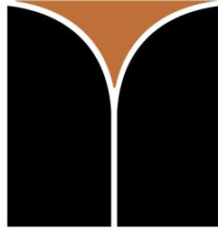
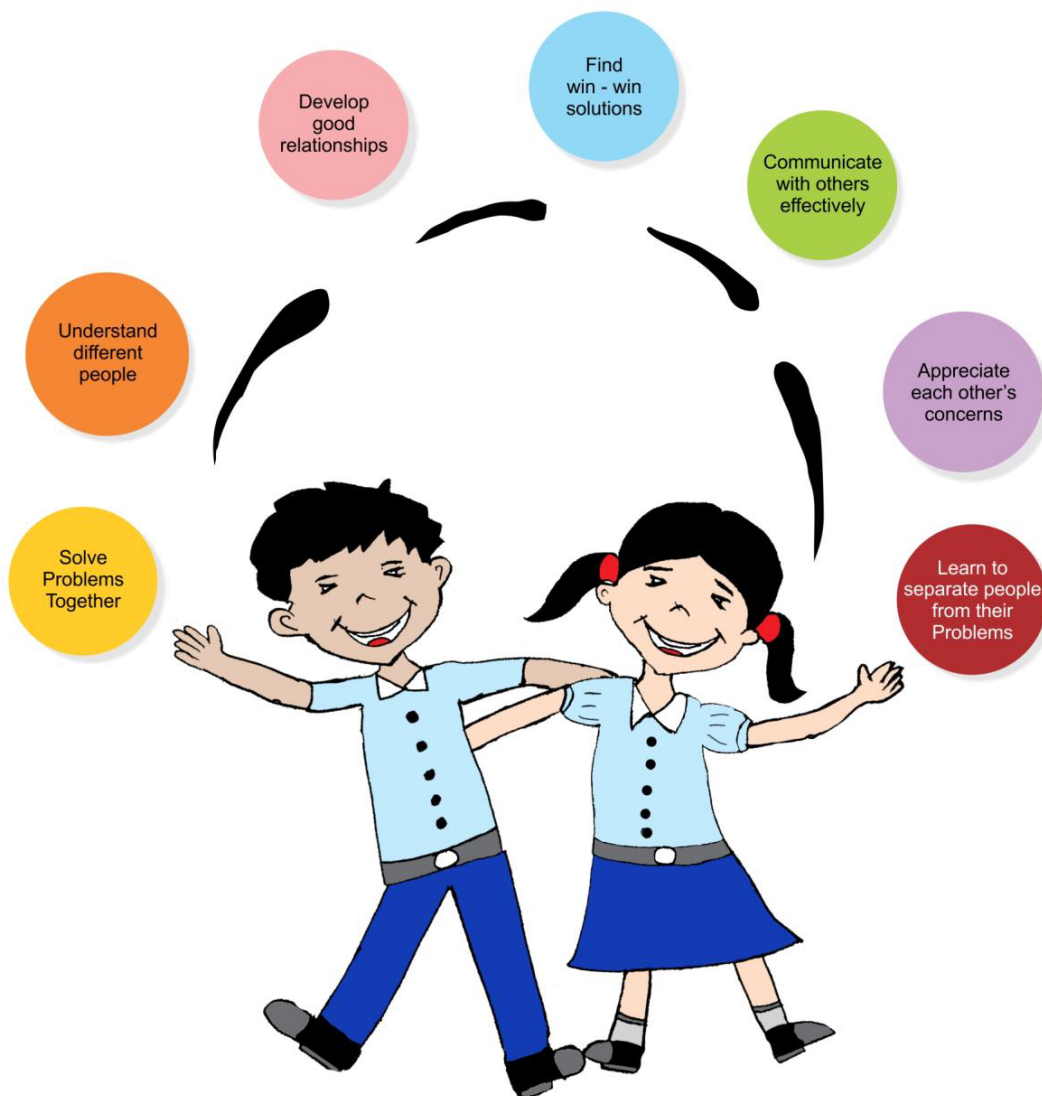


Maadhyam



Council for Conflict Resolution

Introducing India's Peer Programme



PEACE MATES

Our life skills for a Happy
Home School and World

Maadhyam

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INDEX

INTRODUCTION	6
ADJUDICATORY AND CONCILIATORY PROCESSES	9
EXAMPLES OF FIGHTS / ISSUES / PROBLEMS / CONFLICTS	13
LIFE COMPRISES OF SEVERAL DIFFERENCES	14
RESULT OF DIFFERENCES AND CONFLICTS	15
UNDERSTANDING CONFLICT	17
SHIFTING FROM NEGATIVE ATTITUDE TO POSITIVE ATTITUDE	25
LEARNING TO NEGOTIATE WITH AND MEDIATE AMONGST PEOPLE	29
MOVING PEOPLE FROM THEIR POSITIONS TO THEIR INTERESTS	35
USING THE NEGOTIATION OR MEDIATION PROCESS	37
LEARNING THE SKILLS OF GOOD COMMUNICATION	39
LIFE THROUGH DIFFERENT LENSES	54
TESTS TO DETERMINE WHETHER YOU ARE ON THE RIGHT TRACK	56

Peer Programme Committee

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For his valuable advice and guidance

Amita Sehgal : Advocate and Mediator
For graphics and illustrations

***“ If we are to teach real peace in this world,
and if we carry on a real war against war,
we shall have to begin with the children. ”***

- Mahatma Gandhi



1

Introduction

***“As we look ahead into the next century,
leaders will be those who empower others.”***

- Bill Gates

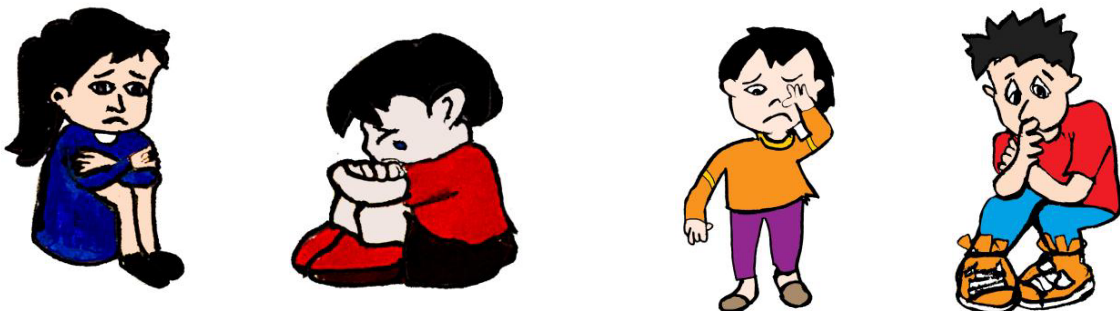


INTRODUCTION

Our day to day fights, issues, problems, disputes and conflicts are large part of growing up and of our lives. All of us experience fights, issues, problems, disputes and conflicts at home, school, with family, relatives, friends, other members of society and sometimes within ourselves.

We may experience conflict in the form of name-calling, disrespectful behavior, being mistrusted, favouritism, teasing, taunting, pushing, dominating, bullying, being exploited and fighting. These experiences disturb us and often lead to emotional and physical violence. We also face issues and disputes arising out of sharing, dividing responsibilities and working out our relationship with other children and adults.

Often we are unable to deal with our fights, issues, problems, disputes and conflicts. Ignoring, avoiding the problem or resorting to aggression and violence will not help us find real solutions. In fact these methods often create more problems or worsen them. We need to learn some good methods to resolve our fights, issues, problems, disputes and conflicts with others in a fair, effective and pleasant way.



We need to learn skills to deal with problems and to communicate with others to find **good and happy solutions** that suit us all.



We can all be **WINNERS** if we support each other in finding solutions.



THEN we can make our world **happy and peaceful!!**

WHAT THIS HANDBOOK & PEER PROGRAMME WILL DO

- Train us to communicate with each other in a positive way.
- Help us learn ways to resolve our problems in a fair and effective way.
- Empower us to negotiate and mediate conflict in constructive ways.
- Teach us different ways of negotiation and mediation.
- Train us to be good negotiators and mediators in life.



**GENERALLY WE RESOLVE OUR
CONFLICTS AND PROBLEMS IN TWO WAYS**

1. ADJUDICATORY

Going for decision to third party
who has authority.

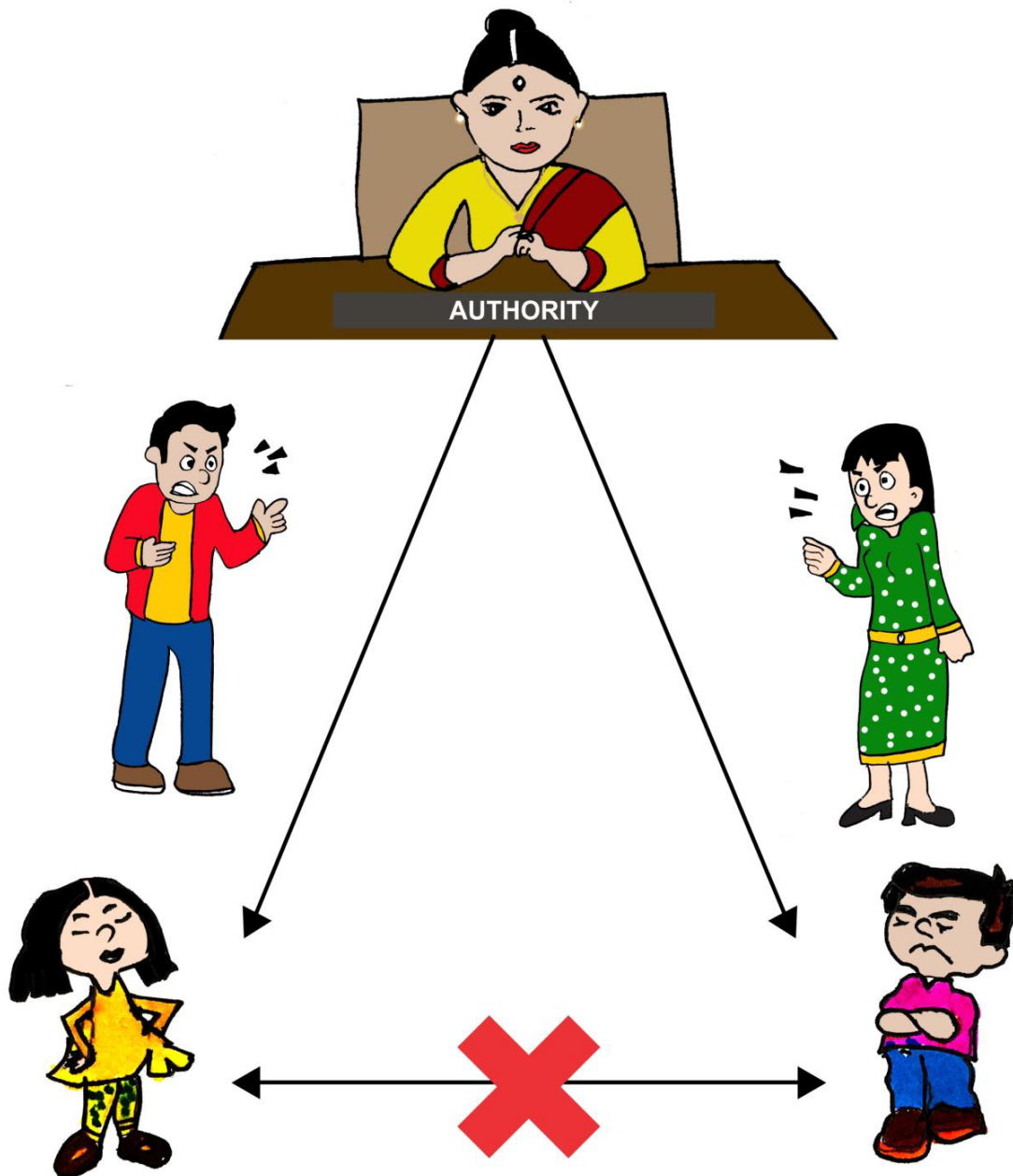


2. CONCILIATORY

Finding solutions ourselves or with
the help of others.

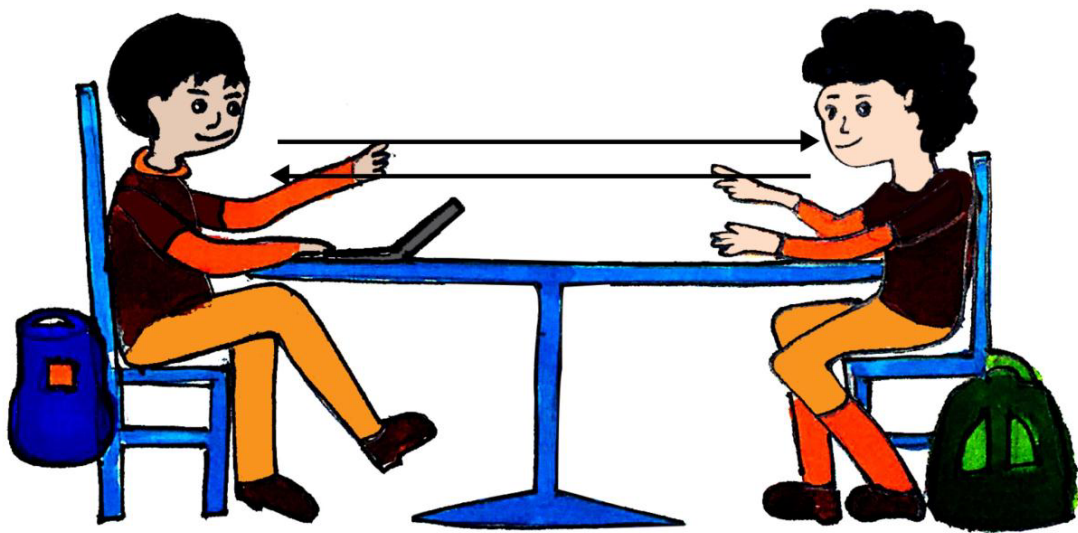


ADJUDICATORY PROCESS

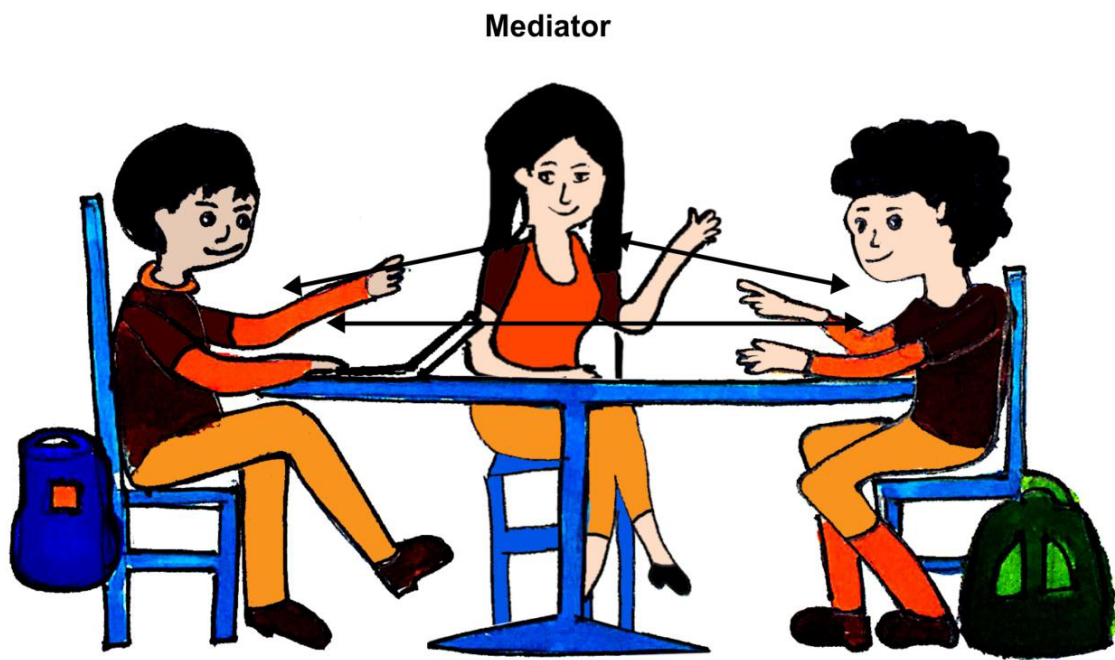


NEGOTIATED PROCESS

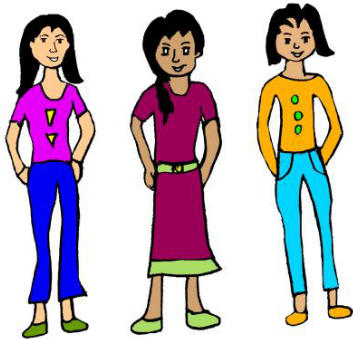
Negotiators



MEDIATED PROCESS



EXAMPLES OF OUR FIGHTS / ISSUES / PROBLEMS / CONFLICTS



You were my best friend...why did you sit in the bus with Anuradha and why did you take chocolates from her?!

Sumit doesn't speak to me because I came first in the class this time and beat him..he doesn't even exchange notes with me anymore..... our other friends in the group also don't speak to me now...



- 'He calls me fat'
- 'She speaks rudely to me'
- 'He forces me to show him my paper during exams'
- 'Together they bully me into giving them my pocket money everyday'
- 'She teases me with X on some pretext or the other'

LIFE COMPRISES OF SEVERAL DIFFERENCES

Differences of Ideas and Actions

Differences of Opinion

Personality Differences

Differences in Approach and Perspective

Differences in Interests

Differences in Sharing and Dividing responsibilities

Situational Differences

Cultural Differences

What other differences do you know?

RESULT OF DIFFERENCES AND CONFLICTS



Negative emotions

- Anger
- Revenge
- Jealousy
- Aggression
- Violence

- Friendships break!
- Rival groups are formed !
- Fights happen!
- Communication stops!
- Punishment by Authorities



- Fear • Humiliation
- Helplessness • Insult
- Injury • Suspicion • Hurt
- Depression • Complexes
- Poor self-esteem • Irrational and violent thoughts • Poor school performance





My thoughts

2

UNDERSTANDING CONFLICT

***“Peace is not the absence of conflict,
but the ability to cope with it.”***

- Mahatma Gandhi

UNDERSTANDING CONFLICT

Conflict comes naturally in life. Conflict need not be something negative. It could also be used as an opportunity to learn and understand our differences. Negotiation and Mediation techniques can help us deal with our fights, issues, problems, disputes and conflicts so that we live harmoniously and peacefully with each other.



Conflict is generally known as the following four types

- **Interpersonal** conflict that refers to a conflict between two people.
- **Intrapersonal** conflict that occurs within a person.
- **Intragroup** conflict that happens among people within a group or team.
- **Intergroup** conflict takes place among different groups or teams within an organisation.

APPROACHES TO CONFLICT

1. POWER



I WANT TO SIT ON THE FIRST SEAT:

Because I come first in class
Because I am the class monitor
Because I am a boy
Because I am the teacher's favorite.

Power is used when people assert their authority, strength or superior position in a conflict.

2. RIGHTS



I WANT TO SIT ON THE FIRST SEAT:

Because we sit alphabetically/ roll number wise.
Because I have always sat on this seat in every class.
Because in our school, girls sit in front.

Right-based approach is used when a person relies on laws, rules, customs or policies in a conflict.

3. INTERESTS



I WANT TO SIT ON THE FIRST SEAT:

Because we should sit height wise.
Because we should rotate our seats.
Because the eye doctor wants children with spectacles to sit close to the black board.

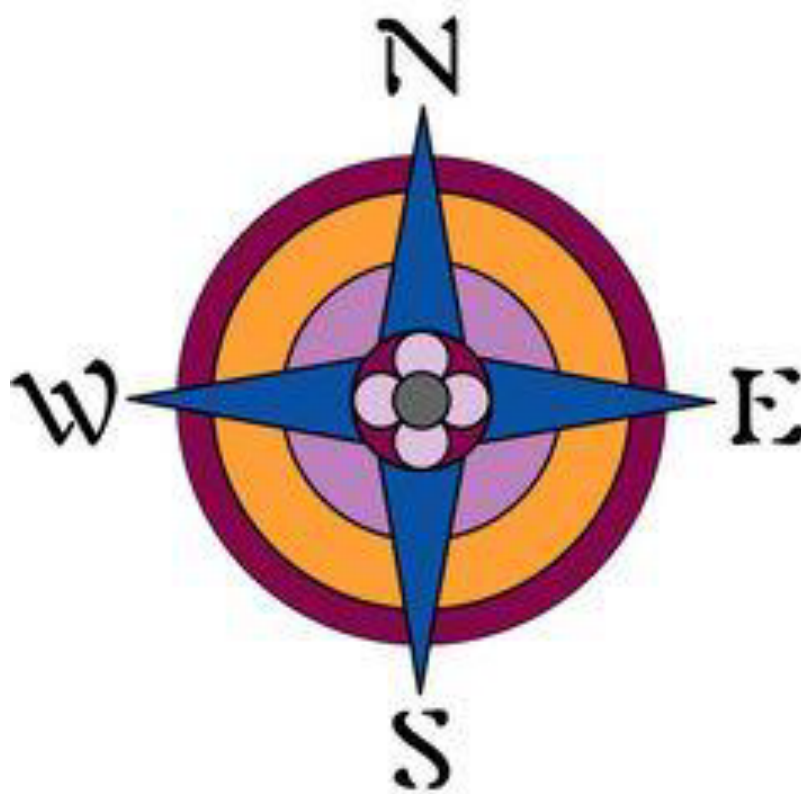
Interest based approach is used when people consider the concerns of everyone involved in the conflict, including their relationships and personal problems.



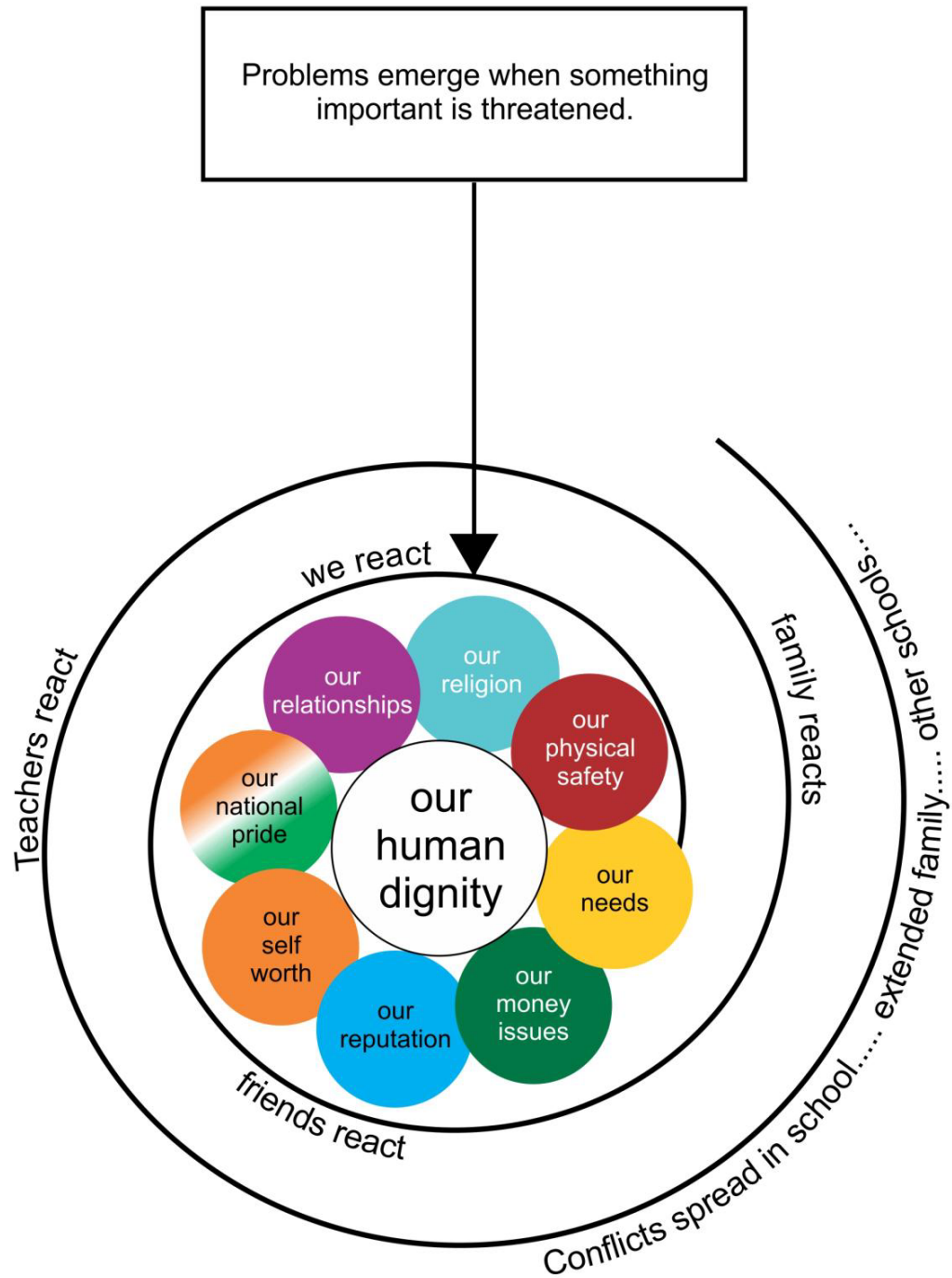
My thoughts

**In this Handbook we will study Conflict in
four dimensions:**

1. **The Conflict Core:** shows why conflicts happen.
2. **The Conflict Spiral:** shows how conflict grows.
3. **The Conflict Triangle:** shows the three aspects of conflict that a good negotiator and mediator deals with.
4. **The Conflict Cycle:** shows how a positive attitude helps resolve conflict.



THE CONFLICT CORE



THE CONFLICT TRIANGLE – 1

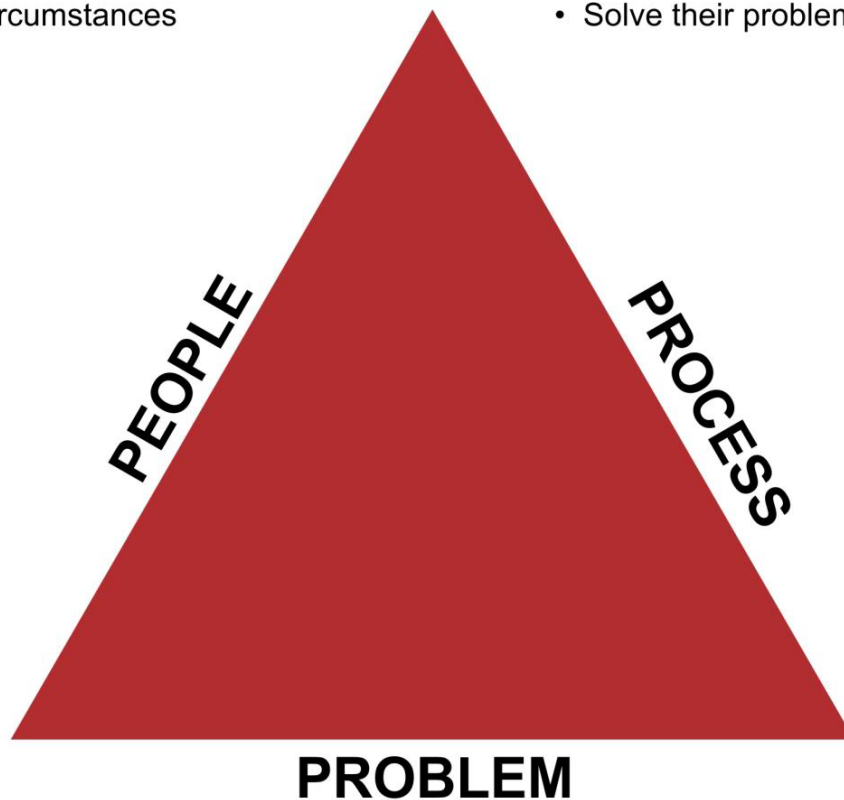
What we deal with in a conflict

PEOPLE ARE DIFFERENT IN

- Emotions
- Values
- Behaviors
- Personalities
- Circumstances

PEOPLE USE DIFFERENT WAYS TO

- Perceive their problems
- Determine their behaviour
- Assert their positions
- Communicate
- Solve their problems

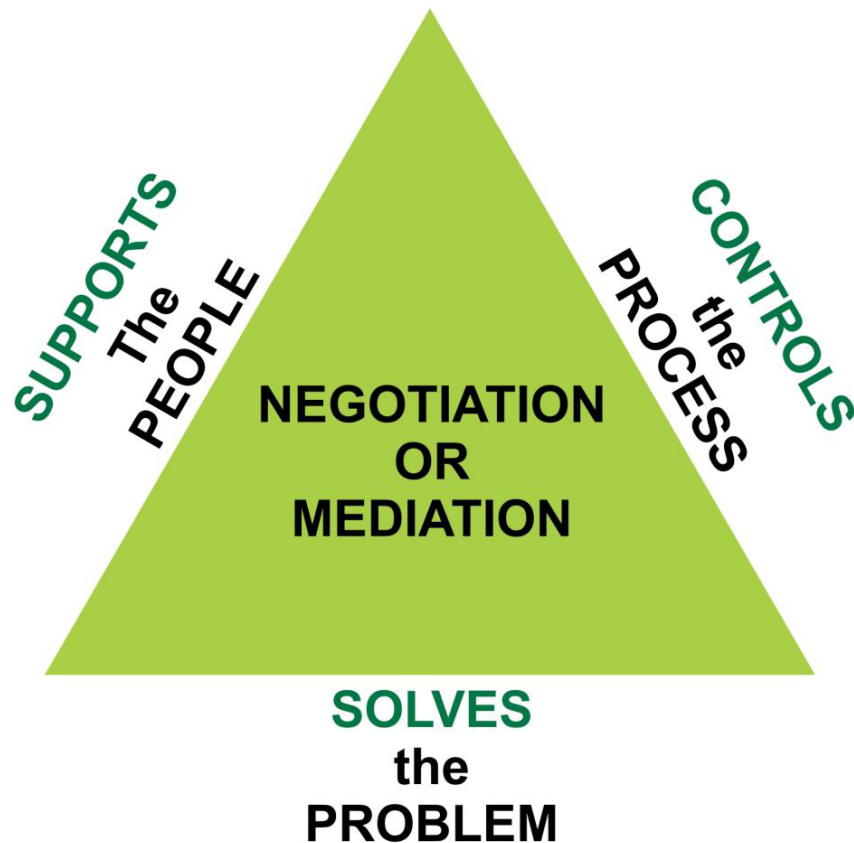


PEOPLE HAVE DIFFERENT PROBLEMS BECAUSE OF

- | | |
|---------------|-------------|
| • Needs | • Reactions |
| • Issues | • Positions |
| • Perceptions | • Interests |

THE CONFLICT TRIANGLE – 2

How negotiation or mediation helps solve the conflict



Let us see how a negotiator or mediator supports the people, controls the process and solves the problem ►

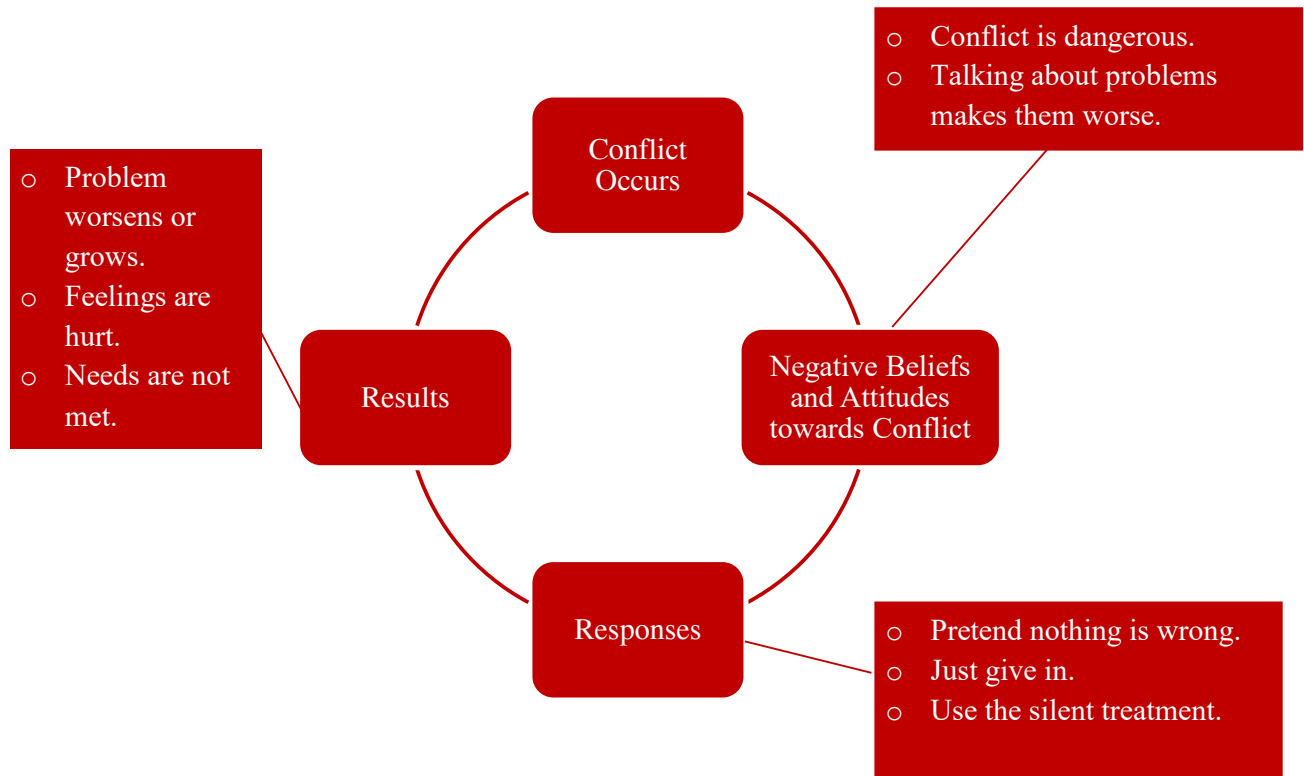
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SHIFTING FROM NEGATIVE ATTITUDE TO POSITIVE ATTITUDE

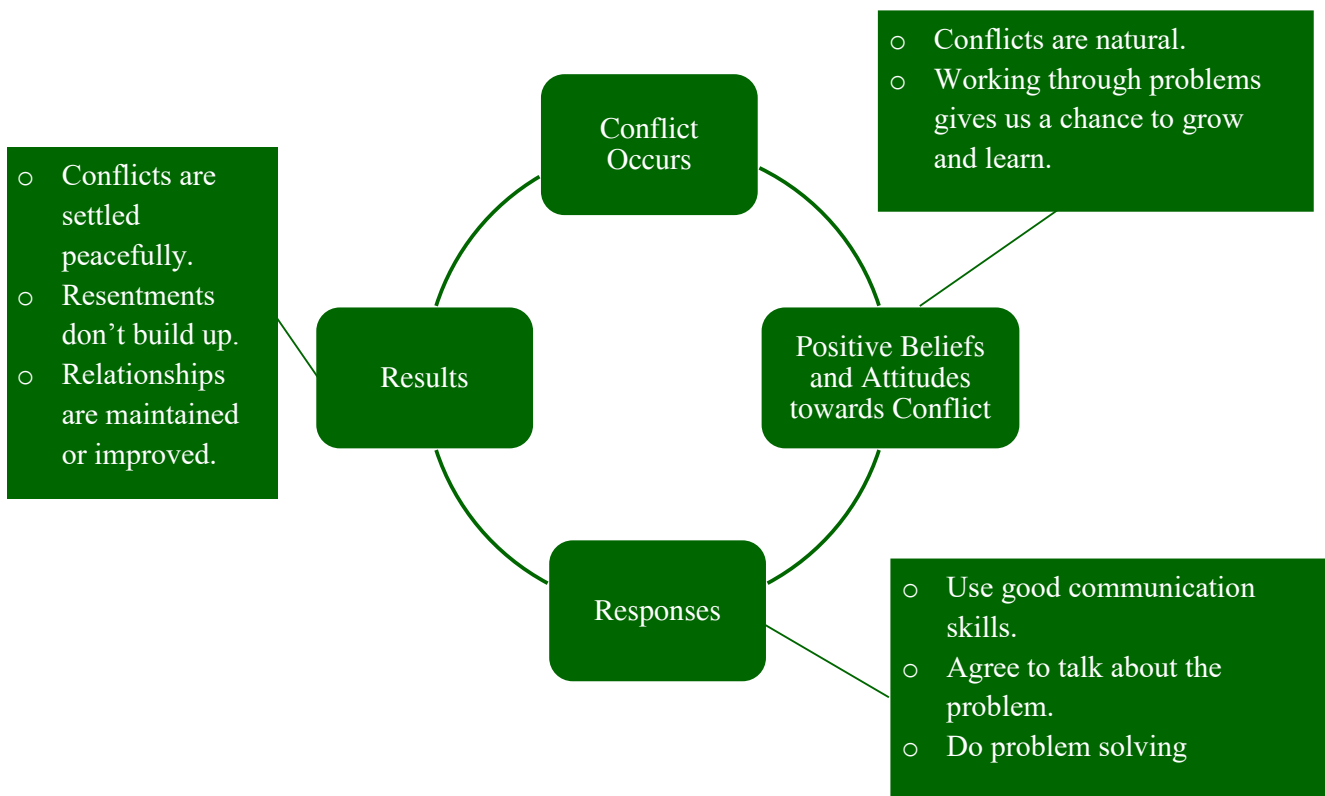
“*I truly believe that the only way we can create global peace is through not only educating our minds, but our hearts and our souls.*”

- Malala Yousafzai

Negative Conflict Cycle




Positive Conflict Cycle





My thoughts



My thoughts

4A

LEARNING TO **NEGOTIATE** WITH PEOPLE

4B

LEARNING TO **MEDIATE** AMONGST PEOPLE

“ *Heal the world
make it a better place
for you and for me
and the entire human race.* ”

- Michael Jackson

WHAT IS NEGOTIATION ?

- **Negotiation is a process aimed at reaching an agreement. It is a method by which people settle their differences.**
- **They do this by openly sharing information, identifying their needs and making agreements.**
- **To do that each person negotiating should communicate and listen carefully to each other's concerns and together find acceptable solutions.**

WHAT IS MEDIATION ?

- **Mediation is a voluntary process in which a neutral third person - the mediator- facilitates disputing people to talk about their problems and work out solutions based on their interests and needs.**
- **A mediator does this by helping the disputing people to communicate effectively and use creative thinking to discuss options and find solutions while maintaining relationships.**
- **To do that a mediator needs to help disputing people to listen to the other person's concerns and find ways to meet everyone's needs, to the extent possible and to help improve relationships.**

WHO NEGOTIATES IN THE REAL WORLD?

girls mothers brothers children
boys fathers sisters adults
grandmothers grandfathers aunts
uncles cousins friends bosses teachers
shopkeepers neighbours
bus drivers business people employees
people on the street people in parking lots



EVERYONE !

What do people negotiate about?
Examples of everyday negotiations at home and at school

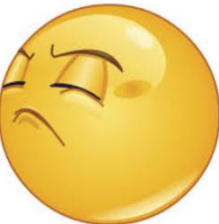
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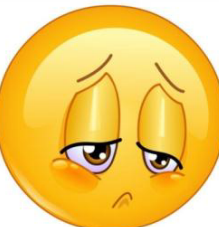
NEGOTIATING STYLES



I WIN YOU LOSE!



**I DON'T CARE IF
I WIN OR LOSE!**



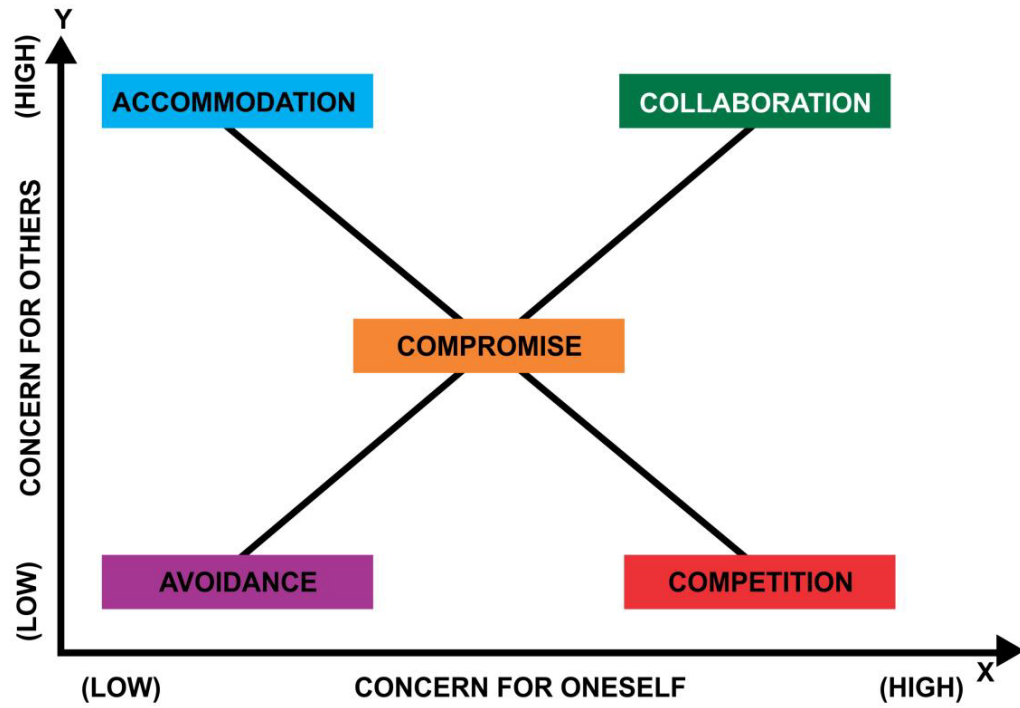
**YOU WIN
I LOSE!**



**YOU WIN SOME,
I WIN SOME!**



YOU WIN..I WIN!!



What negotiation styles have you experienced?




5

MOVING PEOPLE FROM THEIR POSITIONS TO THEIR INTERESTS

**“What lies behind us and what lies before us are
tiny matters compared to what lies within us.”**

- Ralph Waldo Emerson



**Let us see how a negotiator or a mediator moves people
from their positions to their interests** 

6

USING THE NEGOTIATION OR MEDIATION PROCESS

“Faith is taking the first step even when you don’t see the whole staircase.”

- Martin Luther King Jr.

1. OPENING

Why am I here?
Why are we here?
How shall we proceed?

2. GATHERING INFORMATION

By asking the what, why questions
Speaking and letting other's also speak

3. IDENTIFYING THE PROBLEM

Looking at individual concerns and needs
Looking at common concerns and needs
Separating interests from positions

4. SOLVING THE PROBLEM

Working out options
Looking for alternatives

5. CLOSING

What have we agreed upon ?
How will we honour it?
What will we do next ?

Let us see how can we best follow the process



7

LEARNING THE SKILLS OF GOOD COMMUNICATION

“*The best weapon is to
sit down and talk.*”

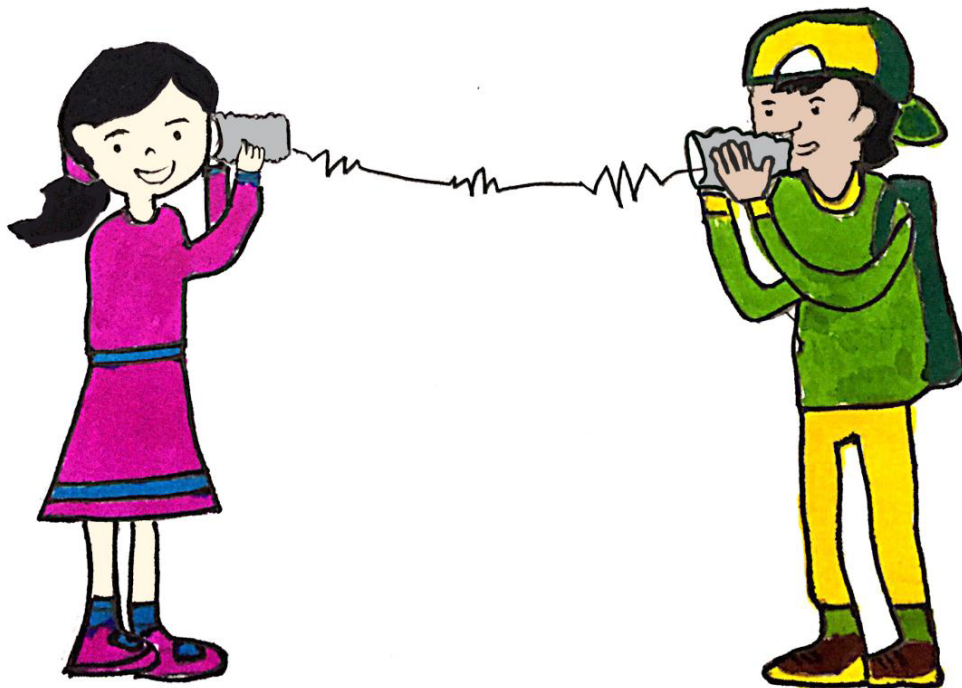
- Nelson Mandela

COMMUNICATION

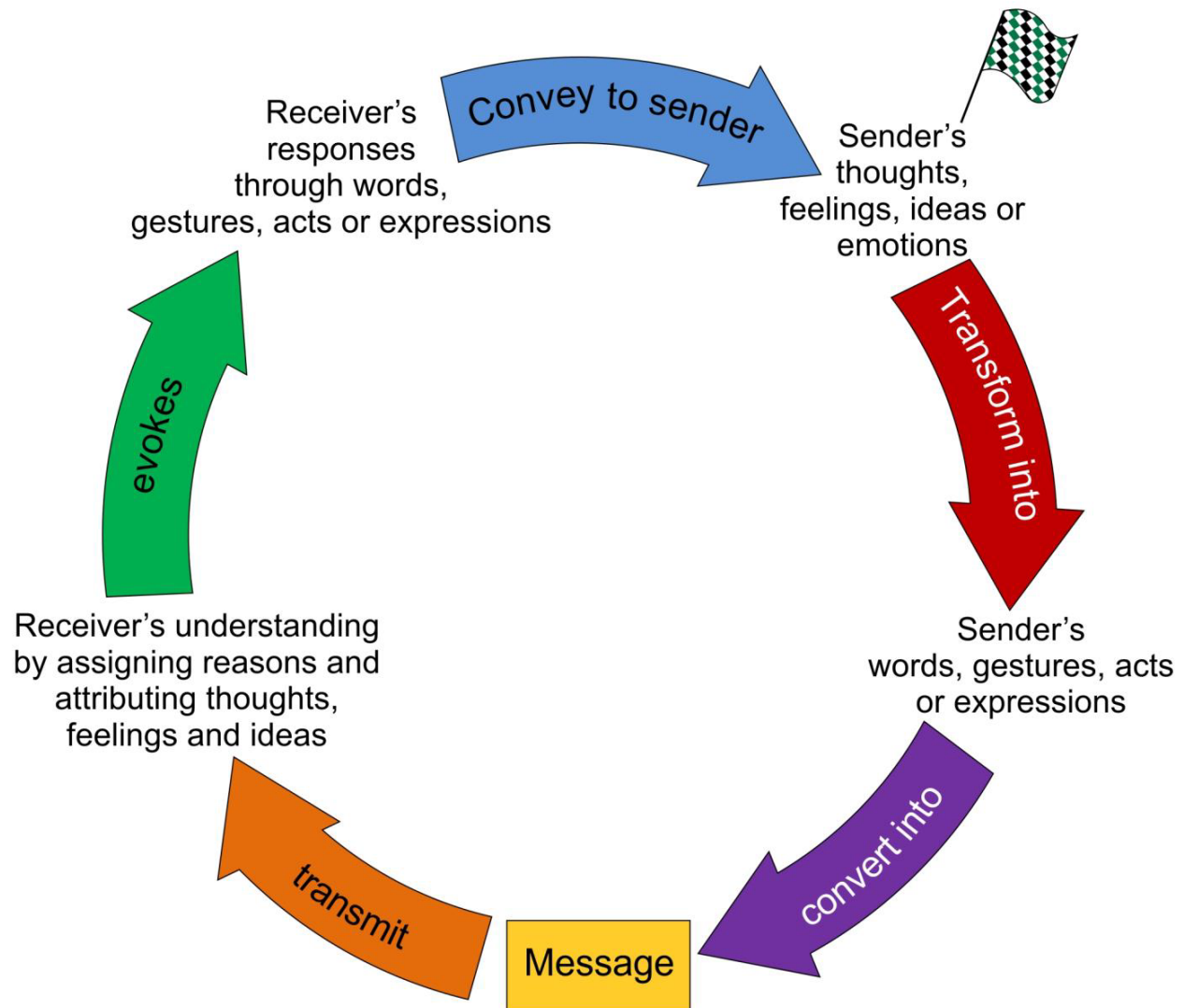
- Communication is central to all human interactions.
- Good communication reduces friction and conflicts and promotes goodwill and positivity.
- Poor communication leads to misunderstanding and strained relationships.
- Effective communication is the core to successful negotiation and mediation.

The purpose of Effective communication

- To express feelings, thoughts, ideas, emotions or desires to others clearly.
- To express an unmet need or demand.
- To make others understand how we feel and think.
- To arrive at mutual benefits.



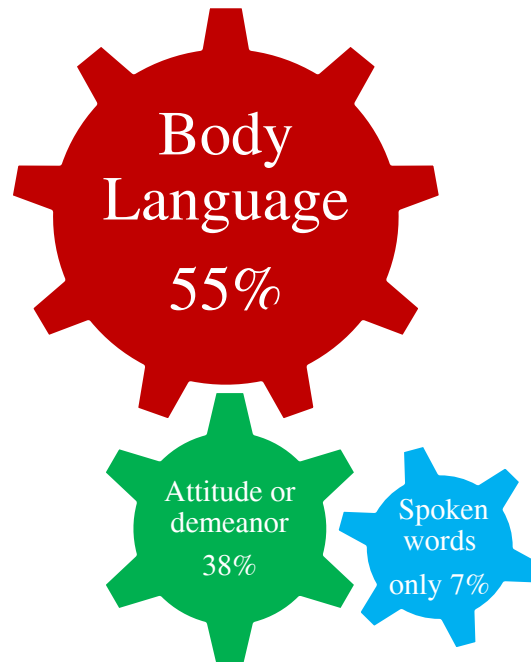
PROCESS OF COMMUNICATION



VERBAL AND NON-VERBAL COMMUNICATION

Communication occurs through words (spoken or written), gestures, body language and/or facial expressions.

STUDIES REVEAL:



Listening is a choice we make by using effective listening behavior

L-A-D-D-E-R Listening Skills

LADDER is an acronym for six steps to becoming a better listener:

L: LOOK at the person speaking to you.

A: ASK questions.

D: DON'T interrupt.

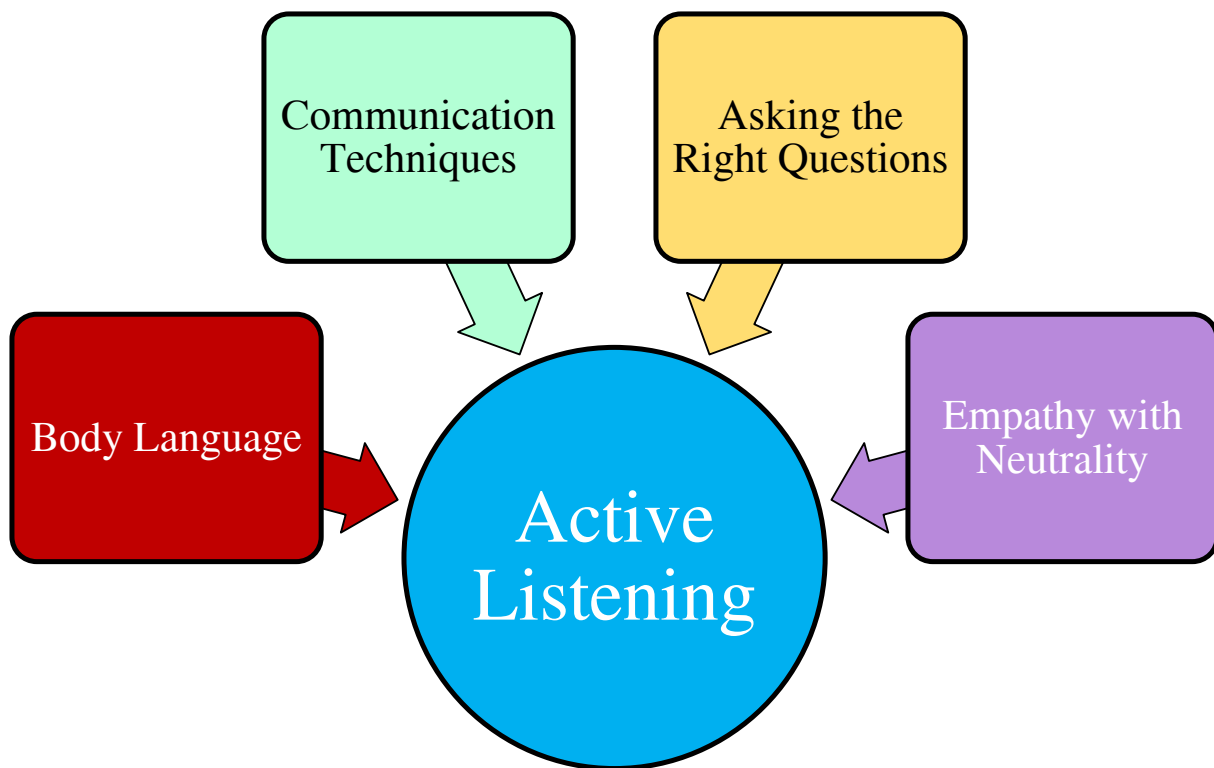
D: DON'T change the subject.

E: EMPATHIZE with the speaker.

R: RESPOND verbally and nonverbally

ACTIVE LISTENING

- **Active listening is more than hearing.**
- **The active listener pays attention to the speaker's body language, words and context of the communication.**
- **He/ She listens for both, what is said and what is not said.**
- **The listener tries to understand the speaker's message despite mistakes, misstatements and other limitations in the speaker's communication including silence.**

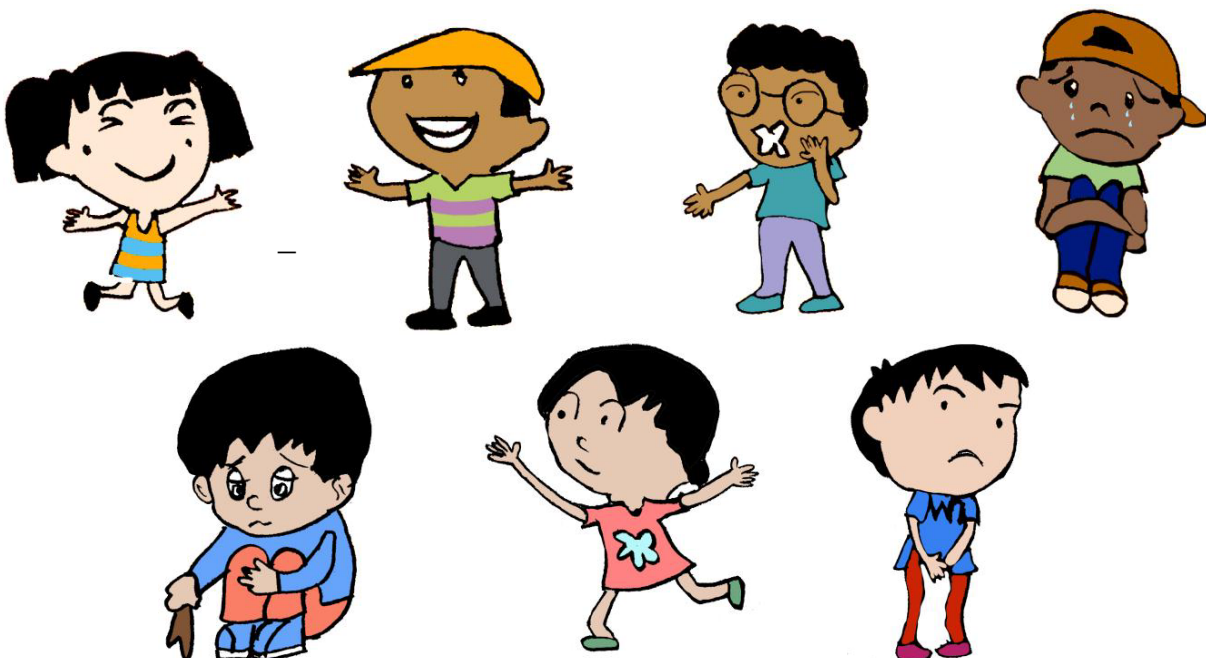


BODY LANGUAGE

Body language indicates whether we are interested / not interested in listening and giving importance to the other.

The physical demonstration of attentiveness is summarized in the acronym SOLE.

- **S**ymmetry. A balanced posture reflects the listener's confidence and interest.
- **O**pen. Uncrossed arms and legs help the speaker feel that the listener is open to listening to their perspective. A negotiator or mediator can also reflect openness by smiling or nodding encouragingly.
- **L**eaning. Tilting slightly towards the speaker is a sign of attentive listening.
- **E**ye contact. Eye contact ensures continuing attention. In addition to inadequate eye contact, yawning, looking distracted, looking elsewhere, looking at the mobile phone and interrupting the speaker also indicates inattentiveness.



COMMUNICATION TECHNIQUES

SUMMARISING. The listener outlines the main and essential points made by a speaker.

- The summary must be accurate, complete and worded neutrally.
- When parties feel understood, they are more likely not to repeat themselves.
- Summarizing is the negotiator or mediator's trusted multi-purpose flashlight, helping to keep the session on track.

Identify all concerns

Let's see where we are. Ananya is talking about group workload for the competition and Akshay about logistics.....

Point out areas of agreement

Clearly you both want to be involved in this inter-school competition and you both care about getting credit for the work you have done.

A few important issues are now clear. We are making good progress on....

Reinforce the progress made

Okay, so we are still left with both of you wanting to be the anchor for the competition and with the option of hiring or purchasing the sound system.

Identify areas of disagreement and work left



REFRAMING/ REPHRASING

- Reframing is a communication technique to help a negotiator or mediator to move the disputants from their positions to interests and thereafter, to possible solutions.
- Rephrasing means neutrally stating / speaking in your own words, what someone has said.

When you rephrase, you convert the speaker's statement from:

• **Negative to positive** • **Past to future** • **Position to interest**

REFLECTING

- Reflecting is a communication technique used by the listener to confirm he/she has heard and understood correctly the **feelings and emotions** expressed by the speaker.

"I felt very angry, upset and frustrated when no one came to receive me at the railway station at 2 am."

Three steps reflecting the above statement:

1. Begin with: **"You feel..."**,
"It sounds like you are saying..."
"You are..."
2. Describe the emotion you think they are feeling,
Frustrated, upset, angry,
3. State the reason for the emotion they are feeling,
"..because there was no one to receive you when you arrived."



SILENCE

It may be absence of sound but it conveys a message **LOUD AND CLEAR.**

When to use silence during communication?

- Be silent in the heat of anger.
- Be silent when you don't have all the facts.
- Be silent when it is your time to listen.
- Be silent when you can't speak without screaming.
- Be silent when your words may offend the listener.
- Be silent when you may damage a friendship with your words.



APOLOGY

Is a regretful acknowledgement of a mistake or failure.

How does it help?

- It acknowledges the hurt that our actions have caused to someone.
- It shows our remorse over our action.
- It opens an opportunity for dialogue.
- It helps to start the healing process.
- It is the only way to strengthen our self-confidence, self-respect and reputation.
- It is the best way to restore our integrity in the eyes of others.

How should we apologise?

- Admit responsibility for our action and behavior.
- Express remorse by saying 'I am sorry' or 'I apologise'.
- Words need to be sincere and authentic.
- Demonstrate that we understand how we make the other person feel.
- Reassure the other person that we are going to change our behavior. This helps rebuild trust.
- If we are not confident about speaking effectively, then we could write down our apology and practice it. But it should not sound rehearsed, otherwise it loses its meaning.

ACKNOWLEDGEMENT

- Acknowledgement in a dispute or conflict is the acceptance of the fact or the truth that dispute or conflict exists.
- Acknowledgement can be a confession, recognition or admission of a mistake.
- Acknowledgement can also be an expression of gratitude.

How to Acknowledge:

- Acknowledge directly with the person concerned that the conflict or dispute exists and offer to talk to him or her about how you might work together.

How does it help:

- Acknowledgement enables us to build a rapport even with the most resistant person.
- Acknowledgement helps to build and improve relationships.

ASKING THE RIGHT QUESTIONS

The type of questions that are asked at each stage of the negotiation and mediation process will determine the type of information received in response.

Some examples of relevant questions:

1. OPENING QUESTIONS

- a. Let us start with what has brought us here today?
- b. Could you explain what has been happening?
- c. Can you give me some background to the problem?

2. QUESTIONS TO GATHER INFORMATION

- a. Could you tell me more about how you view _____?
- b. Can you explain _____?
- c. Can you help me understand why _____?
- d. Could you describe what happened when _____?

3. QUESTIONS TO IDENTIFY THE PROBLEM

- a. What is important to you?
- b. Can you help me understand why that's important?
- c. How does _____ affect you?
- d. Is there something that you think I don't (the other party doesn't) understand about your situation?

4. QUESTIONS TO SOLVE THE PROBLEM

- a. What can you do to help resolve this issue?
- b. What other things might you try?
- c. What would make this idea work better for you?
- d. Is there some way we can meet both X's need for _____ and Y's need for _____?
- e. What other options do you have if you don't reach agreement today?

5. QUESTIONS FOR CLOSING

- a. Is this solution acceptable to us/ to everybody?
- b. Have we covered everything?



My thoughts



My thoughts



My thoughts



EMPATHY

The ability to sense and understand other peoples' situation or emotions without expressing sorrow or pity.

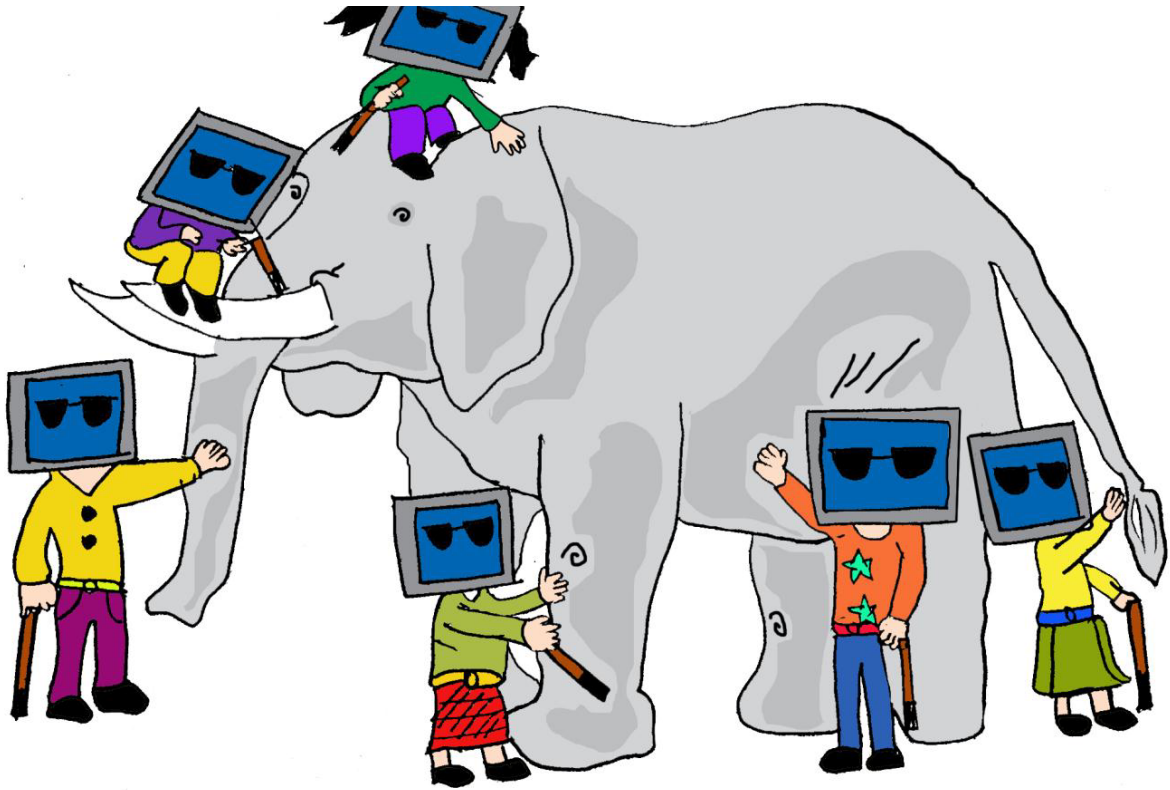
SYMPATHY

Showing sorrow and pity for other peoples' situation of hardship or their emotions.



My thoughts

LIFE THROUGH DIFFERENT LENSES



My Thoughts

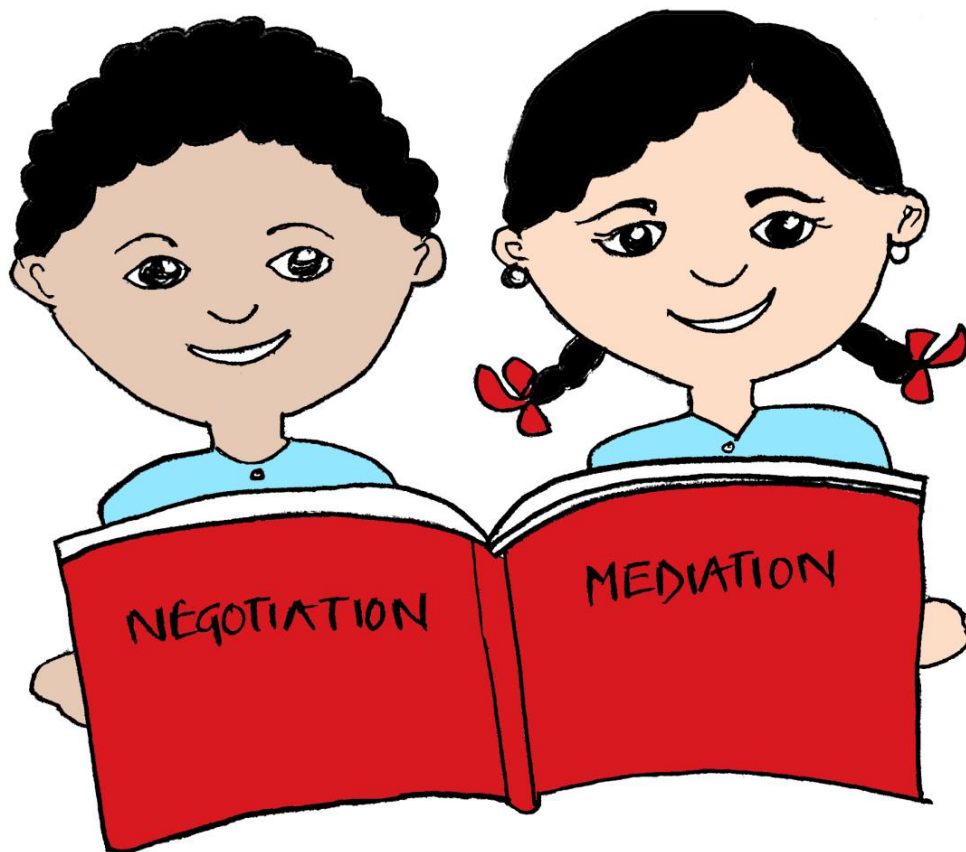




My thoughts

3 TESTS TO DETERMINE WHETHER YOU ARE ON THE RIGHT TRACK

1. Was the problem resolved **wisely** and **mutually**?
2. Was the process followed **efficiently** and helped you vent your feelings?
3. Even if the problem was not fully resolved, did the process **empower you in improving your relationship**?





My thoughts

#cooltobepeaceful

#fightingisuncool

#solvingproblemswisely

#happyworld

#responddontreact

#ventyouremotions

#dontaggravateproblems

#beresponsiblestudents

#amicablesolutions

#attempttonegotiate

#mediationbestforproblemsolving

#healtheworld

#lifeispreciousliveitbeautifully

#strongpeopleapologise



Little hands can do **BIG** things !