.org/CLS.

Murray, Iain H. *The Unresolved Controversy: Unity with Non-Evangelicals*. Banner of Truth, 2001. ISBN 0851518109 \$2.50

- In the discussion and controversy which followed the publication of *Evangelicalism Divided: A Record of Crucial Change in the Years 1950-2000*, the author was invited by Dr. John F. MacArthur to give an address on the book's main theme. This book is the substance of that address, given at the Shepherd's Conference on 11 March 2001.

Anderson, David & Brent Zuercher. *Letters Across the Divide: Two Friends Explore Racism, Friendship, and Faith*. Baker, 2001. ISBN 0801063434 \$15

- In this stirring book, two friends--a black minister and a white businessman--discuss candidly the hang-ups, stereotypes, and sins that inhibit interracial friendships. Some people may think that racism is no longer a problem in our society, but David Anderson and Brent Zuercher make an effective case for just the opposite: both blacks and whites still harbor wrong assumptions and resentments toward each other. Believing that the church is called to a deeply felt reconciliation between the races,

Conflict Management and Resolution Books from Amazon.com:

Jeong, Ho-Won. *Conflict Management and Resolution: An Introduction*. Routledge, 2008. ISBN 0415450411 \$38

Anita, G. Naves. *POWER PRINCIPLES FOR PEACEFUL LIVING: Through Anger Management, Conflict Resolution, Effective Communication & Destructive Behavior Elimination* (Paperback). AuthorHouse, 2006. ISBN 1418436666 \$13

- You feel it! Your blood rushes to your head, your heart is pounding heavily against your chest. Your adrenaline is racing, a burning sensation creeps throughout your body, you feel violent and explosive as your countenance changes. What is it! Anger. Seeking to run rampant and uncontrolled. *Power Principles for Managing Anger* offers proven a practical anger management solutions from a timeless approach. It a must read! For those attempting to deal with anger and resolve conflict. A must have!

Ibad, Imran. *Science and Art of Global Conflict Resolution and Crisis Management: A Sociological Philosophy of Global Policies, Strategies and Tactics for Peace* (Paperback). Writers Club Press, 2002. ISBN 0595257275 \$21

- The formulation of the idea of a family of nations under union of civilizations as One Universal Civilizational Unity amidst Diversity is the task that must be undertaken and accomplished by the generation of the information age. The dream of man over centuries to see all humanity as a society, which is culturally rich and diversified, socially harmonious, economically progressive, technologically humanistic, spiritually transcendental, and politically stable, in order to achieve greater happiness through absolute freedom, equality, fraternity, liberty, freedom of will, and justice under a balanced synthesis of secular and non-secular laws has become easy to realize in this information age the first quarter of 21st century.

Sande, Ken. *The Peacemaker: A Biblical Guide to Resolving Personal Conflict* (Paperback). Baker Books, 2004. ISBN 0801064856 \$11

- Seminaries generally are not very effective in equipping pastors to be ministers of reconciliation, says pastor and experienced mediator Alfred Poirier. The result is pastors trained in biblical exposition, well-ordered worship, and good theology, but with little practical know-how about one of the most important functions they will be expected to perform: conflict resolution. The

Peacemaking Pastor provides a survey of the nature and kinds of conflict typical in the pastorate to bring to light the need to recover the ministry of reconciliation. Poirier, chairman of the board of Peacemaker Ministries, shows pastors the importance of a reconciliation ministry, gives them a theological framework for peacemaking, and provides practical tools for facilitating the peacemaking process. Written by a pastor for pastors, this insightful book will encourage and equip seminaries and ministry leaders in their original calling-promoting a culture of peacemaking in the church.

Deutsch, Morton. *The Handbook of Conflict Resolution: Theory and Practice* (Hardcover). John Wiley & Sons, Inc., 2006. ISBN 0787980587 \$54

- The Handbook of Conflict Resolution, Second Edition is written for both the seasoned professional and the student who wants to deepen their understanding of the processes involved in conflicts and their knowledge of how to manage them constructively. It provides the theoretical underpinnings that throw light on the fundamental social psychological processes involved in understanding and managing conflicts at all levels.

Conflict Management and Resolution Books from Chapters.ca:

Gary Harper. *The Joy Of Conflict Resolution: Transforming Victims, Villains And Heroes In The Workplace And At Home*. New Society Publishers, 2004. ISBN 0865715157 \$17

- The rapid rate of change in the workplace and among families often leads to conflict and confrontation which can undermine productivity and poison relationships. The Joy of Conflict Resolution helps readers understand conflict and why it arises through the lens of the "drama triangle" of victims, villains and heroes. In an accessible, engaging and light-hearted style that uses stories and humor to explore potentially emotionally charged situations, it provides proven and practical skills to move beyond confrontation to resolve conflicts collaboratively.

Folger, Joseph P. & Marshall Scott Poole & Randall K. Stutman. *Working Through Conflict: Strategies For Relationships, Groups, And Organizations*. Pearson Education, 2004. ISBN 0205414907 \$100

- Covering the whole range of conflict settings-interpersonal, group, and organizational-Working Through Conflict provides an introduction to conflict management that is firmly grounded in current theory and research. New to This Edition Expanded concept of conflict. To reflect current trends in understanding conflict, the Fifth Edition broadens the definition of conflict to include a wider array of incompatibilities, thereby emphasizing incompatibility of communication styles and behaviors. Reorganization of several key concepts provides great insights for students. Includes a new case study that deals with conflict in family settings. Coverage of culture and climate is combined with the core properties of communication in Chapter 1. Praise for Working Through Conflict I find this text to be superior to others in the conflict area in most every regard. It is thoroughly researched, well written, and involving for the students.

Naves, Anita G. *Power Principles For Peaceful Living: Through Anger Management, Conflict Resolution, Effective Communication & Destructive Behavior Elimination*. Author house, 2006. ISBN 1418436666 \$100

- You feel it! Your blood rushes to your head, your heart is pounding heavily against your chest. Your adrenaline is racing, a burning sensation creeps throughout your body, you feel violent and explosive as your countenance changes. What is it! Anger. Seeking to run rampant and

uncontrolled. *Power Principles for Managing Anger* offers proven a practical anger management solutions from a timeless approach. It a must read! For those attempting to deal with anger and resolve conflict. A must have! For youth organizations, religious sectors, home, the work place, libraries. Never be caught off guard again. Join the author on a journey of self-development combined with biblical principles as she recounts life experiences that is sure awaken the peaceful man within. Stop Rethink, and React ...Choose to be made whole.

Miall, Hugh. *Contemporary Conflict Resolution: The Prevention, Management and Transformation of Deadly Conflicts*. Blackwell Publishing Professional, 2006. ISBN 0745632130 \$18

- Since the end of the Cold War, conflict prevention, conflict resolution, peace-keeping and peace-building have risen to the top of the international agenda. The second edition of this hugely popular text charts the development of the field from its pioneers to its contemporary exponents and offers an assessment of its achievements and the challenges it faces in the changed security environment of the early 21st century. The book has been extensively revised and expanded. Existing material has been thoroughly updated and new chapters added on peace-building from below; reconciliation; responding to terror; gender issues; the ethics of intervention; dialogue, discourse and disagreement; culture and conflict resolution; and future directions for the field. The first part offers an original and comprehensive survey of the theory and practice of conflict resolution in contemporary conflicts. It gives a clear picture of the state of the art in preventing, limiting and ending violent conflicts, post-war reconstruction, peace-building and reconciliation.

Hoover, John. *Best Practices: Conflict Resolution: Working Effectively with Prickly Bosses, Coworkers, and Clients*. Collins, 2007. ISBN 0061145599 \$12

- The Best Practices series addresses the growing appetite for a business reference series. Addressing issue that matter most to middle managers, the series focuses on dealing with people and communicating. Drawing on the sales history of other management series, the Best Practices line will give managers what they want most: insight into what successful managers already know and presented in easy-to-access lists.
- The books cover the basics of management; strategies for hiring the best people; proven ways to deal with difficult bosses, workers and customers; how to evaluate and reward employees; ways to motivate the people who work for you; time management; effective communication in person and on paper; as well as, how to set and achieve goals.

Kheel, Theodore. *Keys To Conflict Resolution: Proven Methods For Resolving Disputes Voluntarily*. Four Walls Eight Windows, 2001. ISBN 1568582013 \$14

- A former president of the National Urban League, Ted Kheel served by appointment under Presidents Kennedy, Johnson, Ford, and Carter as a mediator in the major national labor disputes of the 1960s and 1970s. More recently, he has created several philanthropic foundations in pursuit of his belief that conflicts can be solved by airing issues and building alliances.

Mayer, Bernard. *Beyond Neutrality: Confronting The Crisis In Conflict Resolution*. John Wiley & Sons, 2004. ISBN 0787968064 \$44

- In this thought-provoking, passionately written book, Bernard Mayer—an internationally acclaimed leader in the field—dares practitioners to ask the hard questions about alternative dispute resolution. What's wrong with conflict resolution? Why aren't more individuals and

organizations using conflict resolution when they have a problem? Why doesn't the public know more about it? What are the limits of conflict resolution? When does conflict resolution work and when does it not?

Kritek, Phyllis Beck. *Negotiating at an Uneven Table: Developing Moral Courage in Resolving Our Conflicts*. John Wiley & Sons, 2002. ISBN 0787959375 \$50

- In the second edition of her landmark book *Negotiating at an Uneven Table*, Phyllis Beck Kritek explores the process of resolving conflicts in situations where unacknowledged inequity influences disputes and their outcomes. Substantially revised and expanded, this new edition will help open minds and balance the negotiation process. Throughout the book, Kritek challenges traditional approaches to dealing with inequities at the negotiation table and offers alternatives for reframing the process.

Dana, Daniel. *Conflict Resolution*. McGraw-Hill, 2000. ISBN 0071364315 \$18

- Successful management depends on the ability to quickly and effectively manage conflicts. *Conflict Resolution* includes hands-on information for effectively communicating with employees, disciplining and even terminating employees, understanding and using organizational politics, and more.

Mediation, Negotiation & Arbitration books from Christianbook.com:

Backus, William. *Telling Each Other the Truth*. Bethany, 2006. ISBN 0764201573 \$10

- Now in a fresh package, this classic on learning the art of true communication is good news for all. The author uses Scripture, case histories, and dialogue to impart timeless principles that can heal damaged relationships, strengthen everyday communication, and help people avoid the traps of manipulation that often disrupt the free flow of honest discussion. Readers will find this information invaluable in every relationship of life.

Rogers, Ronnie W. *Undermining the Gospel: The Case for Church Discipline*. Pleasant Word, 2004. ISBN 141410152X \$19

- "The cruelest thing we can do is to let people remain in their sin when there is liberty to be lived." Ronnie W. Rogers
 "Pastor Ronnie Rogers' superb volume on discipline...has provided the most detailed study that to my knowledge has been written in recent years." Dr. Paige Patterson, President of Southwestern Seminary
 "Writing as a biblical theologian, Ronnie Rogers establishes the foundation for church discipline...But Ronnie writes also as an experienced pastor who has faithfully and compassionately worked out the biblical teaching on church discipline in real life." Dr. Richard Wells, Distinguished Professor of Pastoral Theology at the Criswell College and Senior Pastor of South Canyon Baptist Church, Rapid City, SD
 "It's hypocrisy for a local church to claim to believe the Bible and then willingly ignore the Bible's teaching on church discipline. It's refreshing to see a local church pastor like Ronnie Rogers cry out so clearly against the apathy and disobedience that prevails in most churches on this issue." Dr. Donald S. Whitney, Associate Professor of Spiritual Formation, Midwestern Baptist Theological Seminary

Alexander, John W. & Stephen Hayner. *Criticism: Giving It & Taking It*. IVP, 2000. ISBN 0830865578 \$6

- Criticism can be hard to take. And it can be hard to give in a way that is honest and constructive. No one knows that better than a leader who has to hear criticism and dispense it too. In this IVP booklet, respected Christian leaders John W. Alexander and Stephen A. Hayner offer you what they've learned about receiving and providing criticism. They present five tips for giving criticism that is positive and productive. And along with these, they present five suggestions for hearing and responding to criticism from others. These brief but effective suggestions will help you in a host of common situations--discussions with a spouse or family member, conversations with your boss or those you supervise, even encounters on church committees or in the grocery store. You'll discover that criticism doesn't have to hurt. Instead, it can help you grow. Package of 5.

Mediation, Negotiation & Arbitration books from Amazon.com:

Berger, Klaus Peter. *Private Dispute Resolution In International Business: Negotiation, Mediation, Arbitration* (Hardcover). Aspen Publishers, 2006. ISBN 9041124993 \$96

- This extraordinary work brings powerful unifying analysis to the various ways of resolving an international business dispute. Its print components convert each theory into crystal-clear practical guidance, while its interactive electronic resources provide vivid simulation and documentary support down to the smallest detail. *Private Dispute Resolution in International Business* consists of two books and an interactive DVDROM. Volume I follows the progress of a dispute between two companies, in step-by-step detail, through negotiation, mediation, and arbitration in turn. Volume II provides precise, informed solutions to the problems raised in the first volume's case study.

Ladd, Peter D. *Mediation, Conciliation, and Emotions: A Practitioner's Guide for Understanding Emotions in Dispute Resolution* (Paperback). University Press of America, 2005. ISBN 076183284X \$34

Roberts, Marian. *Developing the Craft of Mediation: Reflections on Theory and Practice* (Paperback). Jessica Kingsley Publishers, 2007. ISBN 1843103230 \$30

Bush, Robert A. Baruch and Joseph P. Folger. *The Promise of Mediation: The Transformative Approach to Conflict* (Hardcover). Jossey-Bass, 2004. ISBN 0787974838 \$36

- The award-winning first edition of *The Promise of Mediation*, published ten years ago, is a landmark classic that changed the field's understanding of the theory and practice of conflict intervention. That volume first articulated the "transformative model" of mediation, which greatly humanized the vision of how the mediation process could help parties in conflict. In the past decade, the transformative model has proved itself and gained increasing acceptance. It is now being used in such diverse arenas as workplace, community, family, organizational, and public policy conflicts, among others.
- In this new edition, the authors draw on a decade of work in theory development, training, practice, research, and assessment to present a thoroughly revised and updated account of the transformative model of mediation and its practical application, including
 - a compelling description of how the field has moved toward increasing acceptance of the transformative model
 - a new and clearer presentation of the theory and practices of transformative mediation, with many concrete examples

- a new case study that provides a vivid picture of the model in practice, with a commentary full of new information about how to use it effectively
- clarifications of common misconceptions about the model
- a vision for the future that shows how the model can coexist with other approaches and where the "market" for transformative mediation is emerging
- This volume is a foundational resource on transformative practice, for both readers of the first edition and new readers - including mediators, facilitators, lawyers, administrators, human resource professionals, policymakers, and conflict resolution researchers and educators. More generally, this book will strike a chord with anyone interested in humanizing our social institutions and building on a relational vision of society. No description in the website

Mediation, Negotiation & Arbitration books from Chapters.ca:

Lang, Michael D. & Alison Taylor. *The Making of a Mediator: Developing Artistry in Practice*. John Wiley & Sons, 2000. ISBN 0787949922 \$47

- Those who want to take the mediation process to the next level can do so by developing a unique artistry along with basic skills. *The Making of a Mediator: Developing Artistry in Practice* is based on the concept of reflective practice. Michael D. Lang and Alison Taylor demonstrate how your artistry, reflective practice and interactive processes can be combined to give you the skills of a master. Lang's experience as a mediator and teacher ensure this title is a fundamental text on the subject of conflict resolution for years to come.
- *The Making of a Mediator* goes beyond the basics of mediation process. In this essential resource, expert mediator and teacher Michael Lang outlines his innovative model of artistry in professional practice that results from the understanding of and connection between reflective practice and interactive process. Together with Allison Taylor, they have created a landmark book that offers conflict resolution professionals the theories, principles, practices, and ideas for developing true artistry in mediation.

Gleason, Sandra E. *Workplace Dispute Resolution: Directions for the Twenty-First Century*. Michigan State University Press, 1997. ISBN 0870134361 \$43

- Dispute management in the U.S. currently accepts workplace conflicts as a necessary part of organizational life. Having an effective dispute management system means providing the methods to resolve a dispute that matches the type and stage to which it has progressed while also serving the needs of those who use the system. Contributors to this collection provide a variety of viewpoints, including international perspectives, that help explain why employers who are committed to effective dispute management will use a combination of preventive and remedial dispute resolution mechanisms to address conflicts based primarily on interests, rights, or power.
- Several essays also investigate how the interpersonal nature of a relationship between people determines the method selected to handle disputes, the impact of the "lens of gender" on our thinking about negotiation as a social activity for problem solving, and the tension between self-interest and fairness in negotiation and the use of justifications and impression management to resolve this tension.

Madonik, Barbara G. *I Hear What You Say, But What Are You Telling Me: The Strategic Use of Nonverbal Communication in Mediation*. John Wiley & Sons, 2001. ISBN 0787957097 \$46

- I Hear What You Say, But What Are You Telling Me? is a fascinating, original, and invaluable tool kit filled with practical information and techniques for mediators who want to use nonverbal communication to their strategic advantage. Employing a proven process, Barbara Madonik--communication expert, mediator, and international consultant--reveals what it takes to understand, analyze, and utilize nonverbal communication to greatly enhance the mediation process.