

Index

A

Academy of Family Mediators, 153
Accountability, 287–289
Adaptation, 199–205
ADR. *See* Alternative dispute resolution
Advocacy: constructive criticism *versus*,
129–133; embracing, 277–279;
neutrality and, 118–119. *See also*
Advocates
Advocates: bringing, into conflict
resolution field, 272–279; as conflict
analysts and strategists, 253; as conflict
specialists, 250–260; as coun-
selors, 256–257; definition of,
250–259; learning from, 259–265;
lessons from different kinds of,
265–266; as negotiators, 257–259;
obstacles to embracing, 272–275; as
problem solvers, 256; and working
along distributional dimension,
261–263
African Americans, 172, 173
Alaska Wolf Summit, 15–17, 239
Alfini, J. J., 113
Alinsky, S., 225
Alternative dispute resolution (ADR),
43, 74, 159, 162
Alternative Dispute Resolution Com-
mittee (American Bar Association),
153, 275
American Bar Association, 7, 153, 275
Anger, respect *versus*, 133–135

Annan, K., 108
Aria Institute (Yellow Springs, Ohio), 76
Arctic National Wilderness Reserve, 12
Association for Conflict Resolution
(ACR), 7, 10, 11, 67, 153, 154,
244
Association of Family Conciliation
Courts, 7, 67, 153, 275
Assumptions, 170–171
Auerback, J. E., 231
Australia, 67, 172
Avocat, 250
Avoidance: and deciding to engage,
206–210; from, to engagement,
205–206
Axelrod, R., 257, 258

B

Barr, C., 68
Barris, M. A., 216
BATNA (best alternative to a negoti-
ated agreement), 197
Bazemore, G., 276
Begin, M., 84
Bible, 263
Bingham, L. B., 56, 57, 73
Black Panthers, 196, 197
Booher, D. E., 202
Bosnia, 92
Brager, G., 278
Braithwaite, J., 276
Brett, J. M., 35, 48, 263

- Britell, J., 43, 63
 Bush administration, 65
 Bush, G. H., 92
 Bush, G. W., 92
 Bush, R. A., 146, 190–192
- C**
- California, 58, 59
 Camp David negotiations, 84
 Canadian Industrial Relations Board, 92
 Carter Center, 4
 Carter, J., 10, 84, 92, 108
 CDR Associates, 4, 283, 287
 Chesmore, G., 57, 73
 Cincinnati, Ohio, 76, 77
 Civil Rights Act (1964), 159
 Civil rights movement, 196
 Clients: demand of, for new roles of conflict specialists, 217–220; empowering, 260–261
 Clinton administration, 65, 110, 199
 Cloke, K., 184, 239
 Closure, 270–271
 Coaching, 230–237
 Collaboration, 31
 Colorado, 275
 Columbia University, 278
 Common Sense Initiative (EPA), 50
 Communication: and advocate as communicator, 253–255; constructive, *versus* passionate advocacy, 129–133
 Community conflict, 75–77
 Community Relations Service (Department of Justice), 159
 Competition: constructive, 122–123; *versus* cooperation, 120–123
 Complexity, value of, 202–205
 Conditional realization, 93–94
 Conference on Racial Equality, 197
 Conflict: community, 75–77; as complex adaptive system, 199–205; efficiency and effectiveness of, 48–52; essential value of social, 175; family, 66–72; formal and informal approaches to, 156–158; integrative potential of, 35; organizational, 72–75; understanding developmental tasks of, 187–190; what people want in, 23–29
 Conflict resolution: critiques of, 41–55; efficiency and effectiveness of critiques of, 48–52; experiential and personal critiques of, 48–52; facing resistance to, 78–81; nature of crisis in, 49; as process, 144–147; responding to crisis in, 79
 Conflict resolution field: birth of, 158–160; bringing advocates into, 272–279; essence of, 34–38; four problematic assumptions of, 29–33; knowledge base of, 291–294; values, 106
 Conflict resolution, redefined: and accountability, 287–289; and business of being conflict specialist, 281–289; describing practice of, 283–285; and marketing services, 285–287; purpose and values of, 289–291; and reaching potential, 294–296
 Conflict resolution, societal dimension of: and birth of conflict resolution as field, 158–160; brief history of, 155–156; and diversity, 170–176; and formal and informal approaches to conflict, 156–158; and individualizing societal problem, 174–175; and limit of resolution and power of engagement, 176–178; as profession, 152–155; as social control, 160–167; as social movement, 150–152
 Conflict specialist: as advocate, 223–224, 271–272; advocates as, 250–266; client demand for new roles of, 217–220; as coach, 230–237; expanding role of, 217–222; as organizer, 225–229; roles and skills, 220–222; as strategist, 229–230; and third party, 237–243; what, offer advocates, 266–272
 Consensus Building Institute, 4
 Consensus-based processes, 63; and decision-making authority, 64–66
 Coogler, O. J., 67, 282
 Cooperation, competition *versus*, 120–123
 Cormick, C., 224
 Coser, L. A., 175
 Counseling, 256–257
 CPR Institute for Dispute Resolution, 74
 Cuba, 35, 102, 103
 Cuban American community, 102, 103
 Curle, A., 184

D

- Deal, cutting, 264–265
 Democracy, preserving, 167–168
 Disputants: commitment to empowering, 37; empowering, 267. *See also* Clients
 Diversity: assumptions about, 170–171; and essential value of social conflict, 175; and talking about racism, sexism, ethnocentrism, and homophobia, 171–174

E

- Elian Gonzales case, use of mediation in, 102–103
 Employment Tribunal (New Zealand), 92
 Energy, displacing, 164–165
 Engagement, conflict: from avoidance to, 205–206; constructiveness of, 193–196; definition of, 184–193; field, 178; from, to resolution, 212–214; incorporating, in system roles, 244–246; as ongoing activity, 211–212; power of, 38–39, 176–178; from resolution to, 119–120; and third party, 238–240; *versus* transformation, 190–193
 Engle Merry, S., 76
 Environmental policy, 60–66
 Environmental Protection Agency (EPA), 5
 Equal employment opportunity (EEO), 57, 73
 Ethnocentrism, 171–174

F

- Family conflicts, 66–72
 Family Mediation Canada, 67
 Federal Mediation and Conciliation Service (FMCS), 159
 Feinberg, K., 109
 Fighting: and helping people fight, 196–199; how to assist in, 198–199; value of, 197–198
 Fincher, R., 73
 Fisher, R., 4, 10, 35, 125
 Fiss, O. M., 46
 Folger, J. P., 146, 190–192
 Ford Foundation, 159

- Foundation for Negotiation and Conflict Resolution*, 227
Functions of Social Conflict, The (Cosser), 175
 Furbearers Roundtable, 60

G

- Gandhi, M., 120, 132, 143
Getting Disputes Resolved (Brett, Goldberg, and Ury), 48
Getting to Yes (Fisher and Ury), 125
 Ghais, S., 64
 Goldberg, S. B., 35, 48, 263
 Goldsmith, M., 231
 Golten, M. M., 58
 Gonzales, E., 99, 102, 103
 Great Lakes region, 64
 Grillo, T., 52, 67

H

- Haiti, 92
 Harn, K., 58, 68
 Haynes, J., 67
 Hensler, D. R., 52
 Hewlett Foundation, 159, 280
 Hidden agenda, 105–108
 Hierarchical institutions, confronting, 168–69
 Hinshaw, A., 58
 Holbrook, R., 92
 Homophobia, 171–174
 Hopi nation, 159
 Hudson, F. M., 231
 Hughes, S., 38, 201

I

- Impact, 27–28
 India, 10
 Individualization, 174–175
 Inequality, reinforcing, 162–163
 Innes, J. E., 202
 Integrating roles, 246–247
 Integrative potential, 267–269
 Integrative trap, 123–125
 Interdisciplinary Committee on Child Custody (Colorado), 275
 Interests, *versus* positions, 125–129
 Iraq, 11
 Ireland, 67

Israel, 133
 Issues: defining, 165–166; privatizing, 161–162

J

Jones, W., 38, 201
 Justice, procedural, 24–25

K

Kakalik, J., 52, 88
 Kelly, J. B., 58
 Kennedy, J. F., 36
 Khrushchev, N. S., 36
 Knuth, B. A., 64
 Kressel, K., 41
 Kriesberg, L., 191
 Kristol, I., 44
 Kronman, A. T., 224, 251
 Kruk, E., 66

L

Landre, B. K., 64
 Lang, M., 232
 Laue, J., 224
 Law Enforcement Assistance Act, 159
 Lax, D., 35, 198, 257
 Leach, W. D., 58–59, 64
 Lederach, J. P., 191
 Level playing field, 141–144
 Lipsky, D. B., 73
 Local interests, 63
 Luban, D., 46

M

Macfarlane, J., 53, 56, 68, 97, 98, 113, 276
 Maiman, R. J., 56
 Major conflicts, 88–89; role of conflict resolution in, 9–21
Making Mediation Work (Mosten), 285
Manager as Negotiator (Lax and Sebenius), 198
 Mandela, N., 108
 Marginalization, 91–95
 Marketing, 285–287
 Mayer, B., 32, 35, 53, 64, 66, 105, 135, 143, 150, 166, 227, 233
 McAdoo, B., 58

McCloskey, M., 43
 McEwen, C. A., 23, 56, 57, 112
 McKay, J. A., 64
 McKersie, R. B., 35, 195
 McNamara, R., 35
 Mediation: acceptance of, 99–102;
 beyond, 113–114; and conditional realization, 93–94; defining, 85–86; and direct resistance, 90–91; and fear of impact, 94–95; and hidden ideological agenda, 105–108; hostile dependence of, on mandatory programs, 111–113; and indirect resistance, 89–90; marginalization of, 91–95; misuse of, 95–99; problem of neutrality in, 83–86; reasons for rejection of, 86–91; as supply-driven practice, 56; when, works, 103–105; and working on major conflicts, 88–89
 Mennonite Central Committee, 15
 Middle East, 10, 92, 110, 191, 199, 295
 Milburn, T. V., 23, 112
 Mitchell, C., 92, 108, 110
 Mnocken, R. H., 257
 Moon, I., 57, 73
 Moore, C. W., 35, 239, 269
 Mosten, F., 285
 Mott Foundation, 159, 280

N

NAACP, 197
 Nader, L., 43, 46
 Napoli, L. M., 57, 73
 National Association for Community Mediation, 7, 153
 National Association for Mediation in Education, 153
 National Conference of Peacemaking and Conflict Resolution (PeaceWeb), 7, 153, 275
 National Mediation Board, 159
 Navajo nation, 159
 Needs, focusing on, 269–271
 Needs-based approach, 35–36
 Negotiating, 257–259
 Neutrality: and advocacy, 118–119; problem of, 83–86, 116–120; suspicion about, 17
 Neutrals, 63–64
 Noble, C., 232
 North Korea, 10, 199–200

Northern Ireland, 15, 92, 138, 214
Northrup, T., 191

O

O'Laughlin, J., 102
Ombudsperson, 216
O'Neal, M. N., 231
Optimism, 169–170
Organizational conflict, 72–75
Osterman, P., 225
Ottawa, 97

P

Pakistan, 10
Palestine, 133
Papua, New Guinea, 22, 172
Pareto optimality, 124
Partners for Democratic Change, 15
PeaceWeb, 7
Pearson, J., 51, 57, 58
Peppet, S. R., 257
Persian Gulf, 295
Pew Charitable Trust, 159, 280
Policy critiques, 43–48
Political critiques, 43–48
Positions, interests *versus*, 125–129
Powell, C., 92, 108
Power: mediators with, 108–111; using, 263–264
Practitioner, conflict resolution: definition of, 9–21; expanded role for, 15–17; role of, in major conflicts, 13–15; what, offers, 21
Process, focus on, 37
Professional identity, 109–110
Promise of Mediation (Bush and Folger), 190
Public: resistance to what practitioner offers, 22–23; six needs of, that cannot be met by mediation or consensus-building processes, 23–29; what, wants, 21–29
Public policy, 60–66

Q

Quakers, 151

R

Rabin, Y., 143
Racism, 171–174

Raiffa, H., 257
Rand Corporation, 52
Relationships, 138–141
Research, lukewarm results of, 55–59
Resistance: direct, 90–91; indirect, 89–90
Resolution: from engagement to, 212–214; from, to engagement, 119–120; limit of, 176–178; trap, 182–184
Respect, *versus* anger, 133–135
Rifkin, J., 52
Right approaches, 263–264
Roberts Rules of Order, 54, 263
Robson, M., 73
Roman Catholic Church, 162
Ross, D., 110
Ross, M. G., 225
Rothman, J., 76, 182

S

Sabatier, P. A., 53–59, 64
Sadat, A., 84, 143
Safety, 28
Sanders, H., 4
Schiff, M., 276
Schneider, A. K., 257, 258
Schwartz, W., 278
Search for Common Ground, 15
Sebenius, J., 35, 198, 224, 257, 270
Seeber, R. L., 73
Senge, P. M., 72–73
September 11 terrorist attacks, 109
Sexism, 171–174
Shaffer, M., 52
Sherman, L., 57
Sierra Club, 43
Silbey, S. S., 24, 76
Smith, M., 58
Social change: and confronting hierarchical institutions, 168–169; and preserving democracy, 167–168; and providing optimism, 169–170
Social conflict, essential value of, 175
Social control: and defining of issue, 165–166; and displacing energy, 164–165; and mediator as part of problem, 166–167; and privatization of issue, 161–162; and reinforcing inequality, 162–163
Social movement, conflict resolution as, 150–155

Society of Professionals in Dispute Resolution, 153
 Solomon, King, 156
 Southern Christian Leadership Conference, 197
 Strang, H., 57, 276
 Strategist, advocate as, 253
 Student Nonviolent Coordinating Committee, 197
 Substantive influence, 135–138
 System: adaptive, 200–202; conflict as, 200; focus on, 37; roles, 243–247

T

Talmud, 263
 Taylor, A., 232
 Tessler, P. H., 276
 Third party, 83–84, 116–118; and being ally, 240–243; conflict engagement and, 238–240. *See also* Neutrality
Third Side, The (Ury), 116, 172
Thirteen Days (New Line Cinema), 35
 Thoennes, N., 51, 57
 Thomas, K. W., 35, 195
 Thorson, S., 191
 Toronto, 97
 Total Quality Management (TQM), 73
 Track II initiatives, 14
 Transformation, 190–193
 Tulumello, A. S., 257
 Twain, M., 156

U

Uniform Mediation Act, 141
 United Kingdom, 67
 United Nations, 88, 208
 United States Army Corps of Engineers, 74
 United States Department of Agriculture, 61, 72

United States Department of Fish and Game, 61
 United States Department of Justice, 159
 United States Department of the Interior, 5, 72
 United States Environmental Protection Agency, 50
 United States Postal Service (USPS), 57, 72
 United States Rules of Engagement, 36
 Ury, W. L., 4, 10, 22, 35, 48, 116, 117, 125, 172, 173, 263
 U.S. Conciliation Service, 159
 User perspectives, 59–77

V

Valchev, R., 227
 Validation, 26
 Vindication, 25–26
 Voice, 23–24

W

Watson, R. W., 35, 195
 Welsh, N. A., 24, 53, 56, 70, 113
 Wheeler, L., 52, 53
 Wildau, S., 227
 Williams, G. R., 257, 258
 Win-win solutions, 123–125
 Wissler, R. L., 21, 41, 56–58
 Woodrow, P., 58
 Woods, D. J., 57

Y

Yellowstone National Park, 65

Z

Zylstra, A., 71