ANALYZING YOUR CONFLICT MANAGEMENT SYSTEM

Some Conflict Management Options

Some Conflict Management Offices	Interest-based																		Rights-and power-based						
	delivering respect, affirming feelings	active listening, probing respectfully	**providing information, one-on-one**	receiving information, one-on-one	**reframing issues, illuminating context**	helping develop and evaluate options	**offering referrals to other resources**	coaching, helping people help themselves	**offering shuttle diplomacy**	offering classic mediation	**looking into a problem informally**	facilitating a generic approach	**identifying/communicating "new" issues**	communicating patterns of issues	**working for systems change**	following up with stakeholders	**conflict management/team/bystander training**	informal conflict system coordination	**accompanying/representing another**	acting as advocate or witness	**pursuing formal investigations**	keeping case records/compliance reports	**formal decision-making, adjudication/arbitration**	enforcing managerial decisions	**dealing with formal appeals**
Affirmative Action																									
Affinity Groups/Networks																									
Audit																									
Conflict Coaches/ Counselors																									
Conflict Management System Office/ Coordinator/Steering Committee																									
Disabilities																									
Disciplinary Office/Internal Affairs																									
Email/Online Harassment Officers																									
Employee Assistance/Social Workers																									
Environmental Hazards/Waste Hazards																									
Equal Opportunity																									
Ethics/Compliance																									
Graduate Students Deans/Advisors																									
Hot Lines/Advice Lines/Idea Lines																									
Human Resources/Human Capital																									
Human Rights/Civil Rights																									
Human Subjects/ Animal Care																									
Inspection/Inspectors General																									
I.P./Patents/Copyrights																									
Legal Counsel/General Counsel																									
Line Management relevant to issue																									
Mediation Program																									
Medical /Nursing/ Fitness for Duty																									
Mentors/Peer Advisors																									
Model Workplace																									
Mortality/Morbidity																									
Ombudsman Office	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x							
Patient Ombudsman/Advocate																									
Quality Assurance Circles/Monitors																									
Race Relations/ Cultural Relations																									
Religious Counselors/ Chaplains																									
Residence Advisors/Managers																									
Risk Management																									
Safety/ EH&S Working Groups																									
Security/Campus Police																									
Sexual/Racial Harassment Advisors																									
Staff Associations																									
Undergraduate Dean/Advisors/Council																									
Unions, Stewards, Union Officials																									
Work/Family/Personal Life Programs																									
Working Groups/Councils																									

Adapted and revised from a chart by Mary Rowe and Brian Bloch 14 Harv. Negot. L. Rev. 239 (Winter 2009)