(A) PRESENTING ISSUE(S)	(B) CONFLICT LEVEL(S)	(C) RATIONALE
1.	Intrapersonal	
2.		
3.	Interpersonal	
4.		
5.	Intragroup	
6.		
7.	Intergroup	
8.		
9.	Structural	
10.		

YOUR TURN . . .
EXERCISE

IDENTIFYING THE PRESENTING ISSUE(S)

Consider a complex church conflict either from your own experience or one for which you have detailed information. Using the matrix below, map the characteristics of the conflict by level. What are the presenting issues, and where did they first appear? Keep this case in mind for additional exercises as we move through this model in the pages ahead.

INTRAPERSONAL	INTERPERSONAL	INTRAGROUP	INTERGROUP	STRUCTURAL

IDENTIFYING ROOT CAUSES

Drawing on your knowledge of the conflict case you selected above, what indicators do you have that presenting issues might have other underlying root causes? In the matrix below, document these indicators.

INTRAPERSONAL	INTERPERSONAL	INTRAGROUP	INTERGROUP	STRUCTURAL

INTERVENTION STRATEGIES / RECOMMENDATIONS FOR SOLUTION

1. STRUCTURAL

_____
_____
_____

2. INTERGROUP

_____
_____
_____

3. INTRAGROUP

_____
_____
_____

4. INTERPERSONAL

_____
_____
_____

5. INTRAPERSONAL

_____
_____
_____

(Use additional paper if needed)

SUMMARIZE POSITIONS AND ISSUES

In your own conflict case, list the primary questions to answer and problems to solve from each group's perspective. Sometimes they will overlap or be the same. These issues can be sorted out as you move through the process.

GROUP	QUESTIONS	PROBLEMS
Group One	1. 2. 3.	1. 2. 3.
Group Two	1. 2. 3.	1. 2. 3.
Group Three	1. 2. 3.	1. 2. 3.
Group Four	1. 2. 3.	1. 2. 3.

(Use additional paper if needed)

IDENTIFYING PRIMARY AND SECONDARY ISSUES

Thinking of your conflict case, identify biblical issues and separate them into primary and secondary value categories based on the criteria defined above.

PRIMARY VALUES	SECONDARY VALUES
1.	1.
2.	2.
3.	3.
4.	4.

(Use additional paper if needed)

EXPLORING AND IDENTIFYING EVALUATION CRITERIA

Reflecting on your conflict case, explore and identify best alternatives and biblical criteria to evaluate your options based on the principles defined in this chapter.

CRITERIA	OPTION 1	OPTION 2	OPTION 3	OPTION 4
1.	Strengths: Challenges:	Strengths: Challenges:	Strengths: Challenges:	Strengths: Challenges:
2.	Strengths: Challenges:	Strengths: Challenges:	Strengths: Challenges:	Strengths: Challenges:
3.	Strengths: Challenges:	Strengths: Challenges::	Strengths: Challenges:	Strengths: Challenges:

(Use additional paper if needed)

ANALYZING MULTILEVEL CONFLICT

In your own conflict case, identify the level where each conflict is located and recommend specific intervention strategies and methods.

LEVEL OF CONFLICT	INTERVENTION
STRUCTURAL	
INTERGROUP	
INTRAGROUP	
INTERPERSONAL	
INTRAPERSONAL	

(Use additional paper if needed)

CREATING AN ACTION PLAN

Reflecting on your conflict case, identify best key leaders (or if it is a case from the past, those who would have been most effective) to organize and facilitate problem-solving sessions, mediations, counseling sessions, referrals, and so on. Set dates or date ranges and accountability checkpoints.

STAFF MEMBER	ASSIGNMENT	DUE DATE
1.		
2.		
3.		
4.		
5.		
6.		

(Use additional paper if needed)

APPENDIX D

Certification Course Matrix[50]

TIMES	WEEK ONE	WEEK TWO	WEEK THREE	WEEK FOUR	WEEK FIVE
8:00–10:00	Introduction to Mediation and Christian Conciliation	Review and Q&A/ Levels of Conflict and Conflict Analysis	Review and Q&A/ Defining the Issues and Setting the Agenda	Review and Q&A/ Multiparty Mediation	Review and Q&A/ Special Topics
9:00–10:00	Dispute Resolution Continuum	Interpersonal Conflict Dynamics	Positions and Interests	Setting the stage—room arrangement	Designing Agreements
10:00–10:15	Break	Break	Break	Break	Break
10:15–12:00	The Mediation Process & Video	Using Scripture in Mediation	Framing and Reframing	Facilitated Problem-Solving with Groups	Follow-up planning
12:00–12:30	Lunch	Lunch	Lunch	Lunch	Lunch
12:30–3:00	Communication Skills & Video	Opening Statements-Mediation Role-plays and Debriefs	Positions and Interests-Mediation Role-plays	Multiparty Mediation-Role-plays	Putting It All Together- Full Mediation-Role-plays and Debriefs
3:00–3:15	Break	Break	Break	Break	Break
3:15–5:00	Communication Role-plays and Debriefs	Creating a Positive Environment -Mediation Role-plays and Debriefs	Framing and Reframing - Mediation Role-plays and Debriefs	Facilitated Problem-Solving-Role-plays and Debriefs	Putting It All Together- Full Mediation-Role-plays and Debriefs

Analyzing Data Gathered from Interviews

Once the information is gathered, identified issues can be categorized by conflict level. The matrix below can be used for the purpose of recording representative quotes. If the interviewee population is diverse enough to capture all or most of the existing groups/opinions/factions, patterns will become evident. Dominant themes usually emerge, indicating the most significant concerns among those interviewed, while at the same time, less significant issues usually become apparent by the infrequency or inconsistency of their occurrence.

INTRA-PERSONAL	INTER-PERSONAL	INTRAGROUP	INTERGROUP	STRUCTURAL

SITUATION	RESPONSE A	RESPONSE B	RESPONSE C	RESPONSE D	RESPONSE E	TOTAL
1	_____	_____	_____	_____	_____	10
2	_____	_____	_____	_____	_____	10
3	_____	_____	_____	_____	_____	10
4	_____	_____	_____	_____	_____	10
5	_____	_____	_____	_____	_____	10
6	_____	_____	_____	_____	_____	10
7	_____	_____	_____	_____	_____	10
8	_____	_____	_____	_____	_____	10
9	_____	_____	_____	_____	_____	10
10	_____	_____	_____	_____	_____	10
11	_____	_____	_____	_____	_____	10
12	_____	_____	_____	_____	_____	10
TOTAL						120

Figure 26. Scoring form.

1. Collaborator   (Column C)
2. Compromiser   (Column B)
3. Accommodator   (Column D)
4. Controller   (Column A)
5. Avoider   (Column E)

TOTAL:

Figure 27

Choice	Style	Score
1st	_____	_____
2nd	_____	_____
3rd	_____	_____
4th	_____	_____
5th	_____	_____

TOTAL:

Figure 28. Your order.

Accomodator – 3
(Yield-lose/win)
*Score: _____
• Low goal orientation
• High relationships orientation

Collaborator – 1
(Win/win)
*Score: _____
• High goal orientation
• High relationships orientation

Compromiser – 2
(Mini-win/mini-lose)
*Score: _____
• Negotiated goal orientation
• Negotiated relationships orientation

Avoider – 5
(Leave-lose/win)
*Score: _____
• Low goal orientation
• Low relationships orientation

Controller – 4
(Win/win)
*Score: _____
• High goal orientation
• Low relationships orientation

Concern for relationships

Concern for personal goals