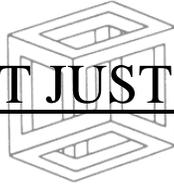


“YOU DIDN’T JUST SAY THAT!”



QUOTES, QUIPS, AND PROVERBS FOR DEALING IN THE WORLD OF CONFLICT AND NEGOTIATION

By
Joshua N. Weiss, Ph.D.

With
Illustrations by Stu Rees

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“You didn’t just say that!”

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“Everything has been said before, but since nobody listens we have to keep going back and beginning all over again...”
Mark Twain

Introduction

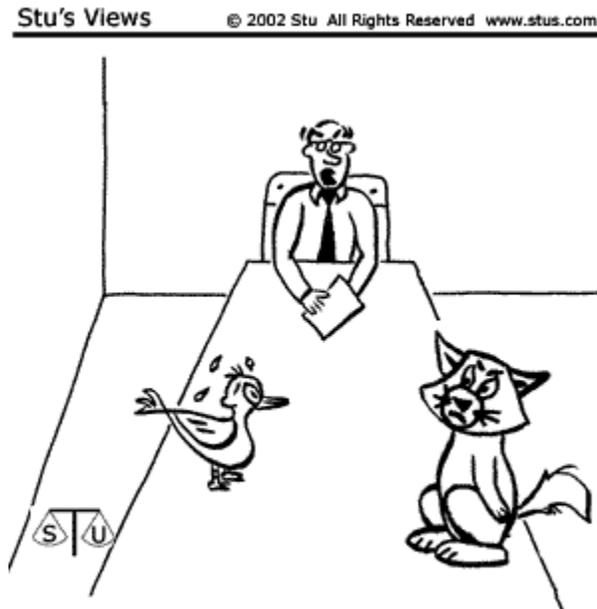
Negotiators (and others who deal with conflict) are many things, but above all they pride themselves on one key skill – the ability to tell effective and engaging stories. In order to tell these stories one must have a good memory, wit, and polished delivery skills. As any proficient storyteller will explain, quotations and sayings help to garnish the main dish (the underlying point one is trying to make). With a pinch of quote here and a dash of proverb there, a negotiator or conflict resolver can whip up a masterpiece so compelling his own mother would sell him a nice heifer for a few magic beans.

Unfortunately there was no comprehensive book with quotations, proverbs, and quips specifically for people who deal with conflict to use to fill their intellectual coffers...that is, until

now. This book is a resource for the most seasoned negotiator and conflict resolver, as well as novices preparing themselves for their first encounters. The book itself is designed in what I hope is a user-friendly manner. I begin with the broadest of categories – namely, quotes about conflict generally – and then focus on the process of negotiation, which is the primary means humans have to deal with conflict. From there, I break things down even further and present categories of dynamics and issues found during the negotiation and conflict resolution process. These range from communication to psychological elements. However, these categories and subsequent quotations, quips, and proverbs are not random. All the aphorisms are, in some manner, related to negotiation and conflict.

As people learn to deal with conflict and manage a negotiation process, a well-placed quote or proverb can lighten the mood, make an important point come to life, and alter the dynamics of the situation. Like humor, quotes and proverbs convey a certain wisdom and wit that stops people in their tracks and subtly encourages them to examine what is happening around them in a new context. In short, quotes and proverbs are powerful tools for every negotiator or conflict resolver to possess. So keep this book in your pocket or bag and have a look during a coffee break or over lunch. After all, that is when most progress in negotiations and conflict situations seems to happen anyway!

CONFLICT GENERALLY



Please clarify item 14:
"Have Mr. Birdie over **for dinner.**"

“Smooth seas do not make skillful sailors.”
African Proverb

Conflict most often carries a negative connotation. That is largely because of how it is viewed in many cultures and how it is portrayed in the media. For example, the terms *war* and *violence* are often used interchangeably with the word *conflict*. Nothing could be further from the truth. As William Ury has stated, “Violence is a choice; conflict is inevitable.” What he meant by that statement was that violence is one means to try to deal with conflict. Conflict, itself, is a natural part of the decision-making process. How one deals with conflict makes it positive or negative. And as the quote above suggests, without conflict we would never learn anything really worth knowing!

The primary reason conflict is perceived as negative is because people lack the skills to effectively manage it. As such, when a conflict emerges people struggle and fumble through it. The consequences of managing conflict poorly are immense and include: stress, frustration, anger, and contempt for the other. As the reader will note, there is indeed a mixture of perspectives on conflict found within the quotes and proverbs that follow. Those that have felt the pain and anguish of conflict characterize it in negative terms, as Fran Rees does: “Conflict leads to less-than-adequate performance, resentments, and lack of motivation.” Those who have learned negotiation skills and can effectively manage a conflict process, tend to focus on the benefits that stem from these situations, as Dean Tjosvold explains, “Well-managed, cooperative conflict contributes to the productivity and innovativeness of organizations and the competence and well-being of people.” You decide which makes the most sense to you!

QUOTES ON CONFLICT GENERALLY

“In the business world, everyone is always working at legitimate cross purposes, governed by self interest.” -- Harold Geneen

“I cannot give you a formula for success, but I can give you the formula for failure: Try to please everyone.” -- Henry Swope

“Conflict lies at the core of innovation.” -- Emanuel R. Piore

“A good manager doesn't try to eliminate conflict; he tries to keep it from wasting the energies of his people. If you're the boss and your people fight you openly when they think that you are wrong -- that's healthy.” -- Robert Townsend

“Well-managed, cooperative conflict contributes to the productivity and innovativeness of organizations and the competence and well-being of people.” -- Dean Tjosvold

“The easiest, the most tempting, and the least creative response to conflict within an organization is to pretend it does not exist.” – Lyle E. Schaller

“Conflict involves incompatible behaviors rather than competitive goals.” -- Dean Tjosvold

“Don't be afraid of opposition. Remember, a kite rises against, not with, the wind.” – Hamilton Mabie

“Standing in the middle of the road is very dangerous; you get knocked down by the traffic from both sides.” -- Margaret Thatcher

“Whether it's the best of times or the worst of times, it's the only time we've got.” -- Art Buchwald

“The only difference between stumbling blocks and stepping stones is the way in which we use them.” -- Adriana Doyle

“Consistency requires you to be as ignorant today as you were a year ago.” -- Bernard Berenson

“Always forgive your enemies. Nothing annoys them so much.” -- Oscar Wilde

“I am at peace with God. My conflict is with man.” -- Charlie Chaplin

“Passions are generally roused by great conflicts.” -- Titus Livius

“Man must evolve for all human conflict a method which rejects revenge, aggression, and retaliation.” -- Martin Luther King, Jr.

“The courts of this country should not be the places where resolution of disputes begins. They should be the places where the disputes end after alternative methods of resolving disputes have been considered and tried.” -- Sandra Day O'Connor

“Anyone who conducts an argument by appealing to authority is not using his intelligence, just his memory.” – Leonardo Da Vinci

“Some people reach the top of the ladder only to find it is leaning against the wrong wall.” – Anonymous

“An ounce of mediation is worth a pound of arbitration and a ton of litigation!” -- Joseph Grynbaum

“No snowflake in an avalanche ever feels responsible.” -- Stanislaw Lec

“There are two dilemmas that rattle the human skull: How do you hang on to someone who won’t stay? And how do you get rid of someone who won’t go?” -- Danny DeVito in *The War of the Roses*

“In one of our concert grand pianos, 243 taut strings exert a pull of 40,000 pounds on an iron frame. It is proof that out of great tension may come great harmony.” -- Theodore E. Steinway

“Conflict isn’t negative, it just is.” -- Thomas Crum

“Under normal conditions, most people tend to see what they want to see, hear what they want to hear, and do what they want to do; in conflicts, their positions become even more rigid and fixed.” -- Marc Robert

“Embracing conflict can become a joy when we know that irritation and frustration can lead to growth and fascination.” -- Thomas Crum

“It is hard to change our point of view in a conflict. Most often, it is because we are not nearly as interested in resolving the conflict and possibly creating a new ‘pearl’ as we are in being right.” -- Thomas Crum

“In a conflict, being willing to change allows you to move from a point of view to a viewing point -- a higher, more expansive place, from which you can see both sides.” -- Thomas Crum

“Conflict is inevitable, but combat is optional.” -- Max Lucade

“Conflict is the gadfly of thought. It stirs us to observation and memory. It instigates to invention. It shocks us out of sheeplike passivity, and sets us at noting and contriving.” -- John Dewey

“You can’t shake hands with a clenched fist.” -- Indira Gandhi

“Peace is not the absence of conflict but the presence of creative alternatives for responding to conflict -- alternatives to passive or aggressive responses, alternatives to violence.” -- Dorothy Thompson

“It is not necessary to understand things in order to argue about them.” -- Pierre Beaumarchais

“Beautiful light is born of darkness, so the faith that springs from conflict is often the strongest and the best.” -- R. Turnbull

“Conflict can be seen as a gift of energy, in which neither side loses and a new dance is created.” -- Thomas Crum

“Through conflict we get to unity.” -- Dean Tjosvold

“Our lives are not dependent on whether or not we have conflict. It is what we do with conflict that makes the difference.” -- Thomas Crum

“Deep-seated preferences cannot be argued about.” -- Oliver Wendell Holmes

“Assumption of cooperative goals leads to viewing the conflict as a common problem to be solved for mutual benefit.” -- Dean Tjosvold

“Do not find fault, find a remedy.” -- Henry Ford

“Speak when you are angry and you will make the best speech you will ever regret.” -- Ambrose Bierce

“It isn't that they can't see the solution. It's that they can't see the problem.” -- G.K. Chesterton

“It does not do to leave a Dragon out of your calculations, if you live near him.” -- J.R.R. Tolkien

“Cooperative conflict builds people up, strengthens their relationships, and gets things done.” -- Dean Tjosvold

“Work on developing a cooperative relationship, so when conflict comes, you believe you are allies.” -- Dean Tjosvold

“Conflict builds character. Crisis defines it.” -- Steven V. Thulon

“People who are only good with hammers see every problem as a nail.” -- Abraham Maslow

“The harder the conflict, the more glorious the triumph.” -- Thomas Paine

“Change means movement. Movement means friction. Only in the frictionless vacuum of a nonexistent abstract world can movement or change occur without that abrasive friction of conflict.” -- Saul Alinsky

“The peak efficiency of knowledge and strategy is to make conflict unnecessary.” -- Sun Tzu

“When conflict becomes a win-lose contest in our minds, we immediately try to win.” -- Thomas Crum

“Conflict can destroy a team which hasn't spent time learning to deal with it.” -- Thomas Isgar

“The term *up* has no meaning apart from the word *down*. The term *fast* has no meaning apart from the term *slow*. In addition, such terms have no meaning even when used together, except when confined to a very particular situation... most of our language about the organization and objectives of government is made up of such polar terms. *Justice* and *injustice* are typical. A reformer who wants to abolish injustice and create a world in which nothing but justice prevails, is like a man who wants to make everything up. Such a man might feel that if he took the lowest in the world and carried it up to the highest point and kept on doing this, everything would eventually become up. This would certainly move a great many objects and create an enormous amount of activity. It might or might not be useful, according to the standards, which we apply. However, it would never result in the abolishment of *down*.” -- Thurman W. Arnold

“The conventional view serves to protect us from the painful job of thinking.” -- John Kenneth Galbraith

“We never have the time to do it right but always have time to do it over.” -- Anonymous

“You can't turn back the clock. But you can wind it up again.” -- Bonnie Prudden

“When you're at the edge of a cliff, sometimes progress is a step backwards.” -- Anonymous

“Science cannot resolve moral conflicts, but it can help to more accurately frame the debates about those conflicts.” -- John Owen

“You can't stay in your corner of the Forest waiting for others to come to you. You have to go to them sometimes.” – Winnie-the-Pooh (A. A. Milne)

“A problem is a chance for you to do your best.” -- Duke Ellington

“What do we live for, if it is not to make life less difficult for each other.” -- George Eliot

“Commitment in the face of conflict produces character.” – Anonymous

“One might as well try to ride two horses moving in different directions, as to try to maintain in equal force two opposing or contradictory sets of desires.” -- Robert Collier

“If necessity is the mother of invention, conflict is its father.” -- Kenneth Kaye

“Conflict is neither good nor bad. Properly managed, it is absolutely vital.” -- Kenneth Kaye

“If we manage conflict constructively, we harness its energy for creativity and development.” -- Kenneth Kaye

“Within-group conflict is always personal and emotional -- even if it begins with impersonal issues.” -- Kenneth Kaye

“Opposites attract -- and then can't stand each other.” -- Kenneth Kaye

“If you are leaning over to starboard to balance the boat against the other guy's propensity to lean too far to port, both of you are about to get wet.” -- Kenneth Kaye

“No matter how thin you make a pancake, it always has two sides.” – Anonymous

“You don't have to worry about being bit if the dog doesn't have any teeth. Success has made failures of many men.” -- Anonymous

“The aim of argument, or of discussion, should not be victory, but progress.” -- Joseph Joubert

“Difficulties are meant to rouse, not discourage. The human spirit is to grow strong by conflict.” -- William Ellery Channing

“The most intense conflicts, if overcome, leave behind a sense of security and calm that is not easily disturbed. It is just these intense conflicts and their conflagration which are needed to produce valuable and lasting results.” -- Carl Jung

“It is through cooperation, rather than conflict, that your greatest successes will be derived.” -- Ralph Charell

“Nothing strengthens the judgment and quickens the conscience like individual responsibility.” -- Elizabeth Cady Stanton

“Instead of suppressing conflicts, specific channels could be created to make this conflict explicit, and specific methods could be set up by which the conflict is resolved.” -- Albert Low

“Great ideas often receive violent opposition from mediocre minds.” -- Albert Einstein

“Non-cooperation is a measure of discipline and sacrifice, and it demands respect for the opposite views.” -- Mohandas K. Gandhi

“If we cannot end our differences at least we can make the world safe for diversity.” -- John F. Kennedy

“The fibers of all things have their tension and are strained like the strings of an instrument.” -- Henry David Thoreau

“Don't wrestle a pig in a mud hole. You both get all dirty, and the pig enjoys it.” -- Anonymous

“We own almost all our knowledge not to those who have agreed but to those who have differed.” -- Charles Caleb Colton

“The heart has arguments with which the logic of mind is not acquainted.” -- Blaise Pascal

“I cannot divine how it happens that the man who knows the least is the most argumentative.” -- Giovanni della Casa

“The war existing between the senses and reason.” -- Blaise Pascal

“Contradiction should awaken Attention, not Passion.” -- Thomas Fuller

“Conflict leads to less-than-adequate performance, resentments, and lack of motivation.” -- Fran Rees

“It is impossible to defeat an ignorant man in argument.” – William Gibbs McAdoo

“Hear me, my chiefs! I am tired. My heart is sick and sad. From where the sun now stands, I will fight no more forever.” -- Chief Joseph

“The greatest glory in living lies not in never falling, but in rising every time we fall.” -- Nelson Mandela

“The direct use of force is such a poor solution to any problem, it is generally employed only by small children and large nations.” -- David Friedman

“True peace is not merely the absence of tension: it is the presence of justice.” -- Martin Luther King, Jr.

“In any free society, the conflict between social conformity and individual liberty is permanent, unresolvable, and necessary.” -- Kathleen Norris

“Peace can not be kept by force. It can only be won, through understanding. Our longing for understanding is Eternal.” -- Albert Einstein

“It is the acid test of nonviolence that in a nonviolent conflict there is no rancor left behind, and in the end the enemies are converted into friends.” – Mohandas K. Gandhi

“Let us work without disputing. It is the only way to render life tolerable.” – Voltaire

"I always cheer up immensely if an attack is particularly wounding because I think, well, if they attack one personally, it means they have not a single political argument left." -- Margaret Thatcher

"During the Depression, or back when we were fighting Hitler, people didn't have time to sue a company if the coffee was too hot. There were urgent, pressing problems. If you think you have it tough, read history books." -- Bill Maher

"Take your life into your own hands, and what happens? A terrible thing, no one to blame." -- Erica Jong

"The most dramatic conflicts are perhaps, those that take place not between men but between a man and himself -- where the arena of conflict is a solitary mind." -- Clark Moustakas

"First keep the peace within yourself, then you can also bring peace to others." -- Thomas a Kempis

"Beware, as long as you live, of judging people of appearances." -- Jean de la Fontaine

"When angry, count to ten before you speak; if very angry a hundred." -- Thomas Jefferson

"To believe in something, and not to live it, is dishonest." -- Mohandas K. Gandhi

"The torment of human frustration, whatever its immediate cause, is the knowledge that the self is in prison, its vital force and 'mangled mind' leaking away in lonely, wasteful self-conflict." -- Elizabeth Drew

"The spirit indeed is willing, but the flesh is weak." -- Matthew 26:41

"My interest is in the future because I'm going to be spending the rest of my life there." -- Charles Kettering

"It's when you're safe at home that you wish you were having an adventure. When you're having an adventure you wish you were safe at home." -- Thornton Wilder

"The truth is that our finest moments are most likely to occur when we are feeling deeply uncomfortable, unhappy, or unfulfilled. For it is only in such moments, propelled by our discomfort, that we are likely to step out of our ruts and start searching for different ways or truer answers." -- M. Scott Peck

"One hour of thoughtful solitude may nerve the heart for days of conflict -- girding up its armor to meet the most insidious foe." -- Lord Percival

"Marriage means expectations and expectations mean conflict." -- Paxton Blair

"All married couples should learn the art of battle as they should learn the art of making love. Good battle is objective and honest -- never vicious or cruel. Good battle is healthy and constructive, and brings to a marriage the principle of equal partnership." -- Ann Landers

"Make sure you never, never argue at night. You just lose a good night's sleep, and you can't settle anything until morning anyway." -- Rose Fitzgerald Kennedy

“A marriage without conflicts is almost as inconceivable as a nation without crises.” -- Andre Maurois

“There is no squabbling so violent as that between people who accepted an idea yesterday and those who will accept the same idea tomorrow.” -- Christopher Morley

“... That may appear as the truth to one person will often appear as untruth to another person. But that need not worry the seeker. Where there is honest effort, it will be realized that what appeared to be different truths are like the countless and apparently different leaves of the same tree.” – Mohandas K. Gandhi

“Whenever two good people argue over principles, they are both right.” -- Marie Ebner Von Eschenbach

“As long as you keep a person down, some part of you has to be down there to hold him down, so it means you cannot soar as you otherwise might.” -- Marian Anderson

“Whenever you're in conflict with someone, there is one factor that can make the difference between damaging your relationship and deepening it. That factor is attitude.” -- Timothy Bentley

“Whoever has the mind to fight has broken his connection with the universe. If you try to dominate people you are already defeated. We study how to resolve conflict, not how to start it.” -- Daniel Goleman

“I'm not a combative person. My long experience has taught me to resolve conflict by raising the issues before I or others burn their boats.” -- Alistair Grant

“The days are too short even for love; how can there be enough time for quarreling?” -- Margaret Gatty

“No man ever did a designed injury to another, but at the same time he did a greater to himself.” -- Lord Kames

“Have a dialogue between the two opposing parts and you will find that they always start out fighting each other until we come to an appreciation of difference ... a oneness and integration of the two opposing forces. Then the civil war is finished, and your energies are ready for your struggle with the world.” -- Frederick Salomon Perls

“Truth springs from argument amongst friends.” -- David Hume

“Never [enter] into dispute or argument with another. I never yet saw an instance of one of two disputants convincing the other by argument. I have seen many on their getting warm, becoming rude and shooting one another.” -- Thomas Jefferson

“The people to fear are not those who disagree with you, but those who disagree with you and are too cowardly to let you know.” -- Joe Moore

“The ultimate test of a relationship is to disagree but hold hands.” -- Alexander Penney

“The pessimist sees difficulty in every opportunity. The optimist sees opportunity in every difficulty.” -- Winston Churchill

“Am I not destroying my enemies when I make friends of them?” -- Abraham Lincoln

“Don't hate, it's too big a burden to bear.” -- Martin Luther King, Sr.

“We are judged by what we finish, not what we start.” -- Anonymous

“The old believe everything, the middle-aged suspect everything, the young know everything.” -- Oscar Wilde

“A life making mistakes is not only more honorable, but more useful than a life spent doing nothing at all.” -- George Bernard Shaw

“Windows of opportunity exist for only a brief moment in time, you have to have vision in order to spot them, and take advantage of them.” -- John Sculley

“A ship in harbor is safe, but that is not what ships are built for.” -- William Shedd

“There is no such thing as absolute value in this world. You can only estimate what a thing is worth to you.” -- Charles Dudley Warner

“Happiness is the only sanction of life; where happiness fails, existence remains a mad and lamentable experiment.” -- George Santayana

“We are all faced with a series of great opportunities brilliantly disguised as impossible situations.” -- Chuck Swindoll

“Living with integrity means: not settling for less than what you know you deserve in your relationships. Asking for what you want and need from others. Speaking your truth, even though it might create conflict or tension. Behaving in ways that are in harmony with your personal values. Making choices based on what you believe, and not what others believe.” -- Barbara De Angelis

“Who hath not known ill fortune, never knew himself, or his own virtue.” – Mallett

“A fanatic is a person who can’t change his mind and won’t change.” – Winston Churchill

“The greatest lesson in life is to know that even fools are right sometimes.” -- Winston Churchill

“Peace is not the absence of conflict, but the ability to cope with it.” – Anonymous

“Treat people as if they were what they ought to be and you help them to become what they are capable of being.” -- Johann Wolfgang von Goethe

“Be kind, for everyone you meet is fighting a hard battle.” -- Plato

“If you ain't never pick up the sword, you ain't never have to worry about fallin' on it.” – Meldrick Lewis

“In the middle of every difficulty lies opportunity.” – Albert Einstein

“We could never learn to be brave and patient if there were only joy in the world.” – Helen Keller

“What we see depends mainly on what we look for.” – John Lubbock

“The past is malleable and flexible, changing as our recollection interprets and re-explains what has happened.” – Peter Berger

PROVERBS ON CONFLICT GENERALLY

“All things at first appear difficult.” – *Chinese Proverb*

“Be not disturbed at being misunderstood; be disturbed at not understanding.” – *Chinese Proverb*

“Misfortune is not that which can be avoided, but that which cannot.” – *Chinese Proverb*

“The hardest step is over the threshold.” – *Chinese Proverb*

“Different fields, different grasshoppers; different seas, different fish.” – *Indonesian Proverb*

“A quarrel is like buttermilk: once it's out of the churn, the more you shake it, the more sour it grows.” – *Irish Quiet Proverb*

“Adversity is the foundation of virtue.” – *Japanese Proverb*

“We learn little from victory, much from defeat.” – *Japanese Proverb*

“A creaking door hangs long on its hinges.” – *Romanian Proverb*

“Bad planning on your part does not constitute an emergency on my part.” – *American Proverb*

“When you lose, don't lose the lesson.” -- *Chinese Proverb*

“It takes nine months to have a baby, no matter how many people you put on the job.” – *American Proverb*

“There are no secrets. There is no mystery. There is only common sense.” -- *Onondaga Native American Indian Proverb*

“Two birds disputed about a kernel, when a third swooped down and carried it off.”—*African Proverb*

“Who digs a pit for others will fall in themselves.” -- *German Proverb*

“Unresolved: A dose of adversity is often as needful as a dose of medicine.” – *American Proverb*

“When elephants fight, it is the grass who suffers.” -- *African Proverb*

“Use soft words and hard arguments.”-- *English Proverb*

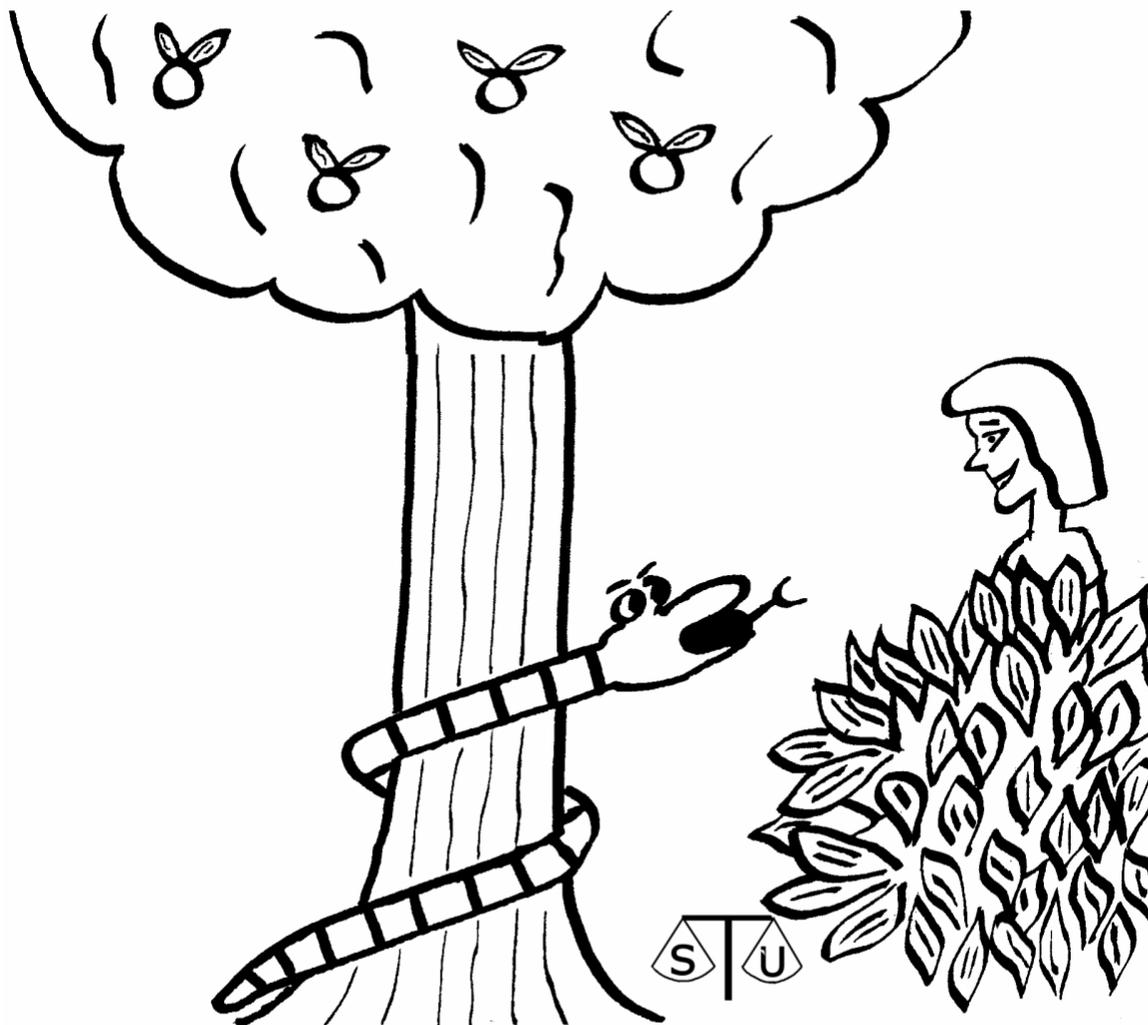
“When there is no enemy within, the enemies outside cannot hurt you.” – *African Proverb*

“A mere friend will agree with you, but a real friend will argue.” -- *Russian Proverb*

PREPARATION AND STRATEGY FOR CONFLICT

Stu's Views

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"Go ahead, Eve. It's the first offense.
What's the worst that can happen?"

“Before you build a better mousetrap, make sure you have some mice out there.” -- *Yogi Berra*

As with anything in life, preparation and strategic thinking are keys to success. Dealing with conflict and managing a negotiation process are no different. According to some negotiation experts, 85 to 90 percent of the work that moves a negotiation toward success happens *before* the parties ever get into the room! This statistic – whatever the percentage may be exactly – strongly suggests the critical nature of having thought through a conflict or negotiation process in great detail. Preparation and strategy also have the added benefit of giving confidence to the people involved – thereby improving their chances to meet their interests in the most complete manner possible.

Preparation for dealing with conflict and negotiation comes in many forms. One can meet with friends, relatives, and co-workers to plan; run statistical analyses of different possible actions and options; engage in thought experiments around conundrums such as the prisoner’s dilemma; or determine alternatives should a negotiation process become stalemated.

A significant part of the preparation process is to develop the best strategy for any given situation, which can vary tremendously depending on the people, dynamics, and issues involved. There are also a number of ways to think about strategy from the micro (how to sequence issues), to the macro (how to try to structure the entire process). When it comes to preparation and strategy, no single quote can adequately capture all that is involved. However, the following by Benjamin Franklin gets to the essence: “By failing to prepare you are preparing to fail.”

QUOTES ON PREPARATION AND STRATEGY FOR CONFLICT

"The will to win is worthless if you do not have the will to prepare." — Thane Yost

"Nobody's a natural. You work hard to get good and then work to get better. It's hard to stay on top." — Paul Coffey

"Failure to prepare is preparing to fail." — Mike Murdock

"Sometimes we have the dream but we are not ourselves ready for the dream. We have to grow to meet it." — Louis L'Amour

"To be prepared is half the victory." -- Miguel De Cervantes

"Before everything else, getting ready is the secret to success." -- Henry Ford

"The time to repair the roof is when the sun is shining." -- John F. Kennedy

"Talent alone won't make you a success. Neither will being in the right place at the right time, unless you are ready. The most important question is: 'Are you ready?'" -- Johnny Carson

"All things are ready, if our minds be so." -- William Shakespeare

"Unless a man has trained himself for his chance, the chance will only make him look ridiculous." -- J. B. Matthews

"If I had six hours to chop down a tree, I'd spend the first hour sharpening the ax." -- Abraham Lincoln

"Success depends upon previous preparation, and without such preparation there is sure to be failure." -- Confucius

"Success is blocked by concentrating on it and planning for it ... Success is shy -- it won't come out while you're watching." -- Tennessee Williams

"It's not the will to win, but the will to prepare to win that makes the difference." -- Bear Bryant

"A good preparation takes longer than the delivery." -- E. Kim Nebeuts

"Luck is what happens when preparation meets opportunity." – Lucius Annaeus Seneca

"The more adaptability exists for a given kind of decision, the less risky it is to make plans for the future, and therefore the more likely it is that more people will make more plans in such areas." -- Thomas Sowell

"Thoroughness characterizes all successful men. Genius is the art of taking infinite pains. All great achievement has been characterized by extreme care, infinite painstaking, even to the minutest detail." -- Elbert Hubbard

“A good plan is like a road map: it shows the final destination and usually the best way to get there.” -- H. Stanley Judd

“There is no advancement to him who stands trembling because he cannot see the end from the beginning.” -- E. J. Klemme

“The loftier the building the deeper the foundation must be.” -- Thomas à Kempis

“Whatever failures I have known, whatever errors I have committed, whatever follies I have witnessed in private and public life have been the consequence of action without thought.” -- Bernard M. Baruch

“Long-range planning works best in the short term.” -- Doug Evelyn

“It's not the plan that is important, it's the planning.” -- Graeme Edwards

“I'm just preparing my impromptu remarks.” -- Winston Churchill

“Somewhere there is a map of how it can be done.” -- Ben Stein

“It takes time to save time.” -- Joe Taylor

“By failing to prepare you are preparing to fail.” -- Benjamin Franklin

"In life prepare for the hard and all you will encounter will be the required or easy." -- Paul Thompson

“Men succeed when they realize that their failures are the preparation for their victories.” -- Ralph Waldo Emerson

"I will prepare and some day my chance will come." -- Abraham Lincoln

"The most prepared are the most dedicated." -- Raymond Berry

"In the field of observation, chance favors only the prepared minds." -- Louis Pasteur

"You don't run twenty-six miles at five minutes a mile on good looks and a secret recipe." -- Frank Shorter

PROVERBS ON PREPARATION AND STRATEGY FOR CONFLICT

“One who does not look ahead remains behind.” – *Brazilian Proverb*

“A stupid act entails doing the work twice over.” – *Burmese Proverb*

“By trying often, the monkey learns to jump from the tree.” -- *Cameroonian Proverb*

“A sly rabbit will have three openings to its den.” – *Chinese Proverb*

“Be on a horse when you go in search of a better one.” – *Chinese Proverb*

“Don't consider your reputation and you may do anything you like.” – *Chinese Proverb*

"Don't stand by the water and long for fish; go home and weave a net." – *Chinese Proverb*

"Failing to plan is planning to fail." – *Chinese Proverb*

"Looking for fish? Don't climb a tree." – *Chinese Proverb*

"Only he that has traveled the road knows where the holes are deep." – *Chinese Proverb*

"Timing has a lot to do with the outcome of a rain dance." – *Cowboy Proverb*

"We will be known by the tracks we leave behind." – *Dakotan Proverb*

"Because we focused on the snake, we missed the scorpion." – *Egyptian Proverb*

"The work will teach you how to do it." – *Estonian Proverb*

"Ignorance doesn't kill you, but it does make you sweat a lot." – *Haitian Proverb*

"Accomplishment of purpose is better than making a profit." – *Hausa Proverb*

"A new broom sweeps clean, but an old broom knows the corners." – *Irish Proverb*

"There's no need to fear the wind if your haystacks are tied down." -- *Irish Proverb*

"While we consider when to begin, it becomes too late." – *Japanese Proverb*

"Tell me and I'll forget. Show me, and I may not remember. Involve me, and I'll understand." -- *Native American Proverb*

NEGOTIATION



“I never accept a first offer.”

“The fellow who says he'll meet you halfway usually thinks he's standing on the dividing line...”

Orlando A. Battista

Broadly defined, negotiation is something we do every day and on a constant basis. Whether it is with co-workers at our jobs, our spouse or children at home, or our friends that come and go throughout our lives, we are constantly negotiating. Since that is the case, there may be no more important skill in life than being proficient in the art and science of this age-old form of interaction. As many of the quotes below suggest, there are numerous approaches to negotiation, each with its own nuance. These can be grouped into two categories: positional negotiation (a win/lose, high/low game of one-upmanship), and interest-based negotiation (a mutual gains approach partly focused on the importance of relationships). As you make your way through these quotes it may be helpful to keep these two models in mind.

Negotiation has become a topic of tremendous interest, not only in the business and international worlds, but also in academic programs and training organizations. It seems these days that everyone, in some shape or form, is interested how to become an effective negotiator. This is largely because negotiation has such practical value. When engaged in negotiation, a person employs many tools to aid him in his efforts to persuade the other to come over to his side. In my own experience, a good quote – whether humorous, to lighten the atmosphere, or poignant, to make a point more forcefully – is an invaluable asset to any negotiator.

It seems apropos that before you delve into this section, you are sent on your way with a quote that epitomizes what every negotiator strives for. Some use deceptive and underhanded tactics, while others use tactics that are more aboveboard, but still try to meet their interests as best as possible. So the final word goes to the diplomats who remind us that, “Diplomacy is the art of letting the other person have your way!”

QUOTES ON NEGOTIATION

“Treat people as if they were, what they ought to be and you help them become what they are capable of being.” – Johann Wolfgang von Goethe

“Could a greater miracle take place than for us to look through each other’s eyes for an instant?” – Henry David Thoreau

“It's not hard to make decisions when you know what your values are.” -- Roy Disney

“By blending the breath of the sun and the shade, true harmony comes into the world.” -- Tao Te Ching

“Decision is the spark that ignites action. Until a decision is made, nothing happens.... Decision is the courageous facing of issues, knowing that if they are not faced, problems will remain forever unanswered.” -- Wilfred A. Peterson

“When you cannot make up your mind which of two evenly balanced courses of action you should take -- choose the bolder.” -- William Joseph Slim

“The first principle of contract negotiation is don't remind them of what you did in the past; tell them what you're going to do in the future.” -- Stan Musial

“To push advantages too far is neither generous nor just.” – Samuel Johnson

“It is difficult to negotiate where neither will trust.” – Samuel Johnson

“There is nothing more likely to start disagreement among people or countries than an agreement.” -- E. B. White

“When men and women agree, it is only in their conclusions; their reasons are always different.” -- George Santayana

“If two people on the same job agree all the time, then one is useless. If they disagree all the time, then both are useless.” -- Darryl F. Zanuck

“We agree completely on everything, including the fact we don't see eye to eye.” -- Henry Kissinger

“Nothing so completely baffles one who is full of trick and duplicity himself, than straightforward and simple integrity in another.” – Charles Caleb Colton

“Behold the turtle. He makes progress only when he sticks his neck out.” -- James B. Conant

“Keep in mind that the better you understand what you want and why you want it, the better your chances will be of acquiring it.” – Fred Jandt

“Never doubt that a small group of thoughtful, committed people can change the world. Indeed, it's the only thing that ever has.” -- Margaret Mead

“If you can make a man laugh, you can make him think and make him like and believe you.” -- Alfred E. Smith

“You don't drown by falling in the water. You drown by staying there.” -- Anonymous “A good deal is a state of mind.” -- Lee Iococca

“Distance doesn't matter. It is only the first step that is difficult.” – Marie de Vichy-Chamrond Deffand

“Take advantage of the ambiguity in the world. Look at something and think about what else it might be.”
-- Roger von Oech

“Laughter is the shortest distance between two people.” -- Victor Borge

“Never cut what you can untie.” -- Joseph Joubert

“Grant graciously what you cannot refuse safely and conciliate those you cannot conquer.” -- Charles Caleb Colton

“Girls . . . were allowed to play in the house . . . and boys were sent outdoors. . . Boys ran around in the yard with toy guns going kksssh-kksssh, fighting wars for made-up reasons and arguing about who was dead, while girls stayed inside and played with dolls, creating complex family groups and learning how to solve problems through negotiation and role playing. Which gender is better equipped, on the whole, to live an adult life, would you guess?” -- Garrison Keillor

“Negotiating in the classic diplomatic sense assumes parties are more anxious to agree than to disagree.”
-- Dean Acheson

“In business, you don't get what you deserve, you get what you negotiate.” -- Chester L. Karrass

“The single most powerful tool for winning a negotiation is the ability to get up and walk away from the table without a deal.” -- Anonymous

“It is a trick among the dishonest to offer sacrifices that are not needed, or not possible, to avoid making those that are required.” -- Ivan Goncharov

“Flattery is the infantry of negotiation.” -- Lord Chandos

“Let every eye negotiate for itself, and trust no agent.” -- William Shakespeare

“True, Heaven prohibits certain pleasures; but one can generally negotiate a compromise.” -- Molière

“It is with our brothers and sisters that we learn to love, share, negotiate, start and end fights, hurt others, and save face. The basis of healthy (or unhealthy) connections in adulthood is cast during childhood.” -- Jane Mersky Leder

“Given a fair wind, we will negotiate our way into the Common Market, head held high, not crawling in. Negotiations? Yes. Unconditional acceptance of whatever terms are offered us? No.” -- Harold Wilson

“When people say women can’t be trusted because they cycle every month, my response is that men cycle every day, so they should only be allowed to negotiate peace treaties in the evening.” -- June Reinisch

“We must be part of the general staff at the inception, rather than the ambulance drivers at the bitter end.”
-- Lane Kirkland

“Necessity never made a good bargain.” -- Benjamin Franklin

“Sometimes one pays most for the things one gets for nothing.” – Albert Einstein

“To fight and conquer in all your battles is not supreme excellence; supreme excellence consists in breaking the enemy's resistance without fighting.” -- Sun Tzu

“The one sure way to conciliate a tiger is to allow oneself to be devoured.” -- Konrad Adenauer

“People who can't admit they are part of the problem, will never be part of its solution.” -- Kenneth Kaye

“Compromise, n. Such an adjustment of conflicting interests as gives each adversary the satisfaction of thinking he has got what he ought not to have, and is deprived of nothing except what was justly his due.” -- Ambrose Bierce

“Grant graciously what you cannot refuse safely and conciliate those you cannot conquer.” -- Charles Caleb Colton

“I've always felt that a person's intelligence is directly reflected by the number of conflicting points of view he can entertain simultaneously on the same topic.” – Abigail Adams

“We're eyeball to eyeball and the other fellow just blinked.” -- Dean Rusk

“A grievance is most poignant when almost redressed.” -- Eric Hoffer

“Talking jaw-jaw is always better than war-war.” -- Winston Churchill

“You've got to know when to hold 'em, know when to fold 'em know, when to walk away, know when to run.” -- Kenny Rogers

“During a negotiation, it would be wise not to take anything personally. If you leave personalities out of it, you will be able to see opportunities more objectively.” -- Brian Koslow

“It is greed to do all the talking but not to want to listen at all.” -- Democritus of Abdera

“People do not seem to talk for the sake of expressing their opinions, but to maintain an opinion for the sake of talking.” -- William Hazlitt

“Never forget the power of silence, that massively disconcerting pause which goes on and on and may at last induce an opponent to babble and backtrack nervously.” -- Lance Morrow

“Negotiating means getting the best of your opponent.” -- Marvin Gaye

“When a man says that he approves something in principle, it means he hasn't the slightest intention of putting it in practice.” -- Otto von Bismarck

“You're in a much better position to talk with people when they approach you than when you approach them.” -- Peace Pilgrim

“Information is a negotiator's greatest weapon.” -- Victor Kiam

“Let us never negotiate out of fear. But let us never fear to negotiate.” - John F. Kennedy

“You can observe a lot by just watching.” – Yogi Berra

“You got to be very careful if you don't know where you're going, because you might not get there.” – Yogi Berra

“Prepare by knowing your walk away [conditions] and by building the number of variables you can work with during the negotiation... you need to have a walk away... a combination of price, terms, and deliverables that represents the least you will accept. Without one, you have no negotiating road map.” -- Keiser

“If you are planning on doing business with someone again, don't be too tough in the negotiations. If you're going to skin a cat, don't keep it as a house cat.” -- Marvin S. Levin

“Win/win is an attitude, not an outcome.” -- Don Boyd

“It matters not whether you win or lose; what matters is whether I win or lose.” -- Darin Weinberg

“We do not have to agree; we do need to understand.” -- Anonymous

“The number one goal in resolving a conflict is to make sure both sides maintain their self-esteem.” -- Anonymous

“One of the best ways to persuade others is with your ears -- by listening to them.” -- Dean Rusk

“Resolving conflict is rarely about who is right. It is about acknowledgment and appreciation of differences.” -- Thomas Crum

“You and your spouse should consider the arguments you have, not as calamities in the history of your child’s development, but as opportunities for learning. Take the opportunity to teach your children the art of and value in negotiation, and to demonstrate your ability to empathize, your willingness to compromise, and your readiness to apologize for hurt you have inflicted on others.” -- Lawrence Balter

“The correct strategy for Americans negotiating with Japanese or other foreign clients is a Japanese strategy: ask questions. When you think you understand, ask more questions. Carefully feel for pressure points. If an impasse is reached, don't pressure. Suggest a recess or another meeting.” -- John L. Graham

“If I should ever be captured, I want no negotiation—and if I should request a negotiation from captivity they should consider that a sign of duress.” -- Henry Kissinger

“Only free men can negotiate. Prisoners cannot enter into contracts. Your freedom and mine cannot be separated.” -- Nelson Mandela

“The freedom of the city is not negotiable. We cannot negotiate with those who say, “What’s mine is mine and what’s yours is negotiable.”-- John F. Kennedy

“I’m willin’ for any solution — religious, political. I’m not going to keep offerin’ to negotiate so much because they turn us down each time. It indicates a weakness on our part.” -- Lyndon B. Johnson

“My father said: you must never try to make all the money that's in a deal. Let the other fellow make some money too, because if you have a reputation for always making all the money, you won't have many deals.” -- J. Paul Getty

“The most important trip you may take in life is meeting people half way.” -- Henry Boyle

“Most people I ask little from. I try to give them much, and expect nothing in return and I do very well in the bargain.” -- Francois F. Nelon

“Compromise. Such an adjustment of conflicting interests as gives each adversary the satisfaction of thinking he has got what he ought not to have, and is deprived of nothing except what was justly his due.” -- Ambrose Bierce

“The compromise will always be more expensive than either of the suggestions it is compromising.” -- Arthur Bloch

“Once you consent to some concession, you can never cancel it and put things back the way they are.” -- Howard Hughes

“Compromise is never anything but an ignoble truce between the duty of a man and the terror of a coward.” -- Reginald W. Kaufman

PROVERBS ON NEGOTIATION

“There are two sides to every question.” – *Chinese Proverb*

“A closed mind is like a closed book; just a block of wood.” -- *Chinese Proverb*

“Four things come not back: the spoken word, the spent arrow, the past life, and the neglected opportunity.” – *Chinese Proverb*

“He who cannot agree with his enemies is controlled by them.” – *Chinese Proverb*

“He who hurries cannot walk with dignity.” – *Chinese Proverb*

“If an enemy is annoying you by playing well, consider adopting his strategy.” – *Chinese Proverb*

“Make sure you leave some fat for the other side.” – *Chinese Proverb*

“Only when all contribute their firewood can they build up a strong fire.” – *Chinese Proverb*

“He who cannot cut the bread evenly cannot get on well with people.” – *Czech Proverb*

“An empty sack cannot stand up.” -- *Haitian Proverb*

“A small benefit obtained is better than a great one in expectation.” – *Irish Proverb*

“Even a sheet of paper has two sides.” -- *Japanese Proverb*

“The reverse side also has a reverse side.” – *Japanese Proverb*

“Hurrying has no blessing.” – *Kenyan Proverb*

“If anyone is not willing to accept your point of view, try to see his point of view.” – *Lebanese Proverb*

“Only when you can be extremely pliable and soft can you be extremely hard and strong.” – *Zen Proverb*

“Everyone is kneaded out of the same dough but not baked in the same oven.” -- *Yiddish Proverb*

“To every answer you can find a new question.” – *Yiddish Proverb*

“Don't bargain for fish which are still in the water.” -- *Indian Proverb*

“Sometimes you have to be silent to be heard.” -- *Swiss Proverb*

“If I give you an egg, and you give me an egg, we will each have one egg.” -- *West African Proverb*

“If I give you an idea, and you give me an idea, we will each have two ideas.” -- *West African Proverb*

“Don't close the barn door after the horse runs away.” – *American Proverb*

“Don't cut off your nose to spite your face.” – *American Proverb*

“Don't judge a book by its cover.” – *American Proverb*

“Don't put all your eggs in one basket.” – *American Proverb*

“Don't throw out the baby with the bath water.” – *American Proverb*

“Don't use a lot where a little will do.” – *American Proverb*

“Easy come, easy go.” – *American Proverb*

“Easy does it.” – *American Proverb*

“Buying is cheaper than asking.” -- *German Proverb*

“A miser and a liar bargain quickly.” -- *Greek Proverb*

“From little acorns mighty oaks do grow.” – *American Proverb*

“Gold is where you find it.” – *American Proverb*

“Stopping at third base adds no more to the score than striking out.” -- *American Proverb*

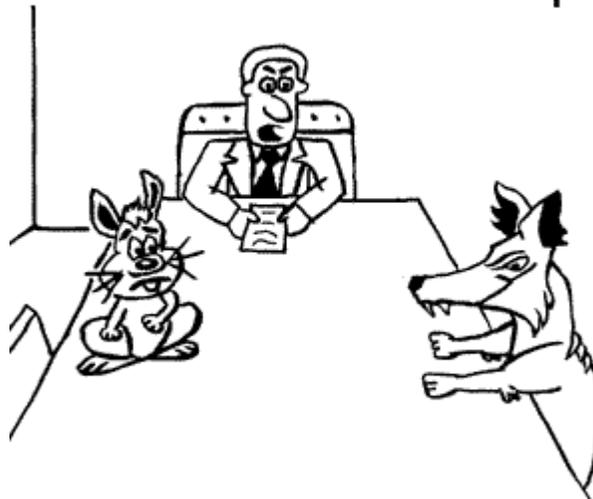
“Bargain like a gypsy, but pay like a gentleman.” -- *Hungarian Proverb*

“The go-between wears out a thousand sandals.” – *Japanese Proverb*

COMMUNICATION AND CONFLICT

Stu's Views

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“Please, Mr. Wolf, now we’re just splitting hares.”

“Communicating is depositing a part of yourself in the other.” *Anonymous*

In dealing with conflict at all levels one needs to use some form of communication. The two primary ways in which people communicate with each other are through words and through non-verbal actions. The quotes below not only talk about the importance of each, but also add a third element -- silence.

Most believe that people skilled in handling conflict with a process of negotiation are first and foremost, smooth talkers who could schmooze the pants off a tailor. However, the reality is much different. The best conflict handlers are those who listen twice as much as they talk – after

all, as the saying from Epictetus goes, “Nature has given men one tongue and two ears, that we may hear twice as much as we speak.” Moreover, listening may well be the simplest and cheapest concession you can make when dealing with conflict. The act of listening can open many previously closed doors.

Not only are there the nuts and bolts of communicating, but there are also the dynamics of the climate or atmosphere that play a key role in interpersonal interactions. As many schooled in communication will attest, the tenor and nature of the communication process can speak volumes about the status of the situation. One can often feel or sense the tension in a conversation, and therefore recognize the power of this concept in handling conflict. As Benjamin Franklin once stated, “Remember not only to say the right thing in the right place, but far more difficult still, to leave unsaid the wrong thing at the tempting moment.” All this is to say that communication, and its impact on the process of dealing with conflict, is critical. The difference between a fruitful interaction, and one that limps along with a problem at every turn, lies in the nature of the communication between the parties, and the skill with which they can express themselves.

QUOTES ON COMMUNICATION AND CONFLICT

“The difficult part in an argument is not to defend one's opinion, but rather to know it.”
-- André Maurois

“Silence is foolish if one is wise, but wise if one is foolish.” – Anonymous

“Man does not live by words alone, despite the fact that sometimes he has to eat them.” -- Adlai Stevenson

“No one would talk much in society; if he knew how often he misunderstands others.” – Johann Wolfgang von Goethe

“Are you really listening... or are you just waiting for your turn to talk?” -- R. Montgomery

“People should talk less and draw more. Personally, I would like to renounce speech altogether and, like organic nature, communicate everything I have to say visually.” – Johann Wolfgang von Goethe

“When in doubt, ask. When not in doubt, ask. If you are not in doubt, you may be kidding yourself.” -- Anonymous

“Never say more than is necessary.” -- Richard Brinsley Sheridan

“Good communication is as stimulating as black coffee, and just as hard to sleep after.” -- Anne Morrow Lindbergh

“To effectively communicate, we must realize that we are all different in the way we perceive the world and use this understanding as a guide to our communication with others.” – Anthony Robbins

“Communication is a skill that you can learn. It's like riding a bicycle or typing. If you're willing to work at it, you can rapidly improve the quality of every part of your life.” – Brian Tracy

“Effective communication is 20 percent what you know and 80 percent how you feel about what you know.” – Jim Rohn

“Communication is not only the essence of being human, but also a vital property of life.” – John A. Piece

“Extremists think communication means agreeing with them.” – Leo Rosten

“Skill in the art of communication is crucial to a leader's success. He can accomplish nothing unless he can communicate effectively.” – Norman Allen

“The most important thing in communication is to hear what isn't being said.” – Peter F. Drucker

“Two prisoners whose cells adjoin communicate with each other by knocking on the wall. The wall is the thing which separates them but is also their means of communication. It is the same with us and God. Every separation is a link.” – Simone Weil

“What is the shortest word in the English language that contains the letters: abcdef? Answer: feedback. Don't forget that feedback is one of the essential elements of good communication.” – Anonymous

“Use non-verbal communication to SOFTEN the hard-line position of others: S = Smile, O = Open, Posture, F = Forward Lean, T = Touch, E = Eye Contact, N = Nod.” -- Anonymous

“Ninety-nine percent of all problems in communications start with misunderstandings which develop as a result of differing viewpoints and conditioning.” – Anonymous

“Listening well is as powerful a means of communication and influence as to talk well.” – John Marshall

“Humor is the affectionate communication of insight.” – Leo Rosten

“I have often regretted my speech, never my silence.” -- Anonymous

“Speech is human, silence is divine, yet also brutish and dead; therefore we must learn both arts.” – Thomas Carlyle

“Never mistake silence for agreement.” -- Anonymous

“Kind words can be short and easy to speak, but their echoes are truly endless.” -- Mother Teresa

“Much talking is the cause of danger. Silence is the means of avoiding misfortune. The talkative parrot is shut up in a cage. Other birds, without speech, fly freely about.” -- Saskya Pandita

“Never forget the power of silence, that massively disconcerting pause which goes on and on and may at last induce an opponent to babble and backtrack nervously.” -- Lance Morrow

“Silence is as full of potential wisdom and wit as the unshown marble of great sculpture. The silent bear no witness against themselves.” -- Aldous Huxley

“Silence is the mother of truth.” – Benjamin Disraeli

“Silence may be golden, but can you think of a better way to entertain someone than to listen to him?” -- Brigham Young

“Silence is foolish if we are wise, but wise if we are foolish.” -- Charles Caleb Colton

“Silence is the ultimate weapon of power.” – Charles De Gaulle

“Silence is a true friend that never betrays.” -- Confucius

“Sometimes you have to be silent to be heard.” -- Swiss Proverb

“Listening, not imitation, may be the sincerest form of flattery.”
-- Dr. Joyce Brothers

“Nature has given men one tongue and two ears, that we may hear twice as much as we speak.” -- Epictetus

“Wisdom is what you get for a lifetime of listening when you'd have preferred to talk.” -- Doug Larson

“A good listener is not only popular everywhere, but after a while he gets to know something.” -- Wilson Mizner

“A good listener is not someone with nothing to say. A good listener is a good talker with a sore throat.” -- Katharine Whitehorn

“To start blindly with a statement is a sign of arrogance and narrow-mindedness, and will lead to conflict. To start blindly with a question is a sign of uncertainty and honesty, and will lead to wisdom.” -- Scott Watson

“Silence is argument carried out by other means.” -- Ernesto “Che” Guevara

“There's no point in arguing with partisan supporters. Their views are their identity. Nothing you can tell the most phlegmatic follower.” -- Michael Lews

“Constant repetition carries conviction.” -- Robert Collier

“We cannot always control our thoughts, but we can control our words, and repetition impresses the subconscious, and we are then master of the situation.” -- Florence Scovel Shinn

“It's the repetition of affirmations that leads to belief. And once that belief becomes a deep conviction, things begin to happen.” -- Claude M. Bristol

“The trouble with talking too fast is you may say something you haven't thought of yet.” -- Ann Landers

“I know you believe you understand what you think I said, but I'm not sure you realize that what you heard isn't what I meant.” -- Unknown

“There is all the difference in the world between having something to say and having to say something.” -- John Dewey

“Saying nothing... sometimes says the most.” -- Emily Dickinson

“Kind words do not cost much. Yet they accomplish much.” -- Blaise Pascal

“Remember not only to say the right thing in the right place, but far more difficult still, to leave unsaid the wrong thing at the tempting moment.” -- Benjamin Franklin

“Be still when you have nothing to say; when genuine passion moves you, say what you've got to say, and say it hot.” -- D. H. Lawrence

“It seemed rather incongruous that in a society of super sophisticated communication, we often suffer from a shortage of listeners.” -- Erma Bombeck

“I like to listen. I have learned a great deal from listening carefully. Most people never listen.” -- Ernest Hemingway

“It was impossible to get a conversation going, everybody was talking too much.” -- Yogi Berra

“It's good to shut up sometimes.” -- Marcel Marceau

"Words are, of course, the most powerful drug used by mankind." -- Rudyard Kipling

"The difference between the right word and the almost right word is the difference between lightning and a lightning bug." -- Mark Twain

"The ability to speak eloquently is not to be confused with having something to say." -- Michael P. Hart

"They may forget what you said, but they will never forget how you made them feel." -- Carl W. Buechner

"The problem with communication is the illusion that it has occurred." -- George Bernard Shaw

"One of the lessons of history is that nothing is often a good thing to do and always a clever thing to say." -- Will Durant

"If you wish to make a man your enemy, tell him simply, 'You are wrong.' This method works every time." -- Henry Link

"The most important things are the hardest to say, because words diminish them." -- Stephen King

"You cannot truly listen to anyone and do anything else at the same time." -- M. Scott Peck

"Keep things informal. Talking is the natural way to do business. Writing is great for keeping records and putting down details, but talk generates ideas. Great things come from our luncheon meetings which consist of a sandwich, a cup of soup, and a good idea or two. No martinis." -- T. Boone Pickens

"Speak when you are angry and you will make the best speech you will ever regret." -- Ambrose Bierce

"The reward for always listening when you'd rather be talking is wisdom." -- Anonymous

"The basic building block of good communications is the feeling that every human being is unique and of value." -- Anonymous

"I said to the almond tree, 'Friend, speak to me of God,' and the almond tree blossomed." -- Nikos Kazantzakis

PROVERBS ON COMMUNICATION AND CONFLICT

"The talker will lead the dog to the meat market." -- *Bugandan Proverb*

"If you truly want honesty, don't ask questions you don't really want the answer to." -- *Burmese Proverb*

"He who asks questions cannot avoid the answers." -- *Cameroonian Proverb*

"A bad word whispered will echo a hundred miles." -- *Chinese Proverb*

"A rumor goes in one ear and out many mouths." -- *Chinese Proverb*

"A single conversation with a wise man is better than ten years of study." -- *Chinese Proverb*

“He who asks a question is a fool for five minutes; he who does not ask a question remains a fool forever.” – *Chinese Proverb*

“No wisdom like silence.” – *Chinese Proverb*

“Outside noisy, inside empty.” – *Chinese Proverb*

“Slander cannot destroy an honest man: when the flood recedes the rock is there.” -- *Chinese Proverb*

“A man's ruin lies in his tongue.” – *Egyptian Proverb*

“Even silence speaks.” – *Hausa Proverb*

“The shallower the brook, the more it babbles.” – *Indonesian Proverb*

“A quiet tongue shows a wise head.” – *Irish Proverb*

“Everyone is wise until he speaks.” – *Irish Proverb*

“Where the tongue slips, it speaks the truth.” – *Irish Proverb*

“A round egg can be made square according to how you cut it; words would be harsh according to how you speak them.” – *Japanese Proverb*

“Even a fish wouldn't get into trouble if it kept its mouth shut.” – *Korean Proverb*

“The deeper the waters are, the more still they run.” – *Korean Proverb*

“Lower your voice and strengthen your argument.” -- *Lebanese Proverb*

“He understands badly who listens badly.” – *Welsh Proverb*

“Words are like spears: Once they leave your lips they can never come back.” – *Yoruban Proverb*

“All signs are misleading.” – *Yiddish Proverb*

“Better ask ten times than go astray once.” – *Yiddish Proverb*

“Talking comes by nature, silence by wisdom.” – *Yiddish Proverb*

“The wise man, even when he holds his tongue, says more than the fool when he speaks.” – *Yiddish Proverb*

“Many speak much who cannot speak well.” – *American Proverb*

“The spoken word belongs half to him who speaks, and half to him who listens.” -- *French Proverb*

“Never miss a good chance to shut up.” – *American Proverb*

“He who talks incessantly, talks nonsense.” – *African Proverb*

“You didn’t just say that!”

“If speaking is silver, then listening is gold.” -- *Turkish Proverb*

“Who spreads, sows; Who listens, reaps.” -- *Argentine Proverb*

“One must talk little and listen much.” – *African Proverb*

“Quarrels end, but words once spoken never die.” -- *African Proverb*

PSYCHOLOGY AND CONFLICT

Stu's Views

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Tell me about yourself.

I'll start when I was 12. My dad and mom were never good at dealing with conflict and that is where I learned everything.

“The most dramatic conflicts are perhaps, those that take place not between men but between a man and himself -- where the arena of conflict is a solitary mind.” -- *Clark Moustakas*

Much of what happens in any conflict, and during negotiation processes, transpires in our own minds. Certainly there are real problems and real issues between individuals in conflicts, but the magnitude of those problems is often far less than what people believe them to be. As such, people often see the consequences and risks of engaging in a conflict or negotiation process as far greater than reality normally bears.

There are many concepts rooted in the psyche that drive and motivate us when we are in conflict. From stereotyping to rationalization to selective perception and recall, psychological concepts drive us in all our actions. How we perceive the situation and the best ways to manage it are all nestled in our psychological orientation. The fear and angst that we associate with conflict and negotiation processes stem from psychological baggage we have learned and developed over the years.

Sometimes it is quite difficult to tell reality from perception. Perhaps that is because the two are inexorably linked. When people have a different perspective of the same situation it is not difficult to understand why conflicts become so challenging. The key in all these situations is to get into the other’s mind and understand his psyche. The best summation of these thoughts comes from Harper Lee who argued, “You never really understand a person until you consider things from his point of view.”

QUOTES ON PSYCHOLOGY AND CONFLICT

“Fortunately psychoanalysis is not the only way to resolve inner conflicts. Life itself still remains a very effective therapist.” -- Karen Horney

“We are all inclined to judge ourselves by our ideals; others, by their acts.” – Harold Nicolson

“The past is malleable and flexible, changing as our recollection interprets and re-explains what has happened.” – Peter Berger

“People spend a lifetime searching for happiness; looking for peace. They chase idle dreams, addictions, religions, even other people, hoping to fill the emptiness that plagues them. The irony is the only place they ever needed to search was within.” – Ramona L. Anderson

“No garden is without its weeds.” – Thomas Fuller

“When making a decision of minor importance, I have always found it advantageous to consider all the pros and cons. In vital matters, however, such as the choice of a mate or a profession, the decision should come from the unconscious, from somewhere within ourselves. In the important decisions of personal life, we should be governed, I think, by the deep inner needs of our nature.” -- Sigmund Freud

“We are enslaved by anything we do not consciously see. We are freed by conscious perception.”
-- Vernon Howard

“The torment of human frustration, whatever its immediate cause, is the knowledge that the self is in prison, its vital force and ‘mangled mind’ leaking away in lonely, wasteful self-conflict.” -- Elizabeth Drew

“Maturity is the capacity to endure uncertainty.” -- John Finley

“Talking much about oneself may be a way of hiding oneself.” -- Friedrich Wilhelm Nietzsche

“The deepest principle of human nature is the craving to be appreciated.” -- William James

“First keep the peace within yourself, then you can also bring peace to others.” -- Thomas a Kempis

“This duality has been reflected in classical as well as modern literature as reason versus passion, or mind versus intuition. The split between the ‘conscious’ mind and the ‘unconscious.’ There are moments in each of our lives when our verbal-intellect suggests one course, and our ‘hearts,’ or intuition, another.”
--Robert E. Ornstein

“When our knowing exceeds our sensing, we will no longer be deceived by the illusions of our senses.”
--Walter Russell

“The subconscious part in us is called the subjective mind, because it does not decide and command. It is subject rather than a ruler. Its nature is to do what it is told, or what really in your heart of hearts you desire.” -- Tom Hopkins

“Consistency is the hobgoblin of little minds.” – Ralph Waldo Emerson

“One learns by doing the thing; for though you think you know it, you have no certainty until you try.”

-- Sophocles

“Imagination is the eye of your soul.” -- Joseph Joubert

“One should count each day a separate life.” -- Seneca Joubert

“The most important single ingredient in the formula of success is knowing how to get along with people.” -- Theodore Roosevelt

“He who angers you, conquers you.” -- Elizabeth Kenny

“You can make more friends in two months by becoming genuinely interested in other people than you can in two years by trying to get other people interested in you.” -- Dale Carnegie

“So remarkably perverse is the nature of man that he despises those that court him and admires whoever will not bend before him.” -- Thucydides

“You never really understand a person until you consider things from his point of view.” -- Harper Lee

“My green thumb came only as a result of the mistakes I made while learning to see things from the plant's point of view.” -- H. Fred Ale

“Those who are at war with others are not at peace with themselves.” -- William Hazlitt

“Nobody ever forgets where he buried the hatchet.” -- Kin Hubbard

“We owe almost all our knowledge not to those who have agreed but to those who have differed.”
-- Charles Caleb Colton

“Consider how hard it is to change yourself and you'll understand what little chance you have in trying to change others.” -- Jacob M. Braude

“The most important of life's battles is the one we fight daily in the silent chambers of the soul.” -- David O. McKay

“There are always two forces warring against each other within us.” -- Paramahansa Yogananda

“Reason guides but a small part of man, and the rest obeys feeling, true or false, and passion, good or bad.” -- Joseph Roux

“We are the prisoners of ideas.” -- Ralph Waldo Emerson

“The split in you is clear. There is a part of you that knows what it should do, and a part that does what it feels like doing.” -- John Cantwell Kiley

“If passion drives you, let reason hold the reins.” -- Benjamin Franklin

“Talk back to your internal critic. Train yourself to recognize and write down critical thoughts as they go through your mind. Learn why these thoughts are untrue and practice talking and writing back to them.”
-- Robert J. McKain

“I give myself, sometimes, admirable advice, but I am incapable of taking it.” -- Mary Wortley Montagu

“When dealing with people, remember you are not dealing with creatures of logic, but creatures of emotion.” -- Dale Carnegie

“Why don't you want to do what you know you should do? The reason you don't is that you're in conflict with yourself.” -- Tom Hopkins

“Like a ball batted back and forth, a human being is batted by two forces within.” -- Yogabindu Upanishad

“If there is any great secret of success in life, it lies in the ability to put yourself in the other person’s place and to see things from his point of view – as well as your own.” – Henry Ford

“By three methods we may learn wisdom: first, by reflection, which is noblest; second, imitation, which is easiest; and third by experience, which is the bitterest.” -- Confucius

“One comes to believe whatever one repeats to oneself sufficiently often, whether the statement be true or false. It comes to be dominating thought in one's mind.” -- Robert Collier

“Whenever two people meet there are really six people present. There is each man as he sees himself, each man as the other sees him, and each man as he really is.” -- William James

“A man should never be ashamed to own he has been in the wrong, which is but saying, in other words, that he is wiser today than he was yesterday.” -- Alexander Pope

“If you could kick the person in the pants responsible for most of your trouble, you wouldn't sit for a month.” – Anonymous

“There can be no doubt that the average man blames much more than he praises. His instinct is to blame. If he is satisfied he says nothing; if he is not, he most illogically kicks up a row.” -- Arnold Bennett

“The search for someone to blame is always successful.” -- Robert Half

“When we blame, we give away our power.” -- Greg Anderson

“Knowing that everything's futile but still fighting, still raging against the dying of the light -- that's what motivates me all the time ... If you hold that sense of futility in your head for too long, it can begin to eat into you. You can still be aware of it but find a place for it where you can actually exist comfortably and enjoy things.” -- Robert Smith

“Take care, don't fight, and remember: if you do not choose to lead, you will forever be led by others. Find what scares you, and do it. And you can make a difference, if you choose to do so.” -- J. Michael Straczynski

“It's not the size of the dog in the fight, it's the size of the fight in the dog.” -- Mark Twain

“It is all right if you talk to yourself. It is all right if you answer yourself. But when you start disagreeing with the answers, you've got a problem.” -- R. E. Phillips

“No one can persuade another to change. Each of us guards a gate of change that can only be opened from the inside. We cannot open the gate of another, either by argument or emotional appeal.” -- Marilyn Ferguson

“When you plant lettuce, if it does not grow well, you don’t blame the lettuce. You look for reasons it is not doing well. It may need fertilizer, or more water, or less sun. You never blame the lettuce. Yet if we have problems with our friends or our family, we blame the other person. But if we know how to take care of them, they will grow well, like the lettuce. Blaming has no positive effect at all, nor does trying to persuade using reason and argument. That is my experience. If you understand, and you show that you understand, you can love, and the situation will change.” -- Thich Nhat Hanh

“Whenever I hear anyone arguing for slavery, I feel a strong impulse to see it tried on him personally.”
-- Abraham Lincoln

“People who are too concerned with how well they are doing will be less successful and feel less competent than those who focus on the task itself... Some psychologists call it a conflict between ego-orientation, or between extrinsic and intrinsic motivation... but in all cases, what counts is whether attention is turned away from the task at hand and focused on the self and its future rewards, or whether it is instead trained on the task itself. The latter attitude seems the more fruitful.” -- Anonymous

“Most of our so-called reasoning consists in finding arguments for going on believing as we already do.”
-- James Harvey Robinson

“To fight fear, act. To increase fear -- wait, put off, postpone.” -- David Joseph Schwartz

“There is nothing so disagreeable, that a patient mind cannot find some solace for it.” -- Lucius Annaeus Seneca

“Our subconscious minds have no sense of humor, play no jokes, and cannot tell the difference between reality and an imagined thought or image. What we continually think about eventually will manifest in our lives.” -- Sidney Madwed

“The galleries are full of critics. They play no ball, they fight no fights. They make no mistakes because they attempt nothing. Down in the arena are the doers. They make mistakes because they try many things. The man who makes no mistakes lacks boldness and the spirit of adventure. He is the one who never tries anything. His is the brake on the wheel of progress. And yet it cannot be truly said he makes no mistakes, because his biggest mistake is the very fact that he tries nothing, does nothing, except criticize those who do things.” -- David M. Shoup

“We know what happens to people who stay in the middle of the road. They get run over.” -- Aneurin Bevan

“When you have to make a choice and you don’t make it, that itself is a choice.” -- William James

“Reason and emotion are not antagonists. What seems like a struggle between two opposing ideas or values, one of which, automatic and unconscious, manifests itself in the form of a feeling.” -- Nathaniel Branden

“What lies behind you and what lies in front of you, pales in comparison to what lies inside of you.”
-- Ralph Waldo Emerson

“He who gains a victory over other men is strong; but he who gains a victory over himself is all powerful.” -- Lao-Tzu

PROVERBS ON PSYCHOLOGY AND CONFLICT

“The heart of the wise man lies quiet like limpid water.” – *Cameroonian Proverb*

“A fly before his own eye is bigger than an elephant in the next field.” – *Chinese Proverb*

“A man must despise himself before others will.” – *Chinese Proverb*

“A man need never revenge himself; the body of his enemy will be brought to his own door.” – *Chinese Proverb*

“A man's conversation is the mirror of his thoughts.” – *Chinese Proverb*

“A man's discontent is his worst evil.” – *Chinese Proverb*

“A person whose heart is not content is like a snake which tries to swallow an elephant.” – *Chinese Proverb*

“Deal with the faults of others as gently as with your own.” – *Chinese Proverb*

“If you are patient in a moment of anger, you will escape a hundred days of sorrow.” – *Chinese Proverb*

“If you are standing upright, don't worry if your shadow is crooked.” – *Chinese Proverb*

“Never answer a letter while you are angry.” – *Chinese Proverb*

“So long as a man is angry he cannot be in the right.” – *Chinese Proverb*

“The fire you kindle for your enemy often burns yourself more than him.” – *Chinese Proverb*

“Out of the fullness of the heart the mouth speaks.” -- *Danish, Dutch, French, German, Portuguese, and Spanish Proverb*

“Malice drinketh its own poison.” – *Egyptian Proverb*

“When anger comes, wisdom goes.” – *Hindi Proverb*

“No strength within, no respect without.” -- *Kashmiri Proverb*

“He who is unable to dance says the yard is stony.” – *Kenyan Proverb*

“Do not wrong or hate your neighbor for it is not he that you wrong but yourself.” -- *Native American Pima Proverb*

“You can outdistance that which is running after you, but not what is running inside you.” – *Rwandan Proverb*

“A fool shows his annoyance at once, but a prudent man overlooks an insult.” – *Yiddish Proverb*

“You didn’t just say that!”

“He that can't endure the bad, will not live to see the good.” – *Yiddish Proverb*

“If your mouth turns into a knife, it will cut off your lips.” – *African Proverb*

“The bad gardener quarrels with his rake.” – *American Proverb*

“The soul would have no rainbow, if the eyes had no tears.” -- *Minguass Proverb*

“If you are patient in one moment of anger, you will escape a hundred days of sorrow.” -- *Chinese Proverb*

“When there is no enemy within, the enemies outside cannot hurt you.” – *African Proverb*

TRUST AND TRUST BUILDING IN CONFLICT

Stu's Views

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"I think you misinterpreted the idea of us taking a leap of faith together."

"When regard for truth has been broken down or even slightly weakened, all things will remain doubtful."
– Saint Augustine

In dealing with conflict there may be no more important dynamic than developing trust. Without trust, the management of conflict and the ability to negotiate are severely diminished – some would say impossible. While there has been much interest in the nature of trust, clearly, the jury is still out on how best to build trust and to preserve it during very difficult and heated negotiations.

Trust, and in particular trust building, is hard to develop and sustain, while at the same time very easy to lose. People have tried to understand the concept of trust for centuries. One of the reasons people are so fearful to engage in conflict is the possible loss of trust and the consequences that loss will have on their relationships. As such, many people decide to take the consequences of avoiding conflict so they can preserve whatever trust exists between them and the other.

There are many ways to try to understand the importance of trust and trust building. These concepts can be best summed up in the context of conflict by the following quote from Warren Bennis, “Trust is difficult to define, but we know when it's present and when it's not.”

QUOTES ON TRUST AND TRUST BUILDING IN CONFLICT

“To believe in something, and not to live it, is dishonest.” – Mohandas K. Gandhi

“An individual without information can't take responsibility. An individual with information can't help but take responsibility.” -- Jan Carlzon

“Trust only movement. Life happens at the level of events, not of words. Trust movement.” – Alfred Adler

“Few things help an individual more than to place responsibility upon him, and to let him know that you trust him.” – Booker T. Washington

“A man who doesn't trust himself can never really trust anyone else.” – Cardinal De Retz

“Trust no one unless you have eaten much salt with him.” -- Cicero

“One must be fond of people and trust them if one is not to make a mess of life.” – E. M. Forster

“You may be deceived if you trust too much, but you will live in torment if you don't trust enough.” -- Frank Crane

“To be trusted is a greater compliment than to be loved.” – George MacDonald

“I think we may safely trust a good deal more than we do.” – Henry David Thoreau

“The leaders who work most effectively, it seems to me, never say ‘I.’ And that's not because they have trained themselves not to say ‘I.’ They don't think ‘I.’ They think ‘we’; they think ‘team.’ They understand their job to be to make the team function. They accept responsibility and don't sidestep it, but ‘we’ gets the credit.... This is what creates trust, what enables you to get the task done.” – Peter Drucker

“Our distrust is very expensive.” – Ralph Waldo Emerson

“Self-trust is the first secret of success.” – Ralph Waldo Emerson

“It is better to suffer wrong than to do it, and happier to be sometimes cheated than not to trust.” – Samuel Johnson

“We judge others by their behavior. We judge ourselves by our intentions.” -- Ian Percy

“People loan their trust, they don't give it.” -- Doug Smith

“I have discovered the art of deceiving diplomats. I speak the truth, and they never believe me.” -- Di Cavour

“Trust is difficult to define, but we know when it's present and when it's not.” -- Warren Bennis

“Trust resides squarely between faith and doubt.” -- Warren Bennis

“I don't like that man. I'm going to have to get to know him better.” -- Abraham Lincoln

“If error is corrected whenever it is recognized as such, the path of error is the path of truth.” -- Hans Reichenbach

“When regard for truth has been broken down or even slightly weakened, all things will remain doubtful.” -- Saint Augustine

“If you tell the truth, you have infinite power supporting you; but if not, you have infinite power against you.” -- Charles Gordon

“Trust begets trust and untrust begets untrust. It's natural.” -- Munshi Premchand

“As soon as you trust yourself, you will know how to live.” -- Johann Wolfgang von Goethe

“The greatest trust between man and man is the trust of giving counsel.” -- Francis Bacon

“Trust exists; only lies are invented.” -- Georges Braque

“As contagion of sickness makes sickness, contagion of trust can make trust.” -- Marianne Craig Moore

“I think I could sum up my position on this with the recitation of a brief Russian proverb ‘Doveryai no Proveryai.’ It means trust but verify.” -- Ronald Reagan

"Those who trust us educate us." -- George Eliot

"Never trust the advice of a man in difficulties." -- Aesop

"It is a lesson which all history teaches wise men, to put trust in ideas, and not in circumstances." -- Ralph Waldo Emerson

"Without trust, words become the hollow sound of a wooden gong. With trust, words become life itself." - John Harold

"If you follow me, I may lead you straight to hell, but if you trust me, I will lead you back out again." -- Francesco Pfauth

"It is better to trust and sometimes be disappointed than to be forever mistrusting and be right occasionally." -- Neal Maxwell

"Show me a man who cannot bother to do little things and I'll show you a man who cannot be trusted to do big things." -- Lawrence D. Bell

"Men of genius are admired, men of wealth are envied, men of power are feared; but only men of character are trusted." -- Alfred Adler

"Man's life would be wretched and confined if it were to miss the candid intimacy developed by mutual trust and esteem." -- Edwin Dummer

"Relationships of trust depend on our willingness to look not only to our own interests, but also the interests of others." -- Peter Farquharson

"The only way to make a man trustworthy is to trust him; and the surest way to make him untrustworthy is to distrust him and show your distrust." -- Henry Lewis Stimson

"Every kind of peaceful cooperation among men is primarily based on mutual trust and only secondarily on institutions such as courts of justice and police." -- Albert Einstein

PROVERBS ON TRUST AND TRUST BUILDING IN CONFLICT

"Never ask a barber if you need a haircut." – *Cowboy Proverb*

"He that is unkind to his own will not be kind to others." – *Galician Proverb*

"A half truth is a whole lie." – *Yiddish Proverb*

"Honesty is like an icicle; if once it melts that is the end of it." – *American Proverb*

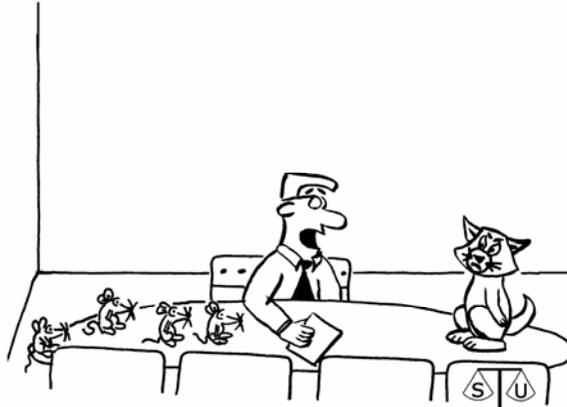
"In God we trust; all others pay cash." – *American Proverb*

"One should never rub bottoms with a porcupine." – *Akan Proverb*

ESCALATION AND DE-ESCALATION IN CONFLICT

Stu’s Views

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Meeting my clients half way sounds good.
Eating half my clients does not.

“Who digs a pit for others will fall in themselves.” -- *German Proverb*

In conflict and negotiation processes there are ebbs and flows that intensify or have a calming effect on the situation. Sometimes people use escalation as a tactic in order to focus the other party’s attention. In fact, there are many people who believe that every process in dealing with conflict has to go through an escalatory phase prior to being effectively resolved. At the point of a conflict summit there are four possible paths -- violence, a permanent stalemate, agreement, or de-escalation. One of these is an increase in tension (violence), one is a status quo arrangement (a permanent stalemate), and two result in a lessening of tension (agree or de-escalation).

Behind escalation is the dynamic of pressure, and how people respond when under its spell. Pressure comes in many forms, including the elements of time and timing. Time and timing are central to the effectiveness of escalation because they focus the mind with the threat

of consequences. Moreover, one popular use of time is deadlines, which have the impact of pushing situations to the brink, or helping to resolve them.

Fortunately, conflicts follow predictable escalatory and de-escalatory cycles even when deadlines or other dynamics impact a situation. These patterns enable negotiators and conflict resolvers to gauge where they are in the process and what actions they can take to alter the dynamic. Escalation and its treacherous consequences are well known and can be summed up by Abigail Van Buren, who stated, “People who fight with fire usually end up with ashes.”

QUOTES ON ESCALATION AND DE-ESCALATION IN CONFLICT

“When angry, count to ten before you speak; if very angry a hundred.” -- Thomas Jefferson

“Nothing so wonderfully concentrates the mind as the prospect of a hanging.” -- Samuel Johnson

“I hold it to be a proof of great prudence for men to abstain from threats and insulting words toward an enemy, for neither ... diminishes the strength of the enemy; but the one makes him more cautious, and the other increases his hatred of you and makes him more persevering in his efforts to injure you.” -- Niccolo Machiavelli

“If you don't know where you're going, you'll end up somewhere else.” -- Yogi Berra

“People who fight with fire usually end up with ashes.” -- Abigail Van Buren

“A perfect method for adding drama to life is to wait until the deadline looms large.” -- Alyce P. Cornyn-Selby

“People who are only good with hammers see every problem as a nail.” -- Abraham Maslow

“I have learned through bitter experience the one supreme lesson to conserve my anger, and as heat conserved is transmitted into energy, even so our anger controlled can be transmitted into a power that can move the world.” – Mohandas K. Gandhi

PROVERBS ON ESCALATION AND DE-ESCALATION IN CONFLICT

“A clever person turns great troubles into little ones and little ones into none at all.” -- *Chinese Proverb*

“Who digs a pit for others will fall in themselves.” -- *German Proverb*

“If you climb up a tree, you must climb down the same tree.” – *African Proverb*

“The man who opts for revenge should dig two graves.” -- *Chinese Proverb*

“You can't unscramble an egg.” – *American Proverb*

“Loose lips sink ships.” -- *American Proverb*

“Even a dog knows the difference between being stumbled over and being kicked.” -- *American Proverb*

“You make a mountain of a mole-hill.” -- *American Proverb*

“You made your bed, now lie in it.” -- *American Proverb*

“Bad news travels fast.” -- *American Proverb*

“Zeal is fit only for wise men but is found mostly in fools.” -- *American Proverb*

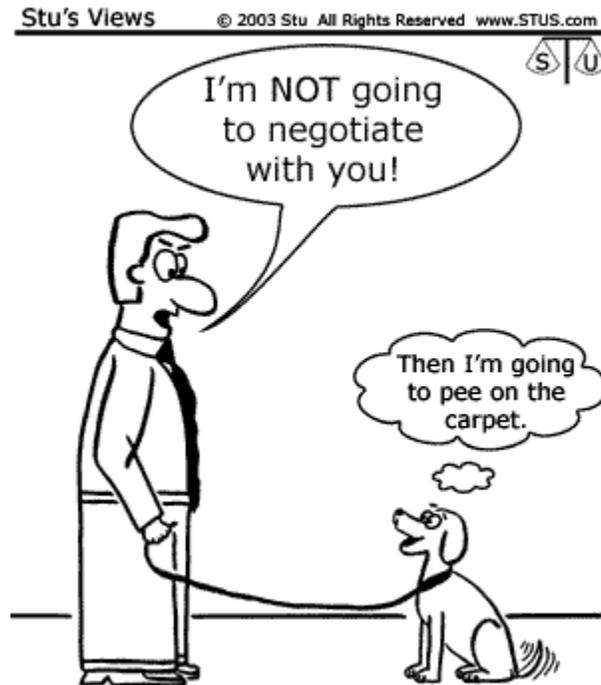
“Fish or cut bait.” -- *American Proverb*

“You didn’t just say that!”

“Ashes fly back into the face of him who throws them.” -- *American Proverb*

“This, too, shall pass.” -- *African Zulu Proverb*

POWER AND CONFLICT



“All the power that we exercise over others depends on the power we exercise over ourselves.” -- *Cotvos*

There may be no more difficult issue for people managing conflict and negotiation processes than power. Part of the reason power is so difficult to deal with is because it is hard to really understand -- even though on the surface it seems straightforward. A makes B do what A wants B to do...and B can't do anything about it. Simple enough, right? Well, no. For example, there is an age-old question about which is more important – real or perceived power. As activist Saul Alinsky argues “Power is not only what you have but what the enemy thinks you have.” So, back to our scenario of A and B; if A thinks it is more powerful than B but B does not agree and can take some action to exhibit that to A, than A will not be able to force B to do what it

wants. As this example shows, this debate is important because it goes to the belief about a person’s ability to deal with power if, they do not have it or to manage it wisely if they do.

Unfortunately, there are many people who, when confronted with a power asymmetry, who simply throw up their hands and claim there is nothing they can do. When they find themselves in these situations they tend to acquiesce readily to the other’s demands. Conversely, those who have power tend not to wield it wisely and, even worse, become intoxicated by its allure. As Lord Acton famously stated, “Power tends to corrupt, and absolute power corrupts absolutely.”

To complicate matters further, power can be used for productive purposes. For example, to empower others to achieve their potential. While most don’t think about power in these terms, it is possible to re-frame power in this manner – thereby changing how people think about power and how they plan to manage it in a negotiation process. In the words of Aneurin Bevan, “The purpose of getting power is to be able to give it away.”

QUOTES ON POWER AND CONFLICT

“Arbitrary power is like most other things which are very hard, very liable to be broken.”
-- Abigail Adams

“Power is not only what you have but what the enemy thinks you have.” -- Saul Alinsky

“Power tires only those who do not have it.” -- Giulio Andreotti

“If you are distressed by anything external, the pain is not due to the thing itself but to your own estimate of it; and this you have the power to revoke at any moment.” -- Marcus Aurelius

“It is a strange desire, to seek power, and to lose liberty; or to seek power over others, and to lose power over a man's self.” -- Francis Bacon

“Nothing destroys authority more than the unequal and untimely interchange of power stretched too far and relaxed too much.” -- Francis Bacon

“Power is not revealed by striking hard or often, but by striking true.” -- Honore De Balzac

“The purpose of getting power is to be able to give it away.” -- Aneurin Bevan

“A wise man has great power, and a man of knowledge increases strength. -- Proverbs 24:5

“I love power. But it is as an artist that I love it. I love it as a musician loves his violin, to draw out its sounds and chords and harmonies.” -- Napoleon Bonaparte

“Power will intoxicate the best hearts, as wine the strongest heads. No man is wise enough, nor good enough to be trusted with unlimited power.” -- Charles Caleb Colton

“To know the pains of power, we must go to those who have it; to know its pleasures, we must go to those who are seeking it. The pains of power are real; its pleasures imaginary.” -- Charles Caleb Colton

“All the power that we exercise over others depends on the power we exercise over ourselves.” -- Cotvos

“Power is the faculty or capacity to act, the strength and potency to accomplish something. It is the vital energy to make choices and decisions. It also includes the capacity to overcome deeply embedded habits and to cultivate higher, more effective ones.” -- Stephen R. Covey

“The most exquisite paradox... as soon as you give it all up, you can have it all. As long as you want power, you can't have it. The minute you don't want power, you'll have more than you ever dreamed possible.” -- Ram Dass

“Nature arms each man with some faculty which enables him to do easily some feat impossible to any other.” -- Ralph Waldo Emerson

“The creation of a thousand forests is in one acorn.” -- Ralph Waldo Emerson

“There is no knowledge that is not power.” -- Ralph Waldo Emerson

“Make the best use of what is in your power, and take the rest as it happens.” -- Epictetus

“Concentrated power is not rendered harmless by the good intentions of those who create it.” -- Milton Friedman

“The power to do good is also the power to do harm.” -- Milton Friedman

“Our power is in our ability to decide.” -- Buckminster Fuller

“Power doesn't corrupt people, people corrupt power.” -- William Gaddis

“Every man has enough power left to carry out that of which he is convinced.” -- Johann Wolfgang von Goethe

“The exercise of power is determined by thousands of interactions between the world of the powerful and that of the powerless, all the more so because these worlds are never divided by a sharp line: everyone has a small part of himself in both.” -- Vaclav Havel

“I have never been able to conceive how any rational being could propose happiness to himself from the exercise of power over others.” -- Thomas Jefferson

“I hope our wisdom will grow with our power, and teach us, that the less we use our power the greater it will be.” -- Thomas Jefferson

“Nearly all men can stand adversity, but if you want to test a man's character, give him power.”
-- Abraham Lincoln

“Power gravitates to the man who knows how.” -- Orison Swett Marden

“Power is not a means, it is an end. One does not establish a dictatorship in order to safeguard a revolution; one makes the revolution in order to establish the dictatorship.” -- George Orwell

“The property of power is to protect.” -- Blaise Pascal

“The measure of a man is what he does with power.” -- Pittacus

“The fundamental concept in social science is Power, in the same sense in which Energy is the fundamental concept in physics.” -- Bertrand Russell

“Power does not corrupt men; fools, however, if they get into a position of power, corrupt power.”
-- George Bernard Shaw

“You only have power over people so long as you don't take everything away from them. But when you've robbed a man of everything he's no longer in your power -- he's free again.” -- Alexander Solzhenitsyn

“Power corrupts, but lack of power corrupts absolutely.” -- Adlai E. Stevenson

“Power is no blessing in itself, except when it is used to protect the innocent.” -- Jonathan Swift

“Power is like being a lady... if you have to tell people you are, you aren't.” -- Margaret Thatcher

“We have, I fear, confused power with greatness.” -- Stewart Udall

“There are questions of real power and then there are questions of phony authority. You have to break through the phony authority to begin to fight the real questions of power.” -- Karen Nussbaum

“Washing one's hands of the conflict between the powerful and the powerless means to side with the powerful, not to be neutral.” -- Paulo Freire

“Never play cat and mouse games if you are a mouse.” – Anonymous

“A large ocean liner was headed across the Atlantic from Portsmouth to New York. As it neared its destination at night, a lookout on the wing of the bridge reported, ‘Light, bearing on the starboard bow.’ ‘Is it steady or moving astern?’ the captain called out. The lookout replied, ‘Steady, captain,’ which meant that they were on a collision course. The captain then called to the signalman, ‘Signal that ship: We are on a collision course, advise you change course 20 degrees.’ Back came a signal, ‘Advisable for you to change course 20 degrees.’ The captain said, ‘Send, I’m a captain, change course 20 degrees.’ ‘I’m a seaman, second class,’ came the reply. ‘You had better change course 20 degrees.’ By that time the captain was furious. He spat out, ‘Send, This is the mighty ocean liner, HMS Franconia. Change course 20 degrees.’ Back came the flashing light, ‘This is a lighthouse, suggest you change course 20 degrees.’ – Anonymous

“You can have power over people as long as you don't take everything away from them. But when you've robbed a man of everything, he's no longer in your power.” – Alexander I. Solzhenitsyn

“When I dare to be powerful, to use my strength in the service of my vision, then it becomes less and less important whether I am afraid.” – Audre Lorde

“Where love rules, there is no will to power; and where power predominates, there love is lacking. The one is the shadow of the other.” – Carl Jung

“Power concedes nothing without a demand. It never did and it never will.” – Frederick Douglass

“Power can be taken, but not given. The process of the taking is empowerment in itself.” – Gloria Steinem

“Power tends to corrupt, and absolute power corrupts absolutely.” – Lord Acton

“Power is something of which I am convinced there is no innocence this side of the womb.” – Nadine Gordimer

“Power takes as ingratitude the writhing of its victims.” – Rabindranath Tagore

“Power, however it has evolved, whatever its origins, will not be given up without a struggle.” – Shulamith Firestone

“We thought, because we had power, we had wisdom.” – Stephen Vincent Benét

“I hope our wisdom will grow with our power, and teach us, that the less we use our power the greater it will be.” – Thomas Jefferson

“How should the lamb negotiate with the lion.” -- Jeffery Rubin

“It is said that power corrupts, but actually it’s more true that power attracts the corruptible. The sane are usually attracted by other things than power.” – David Brin

“Far better to think historically, to remember the lessons of the past. Thus, far better to conceive of power as consisting in part of the knowledge of when not to use all the power you have. Far better to be one who knows that if you reserve the power not to use all your power, you will lead others far more successfully and well.” -- A. Bartlett Giamatti

“It is a strange desire to seek power and to lose liberty, or to seek power over others and to lose power over a man's self.” – Francis Bacon

“The means by which we live have outdistanced the ends for which we live. Our scientific power has outrun our spiritual power. We have guided missiles and misguided men.” – Martin Luther King, Jr.

“Power never takes a back step -- only in the face of more power.” – Malcolm X

“Power corrupts. Absolute power is kind of neat.” – John Lehman

“We thought, because we had power, we had wisdom.” -- Stephen Vincent Benét

“The possession of power over others is inherently destructive both to the possessor of the power and to those over whom it is exercised.” – George D. Herron

“To know the pains of power, we must go to those who have it; to know its pleasures, we must go to those who are seeking it.” – Charles Caleb Colton

“If absolute power corrupts absolutely, does absolute powerlessness make you pure?”
--Harry Shearer

“The sole advantage of power is that you can do more good.” – Baltasar Gracian

“You see what power is -- holding someone else's fear in your hand and showing it to them!”
-- Amy Tan

“Ultimately, the only power to which man should aspire is that which he exercises over himself.” – Elie Wiesel

“The highest proof of virtue is to possess boundless power without abusing it.” – Thomas Babington

“The lust for power in dominating others inflames the heart more than any other passion.”
– Cornelius Tacitus

“Let not thy will roar, when thy power can but whisper.” – Thomas Fuller

“Power consists in one's capacity to link his will with the purpose of others, to lead by reason and a gift of cooperation.” – Woodrow Wilson

PROVERBS ON POWER AND CONFLICT

“Sparrows who emulate peacocks are likely to break a thigh.” – *Burmese Proverb*

“You didn’t just say that!”

“If you get to thinking you're a person of some influence, try ordering somebody else's dog around.” -- *Cowboy Proverb*

“If power is for sale, sell your mother to buy it. You can always buy her back again.” -- *Arabian Proverb*

“The king goes as far as he may, not as far as he could.” -- *Spanish Proverb*