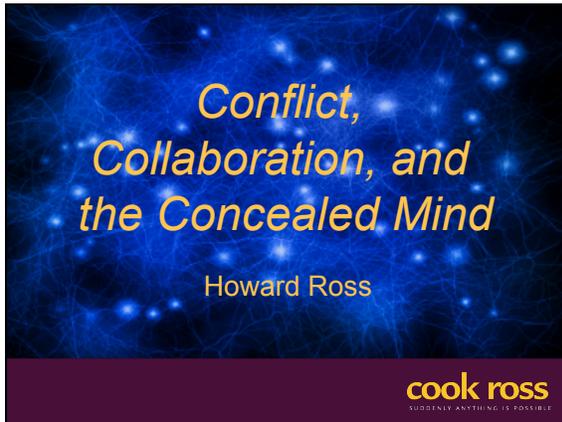


Conflict, Collaboration and the Concealed Mind



"It was as if light came where there had been no light before, the intangible world became a shining certainty. The horizons of my mind widened to bright destinies where the race would still be swift, the battle strong..."

I showed immediately in many ways that a great change had taken place in me. I wanted to learn the name of every object I touched, and before night I had mastered thirty words."

Helen Keller,
"My Religion"

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Excitement

Fear

Roller coasters are fun!!

Roller coasters are scary!!

Background

Ideology

The body of doctrine, myth, belief, etc., that guides an individual, social movement, institution, class, or large group.

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Schema

A concept or conceptual framework by which an object of knowledge or an idea may be apprehended.

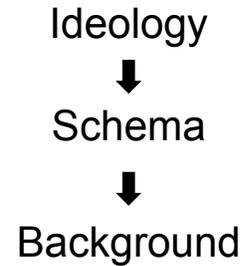
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Conflict, Collaboration and the Concealed Mind

The procedure is actually quite simple. First you arrange things into different groups; of course one pile may be sufficient, depending upon how much there is to do. If you have to go somewhere else due to lack of facilities, that is the next step. Otherwise you are pretty well set. It is important not to overdo things; that is, it is better to do too few things at once, rather than too many. In the short run, this might not seem important, but complications can easily arise. A mistake can be expensive as well. After the procedure is completed, one arranges the materials into different groups again. Then they can be put into their appropriate places. Naturally they'll be used once more and the whole process will have to be repeated, however, that is a part of life.

John Medina, PhD

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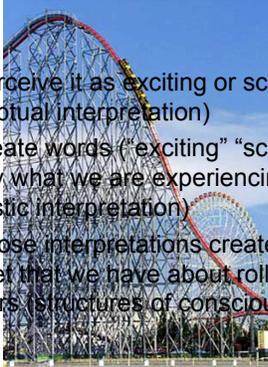
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Background

"...this *background* "enables linguistic interpretation to take place...enables perceptual interpretation to take place (and)...structures consciousness."

John R. Searle,
"The Construction of Social Reality"

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- 
- We perceive it as exciting or scary (perceptual interpretation)
 - We create words ("exciting" "scary") to identify what we are experiencing (linguistic interpretation)
 - And those interpretations create a mindset that we have about roller coasters (structures of consciousness).

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Background



What assumptions do we have about human behavior?

- We freely choose how we act
- We make choices based on preferences
- By and large our choices are rational
- Preferences are relatively consistent and stable
- The outcomes of our choices are mostly controllable
- People are responsible for the choices they make, and therefore the outcomes
- We see the world as it is

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The McGurk Effect

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So, is the world as it appears to be...and, if not, how does that effect how we see others?

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Unconscious Perception



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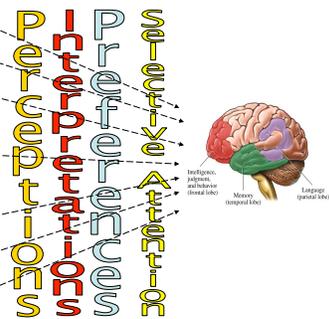
Conscious

Conscious Beliefs

Unconscious

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11 Million pieces of information at any one time



Visual Cognition

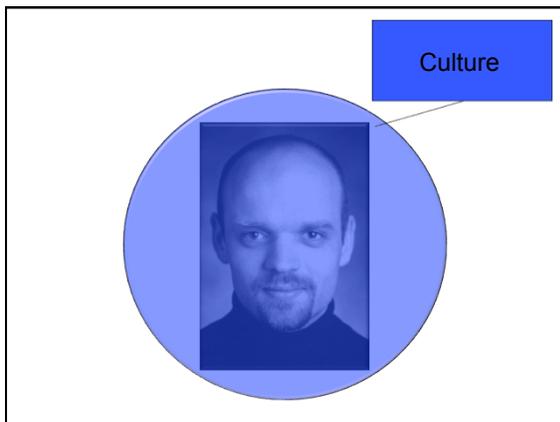
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The Priming Effect

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Culture is a foundational
Background

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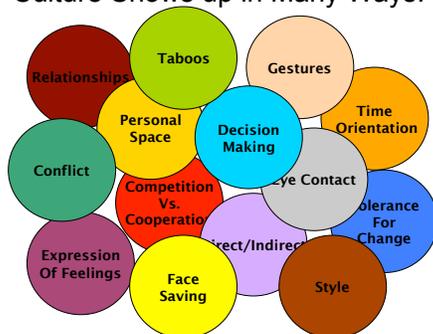
Culture*

A more or less enduring pattern of basic assumptions and mental models that a given group has invented, discovered, or developed in learning to cope with its internal and external influences. Culture, as a *background*, informs the way its members respond in specific ways for a sustained period of time, and has worked well enough to be considered valid, and therefore, to be adopted by new members as the correct way to perceive, think, and feel in relation to these situations.

*With thanks to Bob Allen, Edgar Schein

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Culture Shows up in Many Ways:



Culture and Conflict

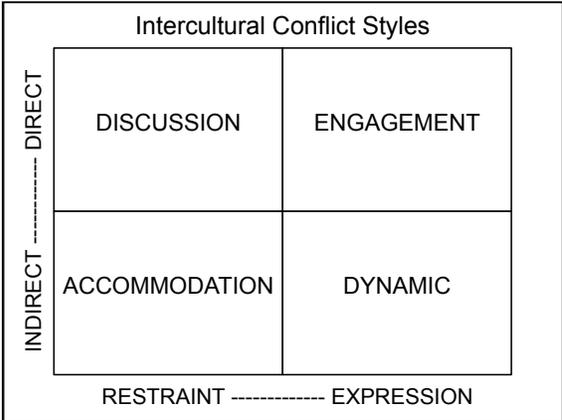
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Conflict, Collaboration and the Concealed Mind

Conflicts are cultural events. They constitute largely by the taken-for-granted, commonsense understandings that people have about their world, including themselves and the other people who inhabit it. Such common sense includes knowledge about what is right and wrong, how to proceed, whom to turn to, when, where, and with what expectations.

John Paul Lederach – Mennonite Peacemaker

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Direct Conflict Style Patterns

- Meaning “inside” the verbal message
- Precise, explicit language use
- Reliance on face-to-face resolution of disagreements

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Direct Conflict Style Patterns

- Speaking your mind
- Verbally assert differences of opinion
- Persuasion through reasoned argument
- Substantive disagreement focus

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“Say what you mean and mean what you say.”

American proverb

“Nothing done with intelligence is done without speech”

Greek proverb

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Indirect Conflict Style Patterns

- Meaning “outside” the verbal message
- Ambiguity and vagueness in language use
- Reliance on third parties for resolution of disagreements

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Indirect Conflict Style Patterns

- Discretion in voicing goals
- “Talk around” disagreement
- Persuasion through “facework”
- Relationship repair focus

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“It is good to know the truth, but it is better to speak of palm trees.”

Arab proverb

“Hear one and understand ten.”

Japanese proverb

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Emotional Expressiveness Conflict Style Patterns

- Overt display of emotions
- Control emotions by “externalizing”
- Visible display of feelings through nonverbal behavior
- Expansive vocalization

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Emotional Expressiveness Conflict Style Patterns

- Sensitive to constraints on expressing feelings
- Relational trust through emotional commitment
- Emotional information necessary for credibility

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“What is nearest the heart is nearest the mouth.”

Irish proverb

“After a storm, fair weather, after sorrow, joy.”

Russian proverb

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Emotional Restraint Conflict Style Patterns

- Disguised display of emotions
- Control emotions by “internalizing”
- Minimal display of feelings through nonverbal behavior
- Constrained vocalizations

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Conflict, Collaboration and the Concealed Mind

Emotional Restraint Conflict Style Patterns

- Sensitive to hurting feelings of other party
- Relational trust through emotional maturity
- Emotional suppression necessary for credibility

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“Silence produces peace, and peace produces safety.”
Swahili proverb

“The first to raise their voice loses the argument.”
Chinese proverb

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Intercultural Conflict Styles

INDIRECT ----- DIRECT	Discussion Style •North American (e.g. European American, Canada) •Europe (e.g. England, Sweden, Norway, Denmark, Germany) •Asia/Pacific (e.g. Australia, New Zealand)	Engagement Style •African American •Europe (e.g. France, Greece, Italy, Spain) •Central & Latin America (e.g. Cuba, Puerto Rico) •Asia (e.g. Russia) •Israel
	Accommodation Style •North America (e.g. Native American) •Latin America (e.g. Mexico, Costa Rica, Peru) •Asia (e.g. China, Japan, Thailand, Indonesia, Malaysia)	Dynamic Style •Arab Middle East (e.g. Kuwait, Egypt, Saudi Arabia, Lebanon) •South Asia (e.g. Pakistan)
	RESTRAINT ----- EXPRESSION	

All human beings have “normal neuroses” that drive us...

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The Anatomy of Conflict

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“What good does all of this do me?!?!”

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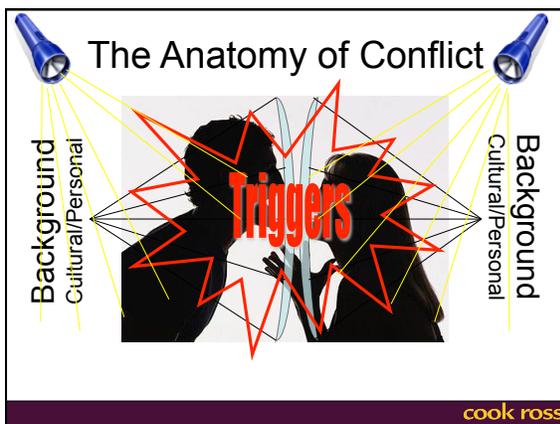
Addressing Conflict and the Concealed Mind

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Re-Training the Unconscious

- Develop a sense of *Constructive Uncertainty*
- Develop your personal “flashlight”

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Re-Training the Unconscious

- Develop a sense of *Constructive Uncertainty*
- Develop your personal “flashlight”
- Look at the situation from the other person’s perspective.
- Let the other person hear an explanation of your perspective.
- Learn about the cultures and people you are interacting with
- Create constant processes for getting feedback (Especially Data!)
- Increase your level of self-responsibility, and decrease guilt

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*“Freedom is the capacity to
pause between stimulus and
response.”*

Rollo May

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We have to develop strategies
and

We have to develop a new
awareness...a new paradigm for
how we approach the way we
think!

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