Chapter 12 Outline

(Italicized words are key words)

I. There are six broad categories of interpersonal conflicts.
   A. Interpersonal conflict is a disagreement between two interdependent people who perceive that they have incompatible goals.
      1. Pseudoconflict is a conflict that is due to a perceptual difference between partners and is easily resolved, an example of which is badgering, or light teasing, taunting, and mocking behavior.
      2. Fact conflict is a conflict due to a dispute over the truth or accuracy of a piece of information.
      3. Value conflict is a conflict due to disagreements about deep-seated moral beliefs.
      4. Policy conflict is conflict that is due to a disagreement over a plan or course of action.
      5. Ego conflict is conflict that is due to both parties in a disagreement insisting on being the “winner” of the argument.
      6. Meta conflict is a conflict that is due to disagreements about the process of communication itself during an argument.

II. There are five styles people use when confronted with a conflict.
   A. Withdrawing is resolving a conflict by physically or psychologically removing oneself from the conflict.
   B. Accommodating is resolving conflict by satisfying the other person’s needs or accepting the other person’s ideas while neglecting one’s own needs or ideas.
   C. Forcing is resolving a conflict by satisfying one’s own needs or advancing one’s own ideas of the other person or for the relationship.
   D. Compromising is resolving conflict by mutually agreeing with one’s partner to partially satisfy each other’s needs or interests.
   E. Collaborating is resolving a conflict by using problem solving to arrive at a solution that meets the needs and interests of both parties in the conflict.
   F. When using problem solving to collaborate, the following steps should be followed.
      1. Define the problem
      2. Analyze the problem.
      3. Develop mutually acceptable criteria for judging solutions.
      4. Generate solutions and alternative solutions.
      5. Select the solution or solutions that best meet the criteria identified.

III. There are face concerns, how we want our partners and others who are present to view us, that must be negotiated in conflict.
   A. Face in Western Hemisphere cultures (that are individualist and low context in their orientations) is the public self-image that you claim for yourself in a social situation and relationship that generally corresponds to your private self-image.
      1. A self-face orientation is the inclination to uphold and protect our self-image in interactions with others
   B. Face in Eastern and Southern Hemisphere cultures (that are collectivist and high context in their orientation) includes the public self-images of
others who may be affected by the situation or relationship as well as your
own self-image

1. An other-face orientation is the inclination to uphold and protect
   the self-images of our partners and other people affected by the
   conflict even at the risk of our own face.

2. A mutual-face orientation is the inclination to uphold and protect
   others’ self-images as well as our own when interacting in a
   conflict setting.

C. Face negotiation theory proposes that in conflict settings we prefer
   conflict styles consistent with our cultural frame and the resulting face
   orientations.

D. Face negotiation and conflict styles vary in American and co-cultural
   groups.

IV. Destructive behavior in conflicts can manifest in multiple ways.

A. Conflict that seriously damages relationships usually follows the principle of
   negative reciprocity, the proposition that we repay negative treatment with negative
   treatment.

B. The principle of positive reciprocity is the proposition that we repay
   positive treatment with positive treatment.
   1. Serial arguing, a conflict pattern in which partners argue about the
      same issue two or more times.
   2. Counterblaming is behavior in which one moves the focus of the
      argument away from oneself by blaming the other person.
   3. Cross-complaining is a conflict pattern in which partners trade
      unrelated criticisms, leaving the initial issue unresolved.
   4. Demand-withdrawal is a pattern of behavior in which one partner
      consistently demands while the other person withdraws.
   5. Mutual hostility is a conflict pattern in which partners trade
      increasingly louder verbal abuse, including inappropriate,
      unrelated personal criticism, name calling, swearing, and sarcasm.

C. There are some strategies for breaking patterns of destructive conflict.
   1. Avoid negative start-ups in which you set ground rules, mutually
      agreed upon rules for behavior during conflict episodes.
   2. Manage anger.
   3. De-escalate the conflict.

D. There are guidelines for creating a collaborative conflict conversation.
   1. Mentally rehearse what you want to say prior to confronting the person.
   2. Recognize and state ownership of the conflict.
   3. Describe the conflict in terms of behavior, consequences, and feelings.
   4. Avoid blaming or ascribing motives.
   5. Keep it short.
   6. Be sure the other person understands your problem.
   7. Phrase your preferred solution in a way that focuses on common ground.

E. When a conflict is initiated by another person, there is a different set of
   guidelines to help one turn the conflict into a problem-solving discussion.
1. Put your mental “shields” up to enable you to listen and improve your capacity to respond effectively rather than becoming defensive or counterattacking.

2. Respond empathically with genuine interest and concern.

3. Ask questions to clarify issues and paraphrase your understanding of the problem.

4. Seek common ground by finding some aspect of the complaint to agree with.

5. Ask the initiator to suggest solutions.

F. A mediator is a neutral and impartial guide, structuring an interaction that enables the conflicting parties to find a mutually acceptable solution to their problems.

1. Make sure that the people having the conflict agree to work with you.

2. Establish ground rules.

3. Probe until you identify the real conflict.

4. Remain neutral.

5. Keep the discussion focused on the issues rather than personalities.

6. Work to ensure equal talk time.

7. Establish an action plan and follow-up procedures.

G. To recover from conflict management failures, one must understand and forgive.

1. Forgiveness is a communication process that allows you and your partner to overcome the damage done to your relationship because of a transgression.

2. Forgiveness has seven steps.
   a. Confession occurs when the offending person acknowledges wrongdoing.
   b. Venting is verbally and nonverbally expressing emotions.
   c. Understanding occurs when partners express what motivated the transgression.
   d. An apology is a direct verbal message that acknowledges responsibility, expresses regret or remorse, and directly requests forgiveness.
   e. Forgiving explicitly or implicitly communicates to our partners that we absolve them from the consequences or penalties we have a right to impose.
   f. Part of forgiveness is to re-establish the rule or set new rules.
   g. Partners should monitor the relationship as they move past the incident.

V. Managing the dark side of digital communication

1. It is important to examine how the Internet can foster undesirable outcomes.

2. Problematic Internet use is a syndrome characterized with symptoms that have negative social, academic, and professional consequences.

3. Compulsive Internet use results from an inability to control or stop using the Internet.
   a. There are ways to manage these issues.
   b. Disable your smartphone’s ability to receive e-mails.
   c. Leave your social media devices behind when studying.
4. Ask your friends for help.
5. Seek professional help if necessary.

VI. Flaming
A. Anonymity in digital communication has increased ability for aggressive and often unproductive exchanges.
B. Flaming refers to using digital communication in a way that is deliberately hostile, aggressive, or insulting.
C. Flame wars occur when digital discussions erupt into insults and aggression.
D. There are some ways to deintensify flaming.
   1. Respond privately.
   2. Ignore the flame entirely.
   3. Ask an authority to intervene.

VII. Inappropriate self-disclosure
A. Self-disclosure is one of the most powerful communication practices we have for strengthening a relationship.
   1. However, sharing too much or too soon can reveal information in an inappropriate way.
   2. Sexting refers to the act of sending sexually explicit messages or photographs; this type of self-disclosure is becoming increasingly common.
B. Social Identity Model of Deindividuation Effects (SIDE Model) helps to explain the expression of inappropriate self-disclosures through social media.
C. The SIDE model posits that the characteristics of social media, such as anonymity, can influence inappropriate self-disclosure.

VIII. Cyberstalking and cyberbullying
A. Social media and digital communication can provide many advantages, but they have serious disadvantages as well.
   1. Cyberstalking occurs when an individual repeatedly uses social media to stalk or harass others.
   2. Cyberbullying involves abusive attacks carried out through social media.