## Index

| A          | abuse, 52, 115                               |
|           | domestic violence, 110                        |
|           | active listening, xi, xii, 16, 123, 425       |
|           | *See also* empathic reflection                |
|           | “Active Listening” (Rogers and Farson), xii  |
|           | advice, offering, 17, 19, 91                  |
|           | *See also* prescriptive phase (empathic listening) |
|           | affirmations. *See positive feelings and comments* |
|           | Alavi, Kamran, 96                            |
|           | *amor propio*, 82                            |
|           | *See also* pride; self-esteem                 |
|           | analytical comments, 28                      |
|           | apologies, 110–111, 148                       |
|           | examples, 64, 112–113, 183–184, 209, 210      |
|           | insincere or ineffective, 66–67, 110–111, 113, 219, 229, 421 |
|           | role-playing, 406–407                         |
|           | as transformative opportunities, 58, 406       |
|           | apprentice mediators, xi                     |
|           | arbitration, x, 155, 397, 404                 |
|           | mediators as arbiters, 131, 395               |
|           | Argyle, Michael, 381, 387                     |
|           | assumptions, 26, 46, 97                       |
|           | about cultural differences, 376, 378, 383–386, 387, 389 |
|           | presumptions of evil, 98, 99                  |
|           | *autoestima*, 82                             |
|           | *See also* self-esteem                       |
|           | avoidance, 85, 89, 107, 109                   |
banana stories, 374–375
bargaining, 83, 102
behavior changes, 110
  verbal acknowledgment of, 56, 110, 111
Benjamin, Alfred, 22–24, 32
Billikopf, Gregorio, “Contributions of Caucusing and Pre-Caucusing to Mediation,” xiii, 393–414
Blades, J., 409
blaming, 52, 100, 183–184
  acknowledging one’s own culpability, 101, 102, 110
blind spots, 52, 59–60, 101
  challenging, 9, 46, 59–66, 71
  recognizing one’s own, 101–102, 243–244
  See also challenging disputants
body language. See nonverbal communication
Borker, Ruth A., 389
Boulwarism, 103–104
bracelet story, 102
Brinkman, Rick, 263
broken leg story, 134–135
Brown, Charles T., 55
Bush, R. A. Baruch, 56, 150, 155, 395–396, 411

C

case studies. See inter-group mediation case study; NPA mediation pre-caucus; PDM case study
caucusing, vii, 147, 394
  benefits and goals of, 395–396, 397–407, 409, 410–411
  caulcing in the mediation literature, 395–397
  coaching to improve communication and negotiation skills, 406, 409
  confidentiality and disclosure concerns, 409–410
  controversy and criticisms, 9, 403, 407–410, 411
  exploration of needs, 404
  helping parties feel understood by the mediator, 402–403
  judging parties’ readiness for joint session, 398
  reducing hostility in joint sessions, 400
  timing of, viii, 395, 396
  See also pre-caucusing
  celebrating accomplishments, 266–267, 282–283
  example, 318–322
  See also praise
challenging disputants, xii, 10, 47, 192
  challenging blind spots, 9, 46, 59–66, 71
  earning the right to challenge, 46, 61
  techniques and examples, 62–66, 184, 188–189
Chile
  culture and customs, 91–93, 106–107, 379–380
  grape price story, 108–109
church talk story, 98
Circle processes, 416–418, 420
  See also inter-group mediation case study
Clarke, Diane, 415
  See also inter-group mediation case study
Client-Centered Therapy (Rogers), 14
  See also Rogers, Carl
coaching disputants, xii, 49–72
  advantages of, viii, 71, 162, 414
  basics, 4–5, 49–50, 71–72
  creating distance from contentious feelings, 50–53, 71
  eliciting positive feelings, 56–59

430 • PARTY-DIRECTED MEDIATION
improving communication skills, 4, 70–72, 133, 406–407, 409, 419
inter-group mediation case study, 419
letter exchanges for difficult cases, 68–70
NPA participant coaching examples, 294–300, 309–310, 317–318
preparing a topic list, 50, 71
validating identity projections, 54–56
See also pre-caucusing; role-plays
cold shoulder treatment, 87
collective bargaining, 103–104
communication. See interpersonal communication
compensation issues (Negotiated Performance Appraisal), 261
competition, 79, 82–83
compliments. See positive feelings and comments; praise
concessions
compromise, 85–86, 103, 107, 118–119
yielding, 84–85, 104, 106, 151–152
confidentiality and disclosure concerns, 130–131, 409–410
conflict. See contention; interpersonal conflict
contention, 78–79, 393, 399–402
See also fighting; interpersonal conflict
“Contributions of Caucusing and Pre-Caucusing to Mediation” (Billikopf), xiii, 393–414
conversational skills, 88–93
conversation, gender and cultural differences, 378, 388–389
countertransference, 61, 162
courting behavior, 80, 401
Covey, Stephen, 94–95, 412
critical incidents, 264, 266, 267, 268, 289
NPA discussion clip examples, 295–298, 300–301
criticism, from supervisors, 247, 254–255, 267
Crucial Conversations (Patterson, Grenny, McMillan, and Switzler), 51–52, 97, 419
crying (in pre-caucus), 35
cultural differences, xiii, 373–391
asking about and showing appreciation for, 389, 391
assumptions and stereotyping, 376, 378, 383–386, 387, 389
eye contact, 381–383
gender differences, 378
language barriers, 386
participation in group settings, 384, 386, 388
punctuality, 386–387
speech and conversation patterns, 388–389
status differences and barriers, 383, 388, 391
touch and personal space, 380, 387
typical areas of difference, 378–379
vs. human commonalities, 376–378

dangling questions, 32
daring to dream (Negotiated Performance Appraisal), 258–259, 268, 275, 278, 314–317
deadlines, 109
defensiveness, 14, 53, 96, 126, 400, 404
defensive narratives, 51–53
in performance appraisals, 247, 322
responding without, 119, 123
See also empathic reflection
deliberate ignorance, 26
diagnostic phase (empathic listening), 16, 17, 24–28
diagnostic questions, 26–28
differences in opinion, 78
See also perspective differences
dignity, preserving, vii
See also saving face
directive mediation, vii–x, 132–133, 138, 394–395
caucusing and pre-caucusing
  criticisms and, vii–viii, 407–410, 411
challenges and potential problems,
  ix–x, 399–400, 411
mediator’s role and influence, viii,
  9, 162, 408
seating, 144
discourse analysis, 389
discovering stage (venting), 29, 331
See also empathic listening;
  venting
distorted mirroring, 117
domestic violence, 110
Dostoevsky, Fyodor, 82

E

Egan, Gerard, 37, 47, 61, 62
The Eight Essential Steps to Conflict Resolution (Weeks), x
Ellis, Albert, 52
embarrassment, 96
Emery, R. E., 399
emotions
  controlling, 96–99
  emotional leakage, 68, 122, 288, 317, 332
  laughing or crying in pre-caucus, 35
  uncovering with investigative questions, 27–28
See also negative feelings;
  positive feelings; venting
  empathic listening, 10, 11–48, 91
  asking questions, 26–28, 32, 37–38
authority to challenge and, 46, 61
  basics of, xi, 4, 10, 12–17, 47–48, 331–332
  benefits and goals of, 47, 71, 402–404, 414
diagnostic phase, 16, 17, 24–28
in directive mediation, viii
  empathic responses, 33–37
in inter-group mediation case study, 419
interruptions and, 15, 28, 33–34, 35, 38–40
larger audiences and, 150
listener’s nonverbal communication, 19, 24, 28, 30, 38–39, 44–45
listener’s role and effectiveness, 12–13, 20, 23–24, 30, 47–48
listening phase, 14, 16, 17, 28, 331
moral concerns and values conflicts, 45–47
need for patience, 15–16, 45
NPA discussion clip, 311–318
NPA mediation pre-caucus transcript, 333–360
in NPA sessions, 252, 263, 273, 280, 282, 285, 288, 327
pauses and silence, 15, 27, 29, 36, 39–41
PDM pre-caucus examples, 166–167, 173–180
prescriptive phase, 16, 17, 18–24
repeating speaker’s words, 33–35
Rogers’s methods, 34, 45–46
speaker’s nonverbal communication, 32, 37
on the telephone, 41
tips and techniques for listeners, 28, 30, 32–39, 47–48
three-minute listen (or three-minute talk), 120
empathic questions, 37–38
empathic reflection, xi, 125, 277
examples and steps for, 123–129
empathy, 14, 22
empowering disputants, 6, 8, 133, 405, 411, 414
prerequisites for, 71
empty expressions of regret, 110
See also apologies
Enchiridion (Epictetus), 52
Engram, P., 408–409, 410
Epictetus, 52

ethical concerns (empathic listening), 45–47
exploring stage (venting), 29, 331
See also empathic listening; venting
eye contact, 122, 144, 170, 272, 382
cultural differences, 380, 381–383
reduced, when speaking, 122
with mediator, 144–145, 170
Getting to Yes (Fisher and Ury; Fisher, Ury, and Patton), 117, 152–153
goodwill and goodwill deposits, 46, 88, 249–250, 289, 295
See also positive feelings and comments; praise
grape price story, 108–109
greetings, cultural differences, 378, 379–380
Grenny, J., Crucial Conversations, 51–52, 97, 419
group participation, cultural differences in, 384, 386, 388

H

Half Dome story, 74
handshakes, 87
Harvard Negotiation Project, 117, 152–153
Heiken, Jill, 387
The Helping Interview (Benjamin), 22–24, 32
hierarchical conflict mediation, 248, 251, 252, 288–289, 327
transformative opportunities and comments in, 398–399
See also Negotiated Performance Appraisal; NPA mediation pre-caucus transcript
hierarchical relationships, 248
status differences and barriers, 383, 388, 391
Hispanic culture and customs
eye contact, 381–383
generalizations and stereotypes about, 376, 384, 386
greetings, 379–380, 387
touch, 387
honeymoon or courting behavior, 80, 401
honorable unmet needs, 127
hope, 9, 56, 190, 191
hostility. See contention; negative feelings; venting

G
gender differences, 378
General Electric labor negotiations, 103–104
generalizations, 115
See also stereotyping

F

facework, vii, 134, 401–402
See also saving face
facial expressions. See nonverbal communication
facilitators
role in NPA, xii–xiii, 252
vs. mediators, 393–394
fault-finding. See blaming
fear, 79, 96
considering the worst alternative, 107–108
See also needs-based negotiation
feedback, need for, 249–250
fighting, 82–83
in joint session, 399–401
See also contention; interpersonal conflict
first aid, empathic listening as, 13
Fisher, Roger, 117, 152–153
fish feeding story, 174
Folger, J.,
The Promise of Mediation, 56, 150, 155, 395–396, 411
Working Through Conflict, 396, 408
follow-up
inter-group mediation case study, 425–426
NPA joint session, 277, 286, 288
Forester, John, 155
forgiveness, 111
free advice anecdote, 19
Frenkel, Douglas N., viii, 148
full discharge (of negative feelings), 13
See also negative feelings; venting

G
gender differences, 378
General Electric labor negotiations, 103–104
generalizations, 115
See also stereotyping
How to Deal with Difficult People
(Brinkmand and Kirschner), 263
humility, 110, 135–137
humor, 112
hundred-point compliments, 264, 266, 268

identity projections, identity negotiation, 54–56

The Idiot (Dostoevsky), 82
impartiality (of mediators), viii, 9, 133, 134, 162, 408, 409
improvement (Negotiated Performance Appraisal)
List II basics (recent improvements), 255, 268, 274, 283
List II discussion clips, 301–305
List II discussion transcript (mediation case), 362–364
List III discussion clips, 305–308
List III discussion transcript (mediation case), 364–366
insults, 115
integrity, maintaining, 108–109
inter-group mediation case study, 415–426
analysis and follow-up, 425–426
introduction, 415–416
joint session, 417, 420–424
pre-caucuses, 417, 418–419
process overview, 416–418
international mediation, xi
interpersonal communication
coaching to improve
communication skills, 4, 70–72, 133, 406–407, 409, 419
effective communication basics, 74, 88–93, 94, 137
hinting or indirectness, 80
letters for difficult cases, 68–70

negative feelings and, 393
power differences and, 248, 383
social rituals, 86–88
speaking slowly and softly, 96, 120, 122, 128
verbally acknowledging behavioral changes, 56, 110, 111
See also cultural differences;
empathic listening; interpersonal negotiation skills; listening;
negative communication patterns
interpersonal conflict, 74–86, 94
avoidance of, 85, 89, 109
contention vs. conflict, 78–79
contentious joint sessions, 399–401
escalation of, 74–75, 76, 96, 399
facing directly, 80, 82, 85
relationship issues vs. factual issues, 189, 194, 202
Sam and Porter’s story, 75–78
unresolved, impacts of, 81–82
weak methods of dealing with, 80–86

interpersonal negotiation skills, xii, 73–139
acknowledging one’s responsibility, 100–101
admitting mistakes and apologizing, 110–111, 113
avoiding blame, 100–101
avoiding distorted mirroring, 117
avoiding generalizations and name calling, 115–116
avoiding the presumption of evil, 99
avoiding threats and manipulation, 115
being flexible, 112–114
being patient, 114
breaking down big issues, 99
coaching to improve, 4, 70–72, 133, 405–407
considering the worst alternative, 107–108
dealing with time pressures, 109
discovering and understanding
needs and fears, 117–119, 122,
126–128, 153–155
discovering your own blind spots,
101–102
disputants as their own
negotiators, viii, x
empathic reflection techniques,
119, 123–129
as empowerment, 5, 6, 133
enlisting support and sympathy,
80, 101–102, 116
establishing a psychological
connection, 120–121, 129
explaining our perspective
effectively, 95, 96
expressing needs and fears, 92,
95, 103, 118, 122–123, 129
focusing on the problem, 103–104
importance of listening, 74, 94–96
involving third parties, 130–134,
414
maintaining integrity, 108–109
making intentions clear, 95
overviews, 73–74, 137–139
preparing carefully, 114
recognizing and controlling
emotions, 96–99, 125–126
rejecting weak solutions, 104–107
seeking creative solutions, 107
seeking to understand, 94–96
separating problems from self-
worth, 102
seven word approach, 119–123,
138, 148, 277
seven word tool, 119–123, 138,
148, 277
summary, 137–139
taking enough time, 94
time pressures and deadlines, 109
using humor, 112
valuing others and oneself,
111–112
See also empathic reflection;
interpersonal conflict;
interpersonal communication;
interpersonal relations
interpersonal overload, 383
interpersonal relations, 86–93
health of long-term relationships,
8, 83, 133, 315
relationship improvements during
pre-caucus phase, 195, 204
strokes (mutual validation),
54–56, 86–88, 137
See also cultural differences;
hierarchical relationships;
positive feelings and comments
interruptions, 15, 28
empathic listening and, 15, 28,
33–34, 35, 38–40
encouraging, when speaking, 120,
122
investigative questions (empathic
listening), 26–28

J

Jackson, J. A., 399
Japanese culture and customs,
386–387
jealousy, 96
joint sessions, 3, 141–156
achieving satisfactory agreements,
151–155
caucuses during, 147
choosing and raising topics, 50,
71, 147–148, 156
disputants’ readiness for, 59, 68,
135, 171, 205, 207, 243,
398–399
doing without, 6
dysfunctional communication in,
ix–x, 148–149, 399–401
getting the dialogue started,
147–151
inter-group mediation case study,
417, 420–424
location and setting, 143
opening the mediation, 145–147
overviews, 133–134, 155–156
seating arrangements, 5, 133, 134, 144–145, 155–156
sharing of positive comments and feelings in, 57, 58, 59, 147, 149
sharing transcript of, 243–244
timing and positive fermentation, 252, 425
in traditional mediation, vii–viii, ix–x, 399–400
See also mediator participation in joint session; NPA joint sessions; PDM joint session case study

See also mediator participation in joint session; NPA joint sessions; PDM joint session case study

K

Kao, vii
Kirschner, Rick, 263
Kressel, Kenneth, ix–x, 399–400

L

labeling, 115–116, 268
See also stereotyping
language barriers, 386
laughing (in pre-caucus), 35
leakage (of negative feelings), 68, 122, 288, 317, 332
Lee, Faye, 389
letters, between disputants, 69–70
listening, 14, 17, 74, 79, 95–96
active listening, xi, 16
in Circle processes, 416, 417
as conversational skill, 89, 91
seeking to understand others’ perspectives, 94–96
selective listening, 174
summarizing the speaker’s points, 122
varied approaches to, xi–xii
See also empathic listening
lists
topic lists for joint sessions, 50, 71
See also NPA lists
long-distance mediation, xi
long-term relationships, health of, 8, 83, 133, 315
losing, 79, 83
See also winning and losing
losing face. See saving face
The Lost Art of Listening (Nichols), 19, 89, 91

M

Maltz, Daniel N., 389
manipulative tactics, 115
Markowitz, J. R., 408–409, 410
Marshall, P., 396, 408
McMillan, R., Crucial Conversations, 51–52, 97, 419
Mediating Interpersonal Conflicts (Umbreit), x
mediation approaches, vii–xi, 5–8, 131–134, 138, 162
directive vs. transformative, vii–xi, 394–395
See also directive mediation; Party-Directed Mediation
mediation examples. See inter-group mediation case study; NPA discussion clips; NPA mediation pre-caucus transcript; PDM case study
mediation literature, caucusing and pre-caucusing in, 395–397, 411
mediation reports, 131
mediator participation in joint session, 5, 133–134, 145–156, 405, 409
getting dialogue started, 147–151
helping parties reach solutions, 151–155
loss of control over session, 399–400
opening the session, 145, 147
overviews, x, 71–72, 133–134
PDM vs. traditional mediation, vii, x
seating arrangements, 5, 134, 144–145
when intervention is needed, 66
See also PDM joint session case study
mediators
as arbiters, 131, 395
choosing, 130–131
co-mediators or mediation teams, 64, 66, 150, 161
disputants’ relationships with and behavior towards, 401, 408
disputants’ understanding of mediator’s role, 10
neutrality concerns, viii, 9, 133, 134, 162, 408, 409
role and influence in directive mediation, viii, 9, 162, 408
role in Peacemaking Circle processes, 416, 417–418
values conflicts with disputants, 45–47
vs. facilitators, 393–394
See also facilitators; mediator participation in joint session
mentsu, vii
Mexican culture and customs, 379, 381, 383
mindful stereotyping, 389
miniature-hammer approaches, 62–64, 127
mirroring, distorted, 117
mistakes, admitting, 110
Monk, Gerald, 26, 50–51, 389, 396–397
Moore, C. W., 398, 408
moral concerns (empathic listening), 45–47
multicultural and multiethnic conflicts, vii, xiii
See also cultural differences
mutual validation. See positive feelings and comments; validation

Narrative Mediation (Winslade and Monk), 26, 50–51, 389, 396–397
narratives, negative, 51–53, 97–99
needs-based negotiation, 92, 117–119
benefits of pre-caucus needs exploration, 404–405
expressing our needs to other party, 95, 118, 122–123, 129
focusing on the problem, 103–104
honorable unmet needs, 127
incompatible needs, 155
premature solutions, 106–107
understanding our own needs, 106–107
understanding the other person’s needs, 95, 117–118, 122, 126–128, 153–155
vs. positions, 117, 153, 154, 155
See also empathic reflection
negative attribution, 98, 99
negative communication patterns, 94
distorted mirroring, 117
generalizations, name-calling, and labels, 115–116
insincere or ineffective apologies, 66–67, 110–111, 113, 219, 229, 421
threats and manipulation, 115
negative feelings, 12–13
constructive outlets for, 81
creating distance from, 50–53, 71, 120–121
effective communication and, 393
eye contact and, 144, 170
leakage of, 68, 122, 288, 317, 332
readiness for joint session and, 59, 68, 135, 171
recognizing and controlling, 96–99, 125–126, 136–137, 186
resurgence before joint session, 67, 70
See also contention; defensiveness; empathic listening; venting
negative narratives, 51–53, 97–99, 136–137

name calling, 115–116
Negotiated Performance Appraisal (NPA), xii, 247–290
advantages and potential outcomes, 247–248, 249, 250–251, 289, 414
appropriate organizational levels for, 251
compensation issues, 261
for contentious situations, 248, 251, 252, 288–289, 327
empathic listening discussion clip, 311–318
empathic listening in, 252, 263, 273, 280, 282, 285, 288
facilitator’s role, xii–xiii, 251–254, 265, 266
follow-up meetings, 277, 286, 288
judging success of, 275–277
list assessment sheet, 275–277
list overview, 254–256
subordinates’ need for feedback and validation, 249–250, 254, 260–261
without a facilitator, 251, 252
See also NPA entries
negotiation skills. See interpersonal negotiation skills
neutrality (of mediators), viii, 9, 133, 134, 162, 408, 409
Nichols, Michael P., The Lost Art of Listening, 19, 89, 91
nonverbal communication
behavior that contradicts apologies, 110
cultural differences, 380, 381
by listeners, 19, 24, 28, 30, 38–39, 44–45
negative messages, 94, 96–97
by speakers, 32, 37
stroking rituals, 87, 88
See also eye contact

Nonviolent Communication (Rosenberg), 126, 127, 128, 419
Nora and Rebecca’s mediation. See PDM case study
NPA discussion clips, 291–330
List I discussions, 291–301, 318–322
List II discussions, 301–305
List III discussions, 305–308, 322–330
List IV discussions, 308–318, 325–330
NPA joint sessions, 280–286
assessment sheet, 275–277
facilitator’s role, 252, 257, 280, 283, 284
follow-up, 277, 286, 288
List I discussion clip, 318–322
List I sharing, 264, 267–268, 274, 275–276, 280–283, 302
List II sharing, 276, 283
List III sharing, 276–277, 278, 279–280, 284–285
List IV sharing, 277, 279, 285–286
Lists III and IV discussion clip, 322–330
location and seating, 257, 280
 supervisor as leader of, 275–277, 279
NPA lists, xiii, 254–257, 258
assessment sheet, 275–277
discussion in NPA mediation pre-caucus, 362–370
List I discussion examples, 291–301, 318–322, 362
List I preparation, 259–268, 272, 274, 282
List I sharing, 264, 267–268, 274, 275–276, 280–283, 302
List II discussion examples, 301–305, 362–364
List II preparation, 268, 272, 274, 276
List II sharing, 276, 283
List III discussion examples, 305–308, 322–330, 364–366
List III preparation, 256–257, 268, 270, 272
List III sharing, 276–277, 278, 279–280, 284–285
List IV discussion examples, 308–318, 325–330, 366–370
List IV preparation, 255–256, 272, 278–279
List IV sharing, 277, 279, 285–286
preparation by subordinates, 272, 274, 277–279
preparation by supervisor, 259–268, 270, 272, 282
NPA mediation pre-caucus transcript, 331–370
discussion of NPA lists, 362–370
empathic listening phase, 333–360
introduction, 331–333
solicitation of positive comments, 360–361
NPA pre-caucusing, 252, 256–280, 288
examples, 62–66
facilitator’s role, 252, 256, 268
facilitator-subordinate pre-caucus, 256, 274–280
facilitator-subordinate pre-caucus transcripts, 300–318
facilitator-supervisor pre-caucus, 256, 257–270, 275, 279–280
facilitator-supervisor pre-caucus transcripts, 292–300
final pre-caucuses, 279–280
List I discussion clips, 291–301, 318–322
List II discussion clips, 301–305
List III discussion clips, 305–308, 322–330
List IV discussion clips, 308–318, 325–330
mediation case transcript, 331–370
supervisor’s introduction of NPA methodology to subordinates, 270–274
See also NPA lists

O
orange story, 86

P
Panama Canal analogy, 11–12
parking story, 83
Party-Directed Mediation (PDM)
appropriate and inappropriate situations for, 5–6, 8, 9, 46, 58, 134
controversy and concerns about, vii–viii, 3
overviews, vii, 4–8, 133–134
prerequisites for success, 58, 146, 155
shuttle mediation techniques in, 171, 172
vs. traditional approaches, vii–x, 133–134, 162
See also joint sessions; PDM entries; pre-caucusing
patience, 15–16, 18–19, 45, 114, 134–135
Patterson, K., Crucial Conversations, 51–52, 97, 419
pauses, empathic listening and, 15, 27, 29, 36, 39–41
pay raises, 261
PDM case study, xii, 159–244
introduction, 159–164
joint session, 205–244
Nora’s pre-caucus sessions, 173–184, 195–204
Rebecca’s pre-caucus sessions, 165–171, 185–194
results, 242–244
See also inter-group mediation case study; PDM joint session
case study; PDM pre-caucus

PDM pre-caucus case study

PDM joint session case study, 205–242
analysis, 205–207, 242–244
authority issue, 215–217, 229–237
discussion of disputants’ personal
relationship, 218–225, 240–242
discussion of goals and solutions,
214–215, 223, 236–237
friendship issue, 220–221,
237–242
lab assistant issue, 207–209
mediator participation, 205,
206–207, 222, 225, 228,
231–232
positive comments and validation
in, 207, 214, 221, 223–224, 225,
240–242
year-end report issue, 210–212,
225–226, 228–233, 236–237
PDM pre-caucus case study, 159–204
analysis, 162–163, 171, 194, 204
elicitation and sharing of positive
feelings, 167–169, 177–178,
185, 192–193, 196
introduction, 159–164
introductions by mediator,
165–166
Nora’s sessions, 173–184,
195–204
Rebecca’s sessions, 165–171,
185–194
PDM pre-caucusing. See pre- caucusing
Peacemaking Circle processes,
416–418, 420
See also inter-group mediation
case study
peanut butter sandwich story, 263
peer conflicts. See Party-Directed
Mediation
performance
need for constructive feedback,
249–250
traditional performance appraisal,
247
See also Negotiated Performance
Appraisal; NPA entries
personal attacks, responding to, 119,
123
Sam and Porter’s story, 75–78
See also defensiveness; empathic
reflection
personal space, 383, 387
cultural differences, 380
defensive differences, 5, 7, 78
explaining our side, 13–14, 79, 95,
96
seeking to understand, 94–96
See also positions
physical contact, 87, 380
politeness, cultural differences, 378
positions, 79, 117, 410
explaining our position, 13–14,
79, 95, 96
vs. needs and interests, 117, 153,
154, 155
See also needs-based negotiation
positive feelings and comments
celebrating accomplishments in
NPA, 266–267, 282–283,
318–322
daring to dream” in NPA,
258–259, 268, 275, 278,
314–317
eliciting and sharing in NPA
mediation (transcript), 360–361
eliciting and sharing in PDM pre-
caucus, 56–59, 167–169,
177–178, 185, 192–193, 196,
398
in inter-group mediation case
study, 419, 420–423
joint session examples, 207, 214,
221, 223–224, 225, 240–242
sharing before raising contentious
issues, 121
sharing in joint session, 57, 58,
59, 147, 149
sharing in letters, 69–70
subordinates’ need for positive feedback and validation, 249–250, 254, 260–261
valuing others, 111–112
See also praise; strengths; validation
positive fermentation, 45, 61
joint session timing and, 252, 425
letter exchanges for, 69–70
time lapses between pre-caucus sessions and, 195, 204, 207
positive minimal responses, 33, 322
See also empathic listening
positive regard, 45–46
power differences
status differences and barriers, 383, 388, 391
See also Negotiated Performance Appraisal; supervisor-subordinate mediation
The Practice of Mediation (Frenkel and Stark), viii, 148
praise (Negotiated Performance Appraisal), 249–250, 254–255, 259–268, 269
benefits of, 254, 263
building hundred-point compliments, 264, 266, 268
concerns about giving, 261, 262
discomfort with receiving, 261
List I discussion clips, 291–301, 318–322
List I preparation, 259–268, 272, 274, 282
List I sharing, 264, 267–268, 274, 275–276, 280–283, 302
taking time for celebration, 266–267, 282–283
pre-caucusing, 9–139, 394
benefits and goals of, 395–396, 398–407, 411
“Contributions of Caucusing and Pre-Caucusing to Mediation” (Billikopf), xiii, 393–414
controversy and criticisms, vii–viii, 3, 9, 403, 407–410
exploration of needs, 405
helping parties feel understood by the mediator, 404
inter-group mediation case study, 417, 418–419
judging parties’ readiness for joint session, 68, 398–399
letters between disputants, 69–70
in the mediation literature, 396–397, 411
multiple sessions, 45, 59, 134, 207
overviews, vii–viii, 4–5, 9–10, 133
potential problems with, viii, 414
reducing hostility in joint sessions, 401–402
topic list preparation, 50, 71
topics disputants do not want to raise in joint session, 149–151
transformative opportunities in, 407
in victim-offender mediation, x
See also coaching disputants;
empathic listening; NPA pre-caucusing; PDM pre-caucus case study; positive feelings and comments
preparing to negotiate, 9, 114
prescriptive phase (empathic listening), 16, 17, 18–24
presumptions of evil, 98, 99
pride, 56, 82, 96
as source of conflict, 78, 129
See also dignity; saving face
prime-the-pump questions, 28
problem focus, 103
problem solving, 18, 19
productivity (of employees), praise and, 261, 262
The Promise of Mediation (Bush and Folger), 56, 150, 155, 395–396, 411
promotions, 261
psychological connection, establishing, 120–121, 129
psychological contracts, 95
psychological distance, 78, 393, 402, 410
psychological safety, x, 5–6, 133, 205
psychological thawing, 61
psychological transference. See transference
punctuality, cultural differences, 386–387

Q
questions, asking
in empathic listening, 26–28, 32, 37–38
in NPA joint session, 282
in PDM joint session, 154, 155
to pose a challenge, 64–66, 188–189

R
Rebecca and Nora’s mediation. See PDM case study
recordings, of role-plays, 68
replaying compliments, 266, 267–268
responsibility, acknowledging, 100–101
restorative justice programs, x, 6
Rogers, Carl, xi, xii, 14, 34, 45–46
See also empathic listening
role-plays, 406–407
   NPA discussion clip examples, 298–300, 317–318
   for NPA joint sessions, 279–280
   for PDM joint sessions, 66–68, 72
Rosenberg, Marshall, 419
Nonviolent Communication, 126, 127, 128
Rothman, J., 119
Russian culture and customs, 373–375, 376–378, 380
S
saving face, vii, 51, 134, 401–402, 406
   example, 75–76
   traditional mediation and, x, 400
Schlenker, B., 401
seating arrangements
   inter-group mediation case study, 420
   NPA joint session, 257, 280
   PDM joint session, 5, 133, 134, 144–145, 155–156
Peacemaking Circles, 416
selective listening or hearing, 174
self-esteem and self-worth, 74, 81–82, 91, 102, 254, 263
self-justifying narratives, 51–53, 419
The Seven Habits of Highly Effective People (Covey), 94–95, 412
seven word approach, 119–123, 138, 148, 277
sharing stage (venting), 29, 331
   See also empathic listening; venting
shuttle mediation, 171, 172
silence, 85, 89
   See also pauses
small-hammer approaches, 62–64, 127
smoking story, 106–107
soccer refereeing story, 53
social differences. See cultural differences; power differences
social rituals, 86–88
   strokes and mutual validation, 54–56, 86–88, 137
soft answers, 138
solutions
   achieving good solutions in joint session, 151–155
   breaking down big issues, 99
   contention over, 79–80
   creative, seeking, 107, 154
   discussion in PDM joint session case study, 214–215, 223, 236–237
disputants’ ownership of, 17
examining alternatives, 17, 78–79, 107
flawed presentation of, 103–104
focusing on the problem, 103–104
perspective or opinion differences and, 5, 7, 78
premature solutions, 18–24, 106–107, 127
reacting to proposed solutions, 104
weak or destructive solutions, 80–86, 104–107, 152
Stark, James H., viii, 148
status barriers, 383
stereotyping, 376, 378, 384–386, 387, 389
stories and anecdotes
bracelet story, 102
broken leg story, 134–135
church talk story, 98
fish feeding story, 174
free advice anecdote, 19
grape price story, 108–109
Half Dome story, 74
orange story, 86
parking story, 83
peanut butter sandwich story, 263
Sam and Porter’s story, 75–78
Smith story, Mr. and Mrs., ix–x, 399–400
smoking story, 106–107
soccer refereeing story, 53
tetherball story, 29–30
wine story, 91–93
Véronique cross-country trail story, 354, 357–360
Véronique excess thread story (“our little issue”), 334–336
Véronique talks client off the ledge story, 363–364
Yosemite driving story, 381
strengths (Negotiated Performance Appraisal)
List I discussion clips, 291–301, 318–322
List I transcript (NPA mediation case), 362
stress, of unresolved conflict, 81, 82
strokes (mutual validation), 54–56, 86–88, 137
Stutman, R., 396, 408
supervisor-subordinate mediation, 247–249, 288–289
See also Negotiated Performance Appraisal
supervisor-subordinate relationships
need for feedback and validation, 249–250, 254, 260–261
See also hierarchical relationships
Switzler, A., Crucial Conversations, 51–52, 97, 419
sympathy
enlisting sympathy and support from others, 80, 101–102, 116
vs. empathy, 22
talking circles, 416
talking pieces, 417, 418, 420, 425
Tannen, Deborah, 378, 389
tetherball story, 29–30
thawing, 61
third-party neutrals. See facilitators; mediators
threats, 64–65, 115
topic lists, for joint sessions, 50, 71
touch, 87, 380
traditional mediation. See directive mediation
transcripts, sharing, 243–244
transference, 61, 162
transformative comments. See positive feelings and comments

transformative mediation, 394, 395, 408, 411
See also Party-Directed Mediation

trust and trustworthiness, 106, 108, 109, 115, 131

See also

Party-Directed Mediation

Unconditional positive regard, 45–47

See also unmet needs

See also needs-based negotiation

Umbreit, Mark S., x

Unconditional positive regard, 45–47

See also unmet needs, 127

See also needs-based negotiation

Ury, William, 117, 152–153

validation, 54–56, 86–88, 129, 137, 204, 263

subordinates’ need for, 249–250, 254, 260–261
See also positive feelings and comments; praise

values conflicts, 45–47

valuing others. See positive feelings and comments; validation

Van Riper, Charles, 55

venting, 4, 9, 24, 58, 133, 399–402

basics and stages of, 12–14, 28–29, 331–332

benefits of, 400

in inter-group mediation case study, 418–419

in NPA sessions, 288

See also empathic listening

verbal replay, 267–268

verbal strokes, 87, 88

Véronique’s pre-caucus. See NPA mediation pre-caucus transcript

Véronique talks client off the ledge story, 363–364

victim and villain narratives, 51–52

victim-offender mediation, x
See also restorative justice programs

Volkema, R. J., 396, 401

weaknesses

discovering and analyzing

( Negotiated Performance Appraisal), 249


NPA List III discussion clips, 305–308, 322–330

NPA List III discussion transcript (mediation case), 364–366

positive attributes as, 282
See also blind spots

Weeks, Dudley, x

When Talk Works (Kressel), ix–x

wine story, 91–93

winning and losing, 79, 83, 118–119, 138

Winslade, John, 26, 50–51, 389, 396–397

withdrawal. See avoidance

workplace violence, threats as, 115

Y

yielding, 83–85, 104, 106, 151–152

Yosemite

driving story, 381

Half Dome story, 74