Conflict, Fighting effectively, Tactful Criticism,  
And Saying you are Sorry  
Ch 10

I. What is the difference between conflict *management* and *resolution*?  
   1. Resolution: settling conflict, terminating struggle  
   2. Management: no end to struggle, no judgment on goodness or badness of struggle

II. TACTful criticism  
   1. TELL  
   2. AFFECT  
   3. CHANGE  
   4. TRADEOFF

III. How to say, “I’m sorry”.  
   1. What makes an apology work is the exchange of shame and power between the offender and the offended.  
   2. In acknowledging your shame, you give the offended the power to forgive.

IV. Anatomy of an offense  
   1. We have diminished or injured a person’s self-concept.

V. There are four basic motives for apologizing.  
   1. To salvage or restore the relationship.  
   2. Empathy – you simply don’t want them to feel the pain.  
   3. To escape punishment.  
   4. To relieve themselves of a guilty conscience
VI. Anatomy of an apology

1. First, you have to acknowledge that a moral norm has been violated, and that you accept responsibility for it.

2. Second, you should explain why you committed the offense.

3. Third, you need to explain that your behavior wasn’t a personal affront.

4. Finally, you need to show that you have suffered.

VII. 12 ways to fight effectively

1. Protect your relationship even while in conflict

2. Accept conflict as a normal part of human relationships

3. Take responsibility for the outcome of the conflict.

4. Make room for different emotional realities

5. Communicate emotions, not judgments

6. Listen to understand the other person’s point of view, not to build your case.

7. Conflicts can occur at many different levels at the same time.

8. Put a limit on fights.

9. Use the recovery period to access your knowledge and growth as a couple.

10. Concentrate on meeting needs rather than cutting deals.

11. Agree on a process collaborative problem solving

12. Recognize when a referee can be helpful