



Figure 3. Responses to conflict: expanding your options. Source: Based in part on Kathy Bickmore, Prill Goldthwait, and John Looney, *Alternatives to Violence: A Manual for Teaching Peacemaking to Youth and Adults* (Akron, OH: Peace GROWS, Inc.: 1987); Leon Mann and Irving L. Janis, "Decisional Conflict in Organizations," in Tjosvold and Johnson, eds., *Productive Conflict Management* (New York: Irvington Press, 1983); and Claude M. Steiner, *The Other Side of Power* (New York: Grove Press, 1981).