

# CONTENTS

*Acknowledgments vi*

*Preface vii*

*Introduction ix*

<b>1</b>	<b>Communication and Information Sharing</b>	<b>1</b>
	Communication Process	1
	Outcomes	2
	Information Sharing	4
	Speaking	5
	Listening	5
	Representational Systems and Sensory Acuity	6
	Flexibility	7
	Congruence	7
	Integrity	7
	Visual	8
	Auditory	9
	Kinesthetic	9
	Rapport	10
	Questions	12
<b>2</b>	<b>Reflective Listening: Attending and Responding</b>	<b>17</b>
	Door Openers	17
	Reflective Listening	17
	Attending Skills	19
	Responding Skills	20
	Reflecting Content	21
	Reflecting Feelings	22
	Reflecting Meanings	23
	Summarizing	23
	Communication Leads	24
	Reflective Listening Skills Practice	25
	When to Use—and Not Use—Reflective Listening	33
<b>3</b>	<b>Problem Solving</b>	<b>35</b>
	Seven-Step Problem-Solving Process	35
	Seven-Step Problem Solving Process Steps	38
	Problem Clarification	40
	Referral/Transferral	41
<b>4</b>	<b>Reactive Responses and Assertion</b>	<b>45</b>
	Reactive Responses	45
	Solving	46
	Evaluating/Judging	47
	Withdrawing	48
	Assertion	48
	Personal Space	49
	Submissive, Aggressive, and Assertive Behavior	50
	Choosing Behaviors	52
	Assertion Profile	54

## iv Contents

<b>Assertion Messages</b>	<b>54</b>
Simple Assertion Messages	56
Three-Part Assertion Messages	56
Assertion Sequence	57
<b>Message Formulation</b>	<b>58</b>
Describing the Behavior	59
<i>Describe the Behavior Accurately</i>	59
<i>Include Any Agreements</i>	60
<i>Include a Brief Example</i>	60
<i>Specify the Right Behavior</i>	61
<i>Describe the Pattern of Behavior</i>	61
<i>Avoid Using Inflammatory Words</i>	62
<i>Avoid Using Generalizations</i>	63
<i>Avoid Using Adjectives</i>	64
<i>Don't Use Adverbs</i>	64
Describing Your Feelings	65
<i>Use a Feeling Word That Accurately Describes How You Feel</i>	65
<i>Don't Use the Same Word to Describe All Your Feelings</i>	66
<i>Don't Use Stronger Feelings to Build Your Case</i>	67
<i>Don't Use "Victim" Words</i>	67
Describing the Negative Effect on Your Life	68
<i>Specify the Effect as Concretely as Possible</i>	68
<i>State the Effect on Your Life</i>	69
<i>Avoid Using Reasons</i>	70
<i>Don't Exaggerate the Effect</i>	70
<i>Don't Use an Effect That "Sounds Good" but Isn't True</i>	71
Defending Assertion Messages	72
Appreciating Assertion Messages	73
Assertion Messages: Personal Examples	74
<b>Assertion Messages: Personal Examples Worksheet</b>	<b>75</b>
<b>Message Sending</b>	<b>75</b>
Emotional Energy	76
Altering the Three-Part Assertion Message	76
Assertion Difficulties	77
Guidelines for Skill Practice	77
Physical Components of Assertion	77
Handling Difficult Assertion Defenses	78
<b>Skilled Alternatives to Reactive Responses</b>	<b>78</b>

**5 Conflict Styles****81**

<b>Conflict</b>	<b>81</b>
Ambivalence toward Conflict	81
Social Barriers to Conflict Management	82
Interdependence	82
Emotions in Conflict Situations	82
Positive Results of Conflict	83
A Two-Dimensional Model of Conflict	83
<b>Conflict Management Style</b>	<b>85</b>
Conflict Management Style Survey	85
Conflict Management Exercise	90
Conflict Reflection Exercises	92
<b>Conflict Outcomes</b>	<b>94</b>
Forcing Styles = Resentment	96
Win/Win Style = Mutual Respect	99
Forcing and Win/Win Social Situations	100

<b>6</b>	<b>Positions, Needs, and Interests</b>	<b>105</b>
	Human Needs 105	
	Physiological Needs 105	
	Safety Needs 106	
	Affection Needs 106	
	Esteem Needs 106	
	Self-Actualization 106	
	Positions, Needs, and Interests 108	
	Human Needs and Conflict Resolution 109	
	Example: The Case of the Fresh or Frozen Air 110	
	Practice 111	
<b>7</b>	<b>Conflict Resolution Models</b>	<b>113</b>
	Conflict Resolution Model 1: The Human Needs Model 113	
	Conflict Resolution Model 2: Resources and Values Model 115	
	Some Distinctions among Resources and Values Conflicts 116	
	Stages in Conflict Resolution Model 2: Resources and Values Model 117	
	Resolving Conflicts of Resources and Values 118	
	Problem-Solving Processes 119	
	<i>Important Points to Remember in Problem Solving</i> 119	
	<i>Suggestions for Breaking Deadlocks</i> 119	
	<i>What the Problem-Solving Approach Communicates</i> 120	
	Resolving Conflicts of Resources 120	
	Resolving Conflicts of Values 121	
	Chunking Up and Chunking Down: A Conflict Resolution Strategy 122	
	Example of Conflict Resolution Model Application 123	
	<i>Appendices</i> 129	
	A. Meta-Model 129	
	B. Feeling Words 137	
	C. Role-Play Exercises 147	
	<i>References</i> 153	
	<i>Index</i> 155	