



Universiteit
Leiden
The Netherlands

Between a rock and a hard place: challenges, strategies and resolution of value conflict mediation

Illes, R.M.

Citation

Illes, R. M. (2021, September 23). *Between a rock and a hard place: challenges, strategies and resolution of value conflict mediation*. *Dissertatiereeks Kurt Lewin Instituut*. Retrieved from <https://hdl.handle.net/1887/3213609>

Version: Publisher's Version
License: [Licence agreement concerning inclusion of doctoral thesis in the Institutional Repository of the University of Leiden](#)
Downloaded from: <https://hdl.handle.net/1887/3213609>

Note: To cite this publication please use the final published version (if applicable).

REFERENCES



- Adler, R. S., Rosen, B., & Silverstein, E. M. (1998). Emotions in negotiation: How to manage fear and anger. *Negotiation Journal*, *14*, 161–180.
- Ahrens, E. P. (2006, May). *It's the principle, damn it!* Mediate. <https://www.mediate.com/articles/ahrens19.cfm>
- Allred, K. G. (1999). Anger and retaliation: Toward an understanding of impassioned conflict in organizations. *Research in Negotiation in Organizations*, *7*, 27–58.
- Allred, K. G., Mallozzi, J. S., Matsui, F., & Raia, C. P. (1997). The influence of anger and compassion on negotiation performance. *Organizational Behavior and Human Decision Processes*, *70*, 175–187.
- Amason, A. C. (1996). Distinguishing the effects of functional and dysfunctional conflict on strategic decision making: Resolving paradox for top management teams. *Academy of Management Journal*, *39*(1), 123–148.
- Averill, J. R. (1982). *Anger and aggression: An essay on emotion*. Springer.
- Baron, R. A. (1973). Threatened retaliation from the victim as an inhibitor of physical aggression. *Journal of Research in Personality*, *7*, 103–115.
- Barsade, S. G. (2002). The ripple effect: Emotional contagion and its influence on group behavior. *Administrative Science Quarterly*, *47*, 644–675.
- Bazerman, M. H., Tenbrunsel A. E., & Wade-Benzoni, K. A. (2008). When “sacred” issues are at stake. *Negotiation Journal*, 113–117.
- BBC (2014, August 1). *Uganda court annuls anti-homosexuality law*. <https://www.bbc.com/news/world-africa-28605400>
- BBC (2019, November 28). *The Hong Kong protests explained in 100 and 500 words*. <https://www.bbc.com/news/world-asia-china-49317695>

- Bercovitch J., & Houston, A. (1996). The study of international mediation: Theoretical issues and empirical evidence. In J. Bercovitch (Ed.), *Resolving international conflicts: The theory and practice of mediation* (pp. 11-35). Lynne Rienner Publishers.
- Berkowitz, L. (1988). Frustrations, appraisals, and aversively stimulated aggression. *Aggressive Behavior, 14*, 3-11.
- Berkowitz, L. (1989). Frustration-aggression hypothesis: Examination and reformulation. *Psychological Bulletin, 106*, 59-73.
- Bettencourt, B. A., & Hume, D. (1999) The cognitive contents of social-group identity: Values, emotions, and relationships. *European Journal of Social Psychology, 29*, 113-121.
- Bigoness, W. J. (1976). The impact of initial bargaining position and alternative modes of third party intervention in resolving bargaining impasses. *Organizational Behavior and Human Performance, 17*, 185-198.
- Bijlsma, K., & Koopman, P. (2003). Introduction: Trust within organizations. *Personnel Review, 32*(5), 543-555.
- Biryabarema, E. (2014, October 3). *Uganda's new anti-gay law could lead to trade boycott, President Yoweri Museveni claims*. HuffPost. https://www.huffpost.com/entry/uganda-gay-law-trade-boycott_n_5927342
- Bollen, K., & Euwema, M. (2015). Angry at your boss: Who cares? Anger recognition and mediation effectiveness. *European Journal of Work and Organizational Psychology, 24*(2), 256-266.
- Bonenkamp, K. (2009). Het mediationproces. In A. Brenninkmeijer, D. Bonenkamp, K. Van Oyen, & H. Prein (Eds.), *Handboek mediation* (4th ed., pp. 105-133). Sdu Uitgevers.
- Boulie, B. (1996). *Mediation: Principle, process, practice*. Butterworth.

- Bowling, D., & Hoffman, D. (2000). Bringing peace into the room: The personal qualities of the mediator and their impact on the mediation. *Negotiation Journal*, 16, 5–28.
- Brenninkmeijer, A. (2009). Mediation. In A. Brenninkmeijer, D. Bonenkamp, K. Van Oyen & H. Prein (Eds.), *Handboek mediation* (4th ed., pp. 1–24). Sdu Uitgevers.
- Brescoll, V. L., & Uhlmann, E. L. (2008). Can an angry woman get ahead? Status conferral, gender, and expression of emotion in the workplace. *Psychological Science*, 19(3), 268–275.
- Brett, J. M., Shapiro, D. L., & Lytle, A. L. (1998). Breaking the bonds of reciprocity in negotiations. *Academy of Management Journal*, 41, 410–424.
- Brewer, M. B. (2000). Reducing prejudice through cross-categorization: Effects of multiple social identities. In S. Oskamp (Ed.), *Reducing prejudice and discrimination* (pp. 165–183). Erlbaum.
- Bush, R. A. B. (1996). What do we need a mediator for? Mediation's "value-added" for negotiators. *Ohio State Journal on Dispute Resolution*, 12(1), 1–36.
- Carnevale, P. J. & Conlon, D. (1988). Time pressure and strategic choice in mediation. *Organizational Behavior and Human Decision Processes*, 42(1), 111–133.
- Charmaz, K. (1995). Grounded theory. In J. A. Smith, R. Harre & L. V. Langenhove (Eds.), *Rethinking methods in psychology* (pp. 27–49). Sage Publications.
- Chodron, T. (2001). *Working with anger*. Snow Lion Publications.
- Cohen, G. L., Sherman, D. K., Bastardi, A., Hsu, L., McGoey, M., & Ross, L. (2007). Bridging the partisan divide: Self-affirmation reduces ideological closed-mindedness and inflexibility in negotiation. *Journal of Personality and Social Psychology*, 93(3), 415–430.
- Coltri, L. S., & Hunt, E. J. (1998). A model for telephone

- mediation. *Family and Conciliation Courts Review*, 36, 179–195.
- Coombs, C. H. (1987). The structure of conflict. *American Psychologist*, 42, 355–363.
- Cooper, C. (2020, July 14). *Christian Cooper: Why I have chosen not to aid the investigation of Amy Cooper*. The Washington Post. https://www.washingtonpost.com/opinions/christian-cooper-why-i-am-declining-to-be-involved-in-amy-coopers-prosecution/2020/07/14/1ba3a920-c5d4-11ea-b037-f9711f89ee46_story.html
- Ciccarelli, S. K., & White, J. N. (2014). *Psychology* (2nd ed.). Pearson.
- De Dreu, C.K.W. (2010). Social conflict: The emergence and consequences of struggle and negotiation. In S.T. Fiske, D.T. Gilbert, & H. Lindzey (Eds.), *Handbook of Social Psychology* (5th ed., Vol. 2, pp. 983–1023). John Wiley & Sons.
- De Dreu, C. K. W., Evers, A., Beersma, B., Kluwer, E. S., & Nauta, A. (2001). A theory-based measure of conflict management strategies in the workplace. *Journal of Organizational Behavior*, 22, 645–668.
- De Dreu, C. K. W., Harinck, F., & Van Vianen, A. E. M. (1999). Conflict and performance in groups and organizations. In C. Cooper & I. Robertson (Eds.), *International review of industrial and organizational psychology* (pp. 369–414). John Wiley & Sons.
- De Dreu, C. K. W., & Van Knippenberg, D. (2005). The possessive self as a barrier to constructive conflict management: Effects of mere ownership, process accountability, and self-concept clarity on competitive cognitions and behavior. *Journal of Personality and Social Psychology*, 89, 345–357.
- Depner, C. E., Cannata, K., & Ricci, I. (1994). Client

- evaluations of mediation services: The impact of case characteristics and mediation service models. *Family and conciliation courts review*, 32, 306–325.
- Druckman, D., Broome, B. J., & Korper S. H. (1988). Value differences and conflict resolution: Facilitation or delinking? *The Journal of Conflict Resolution*, 126(3), 415–417.
- Druckman, D., & Olekalns, M. (2008). Emotions in Negotiation. *Group Decision and Negotiation*, 17(1), 1–11.
- Druckman, D., & Olekalns, M. (2011). Turning Points in Negotiation. *Negotiation and Conflict Management Research*, 4,1–7.
- Druckman, D., Rozelle, R., & Zeichmeister, K. (1977). Conflict of interest and value dissensus: Two perspectives. In D. Druckman (Ed.), *Negotiations: Social-psychological perspectives* (pp. 105–131). Sage Publications.
- Druckman, D., & Zechmeister, K. (1970). Conflict of interest and value dissensus. *Human Relations*, 23, 431–438.
- Druckman, D., & Zechmeister, K. (1973). Conflict of interest and value dissensus: Propositions in the sociology of conflict. *Human Relations*, 26(4), 449–466.
- Dunham, K. F. (2013). I hate you, but we can work it out: Dealing with anger issues in mediation. *Appalachian Journal of Law*, 12(2), 191–208.
- Elleman, S. J. (1997). Problems in patent litigation: Mandatory mediation may provide settlements and solutions. *Ohio State Journal on Dispute Resolution*, 12(3), 759–778.
- Erickson, B., Holmes, J. G., Frey, R., Walker, L., & Thibaut, J. (1974). Functions of a third party in the resolution of conflict: The role of a judge in pretrial conferences. *Journal of Personality and Social Psychology*, 30(2), 293–306.

- Eubank, M., Collins, D., Lovell, G., Dorling, D., & Talbot, S. (1997). Individual temporal differences in pre-competition anxiety and hormonal concentration. *Personality and Individual Differences, 23*, 1031–1039.
- Ferstenberg, R. L. (1992). Mediation versus litigation in divorce and why a litigator becomes a mediator. *American Journal of Family Therapy, 20*, 266–273.
- Feshbach, S. (1989). The bases and development of individual aggression. In J. Groebel & R. Hinde (Eds.), *Aggression and war* (pp. 78–90). Cambridge University Press.
- Fink, C. F. (1968). Some conceptual difficulties in the theory of social conflict. *Journal of Conflict Resolution, 12*, 412–460.
- Fisher, R., & Ury, W. (1981). *Getting to yes: Negotiating agreement without giving in*. Houghton-Mifflin.
- Fisher-Yoshida, B., & Wasserman, I. (2006). Moral conflict and engaging alternative perspectives. In M. Deutsch, P., Coleman & E. Marcus (Eds.), *The handbook of conflict resolution: Theory and practice* (2nd ed., pp. 560–581). John Wiley & Sons.
- Fiske, S. T. (1993). Controlling other people: The impact of power on stereotyping. *American Psychologist, 48*, 621–628.
- Forgas, J. P. (1998). On feeling good and getting your way: Mood effects on negotiator cognition and behavior. *Journal of Personality and Social Psychology, 74*, 565–577.
- Francescani, C. (2020, April 11). *Harvey Weinstein charged with another sex assault count*. ABC News. <https://abcnews.go.com/US/harvey-weinstein-charged-sex-assault-count/story?id=70100831>
- Frank, R. H. (1988). *Passions within reason: The strategic role of emotions*. Norton.
- Fridlund, A. J. (1991). Sociality of solitary smiling:

- Potentiality by an implicit audience. *Journal of Personality and Social Psychology*, 60, 229–240.
- Fridlund, A. J. (1994). *Human facial expression: An evolutionary view*. Academic Press.
- Friedman, R., Anderson, C., Brett, J., Olekalns, M., Goates, N., & Lisco, C. (2004). The positive and negative effects of anger on dispute resolution: Evidence from electronically mediated disputes. *Journal of Applied Psychology*, 89(2), 369–376.
- Frijda, N. H., & Mesquita, B. (1994). The social roles and functions of emotions. In S. Kitayama & H. S. Markus (Eds.), *Emotion and culture: Empirical studies of mutual influence* (pp. 51–87). American Psychological Association.
- Gaschen, D. A. (1995). Mandatory custody mediation: The debate over its usefulness continues. *Ohio State Journal on Dispute Resolution*, 10(2), 469–490.
- Geddes, D., & Stickney, L. T. (2011). The trouble with sanctions: Organizational responses to deviant anger displays at work. *Human Relations*, 64(2), 201–230.
- Gergen, K. J., & Gergen, M. M. (1986). *Social psychology* (2nd ed.). Springer-Verlag.
- Gibson, D. E., Schweitzer, M. E., Callister, R. R., & Gray, B. (2009). The influence of anger expressions on outcomes in organizations. *Negotiation and Conflict Management Research*, 2(3), 236–262.
- Giebels, E., & Yang, H. (2009). Preferences for third-party help in workplace conflict: A cross-cultural comparison of Chinese and Dutch employees. *Negotiation and Conflict Management Research*, 2(4), 344–362.
- Glaser, B. G., & Strauss, A. (1967). *Discovery of grounded theory: Strategies for qualitative research*. Sociology Press.
- Goldberg, S. B., & Shaw, M. L. (2007). The secrets of

- successful (and unsuccessful) mediators continued: Studies two and three. *Negotiation Journal*, 23(4), 393–418.
- Gottman, J. M., & Levenson, R. W. (1992). Marital processes predictive of later dissolution: Behavior, physiology, and health. *Journal of Personality and Social Psychology*, 63(2), 221–233.
- Haidt, J., & Joseph, C. (2008). The moral mind: How five sets of innate intuitions guide the development of many culture-specific virtues, and perhaps even modules. In P. Carruthers, S. Laurence, S. Stich (Eds.), *The innate mind: Vol. 3. Foundations and the future* (pp. 367–391) Oxford University Press.
- Harinck, F. (2004). Persuasive arguments and beating around the bush in negotiations. *Group Processes and Intergroup Relations*, 7(1), 5–18.
- Harinck, F., & De Dreu, C. K. W. (2004). Negotiating interests or values and reaching integrative agreements; The importance of time pressure and temporary impasses. *European Journal of Social Psychology*, 34(5), 595–611.
- Harinck, F., De Dreu, C. K. W., and Van Vianen, A. E. M. (2000). The impact of conflict issue on fixed-pie perceptions, problem solving, and integrative outcomes in negotiation. *Organizational Behavior and Human Decision Processes*, 81(2), 329–358.
- Harinck F., & Druckman, D. (2017). Do negotiation interventions matter? Resolving conflicting interests and values. *Journal of Conflict Resolution*, 61(1), 29–55.
- Harinck, F., Kouzakova, M., Ellemers, N., & Scheepers, D. (2018). Coping with conflict: Testosterone and cortisol changes in men dealing with disagreement about values versus resources. *Negotiation and Conflict Management Research*, 11(4), 265–277.
- Harinck, F., & Van Kleef, G. (2011). Be hard on the interests

- and soft on the values: Conflict issue moderates the effects of anger in negotiations. *British Journal of Social Psychology*, 51(4), 741–752.
- Harvey, K., Kovick D., Susskind. L., & Brown, J. (2009). *Values-based / identity-based dispute negotiation role-play: Springfield OutFest*. Program on negotiation Harvard Law School. <https://www.pon.harvard.edu/shop/springfield-outfest/>
- Hegtvedt, K. A., & Cook, K. S. (1987). The role of justice in conflict situations. In E. J. Lawler and B. Markovsky (Eds.), *Advances in group processes* (pp. 109–136). JAI Press.
- Hempel, P., Zhang, Z., & Tjosvold, D. (2009). Conflict management between and within teams for trusting relationships and performance in China. *Journal of Organizational Behavior*, 30(1), 41–65.
- Hepple, J. (2002, April 3). When will Aruba's tourism industry recover? Tourism Analytics. <https://tourismanalytics.com/news-articles/when-will-arubas-tourism-industry-recover>
- Higgins, E. T. (1987). Self-discrepancy: A theory relating self and affect. *Psychological Review*, 94(3), 319–340.
- Hinds, P. J., & Mortensen, M. (2005). Understanding conflict in geographically distributed teams: The moderating effects of shared identity, shared context, and spontaneous communication. *Organization Science*, 16(3), 290–307.
- Illes, R., Ellemers, N., & Harinck, F. (2014). Mediating value conflicts. *Conflict Resolution Quarterly*, 31(3), 331–354.
- Janssen O., & Van de Vliert, E. (1996). Concern for other's goals: Key to (de-)escalation of conflict. *International Journal of Conflict Management*, 7(2), 99–120.
- Jehn, K. A., Northcraft, G. B., & Neale, M. A. (1999). Why differences make a difference: A field study of diversity, conflict, and performance in workgroups. *Administrative*

- Science Quarterly*, 44(4), 741–763.
- Johnson, D. F., & Pruitt, D. G. (1972). Preintervention effects of mediation versus arbitration. *Journal of Applied Psychology*, 56(1), 1–10.
- Johnson, D. F., & Tullar, W. L. (1972). Style of third party intervention, face-saving and bargaining behavior. *Journal of Experimental Social Psychology*, 8(4), 319–330.
- Jordan, T (2000). *Glasl's nine-stage model of conflict escalation*. Mediate. <https://www.mediate.com/articles/jordan.cfm>
- Kahneman, D. and Tversky, A. (1979). Prospect theory: An analysis of decision under risk. *Econometrica*, 47(2), 263–291.
- Kalter, M., Bollen, K., & Euwema, M. (2018). The long-term effectiveness of mediating workplace conflicts. *Negotiation Journal*, 34(3), 243-265.
- Kaplan, M. F. (1987). The influencing process in group decision making. In C. Hendrick (Ed.), *Review of personality and social psychology* (pp. 189-212). Sage Publications.
- Kaplan, M. F., & Miller, C. E. (1987). Group decision making and normative versus information influence: Effects of type of problem and assigned decision rule. *Journal of Personality and Social Psychology*, 53(2), 306–313.
- Kelley, H. H., & Thibaut, J. W. (1969). Group problem solving. In G. Lindzey, & E. Aronson (Eds.), *Handbook of social psychology* (pp. 1–101). Addison-Wesley.
- Kochan, T. A., & Jick T. (1978). The public sector mediation process: A theory and empirical examination. *The Journal of Conflict Resolution*, 22(2), 209–240.
- Kopelman, S., Rosette, A. S., & Thompson, L. (2006). The three faces of eve: An examination of the strategic display of positive, negative, and neutral emotions in

- negotiations. *Organizational Behavior and Human Decision Processes*, 99(1), 81–101.
- Korper S. H., Druckman, D., & Broome, B. J. (1986). Value differences and conflict resolution. *The Journal of Social Psychology*, 126(3), 415–417.
- Kouzakova, M. S., Ellemers, N., Harinck, F., & Scheepers, D. T. (2012). The implications of value conflict: How disagreement on values affects self-involvement and perceived common ground. *Personality and Social Psychology Bulletin*, 38(6), 798–807.
- Keltner, D., & Haidt, J. (1999). Social functions of emotions at four levels of analysis. *Cognition and Emotion*, 13(5), 505–521.
- Keltner, D., & Haidt, J. (2001). Social functions of emotions. In T. J. Mayne & G. A. Bonanno (Eds.), *Emotions: Current issues and future directions* (pp. 192–213). Guilford.
- Keltner, D., Van Kleef, G. A., Chen, S., & Kraus, M. (2008). A reciprocal influence model of social power: Emerging principles and lines of inquiry. *Advances in Experimental Social Psychology*, 40, 151–192.
- Kenny, D. A., & Acitelli, L. K. (2001). Accuracy and bias in perceptions of the partner in close relationships. *Journal of Personality and Social Psychology*, 80(3), 439–448.
- Kramer, R. M., Pommerenke, P., & Newton, E. (1993). The social-context of negotiation: Effects of social identity and interpersonal accountability on negotiator decision-making. *Journal of Conflict Resolution*, 37(4), 633–654.
- Kressel, K. (1972). *Labor mediation: An exploratory survey*. Association of Labor Mediation Agencies.
- Kressel, K. (2014). The mediation of conflict: Context, cognition and practice. In P. Coleman, M. Deutsch, & E.

- C. Marcus (Eds.), *The Handbook of Conflict Resolution: Theory and Practice*. Jossey Bass.
- Kressel, K., & Wall, J. (2012). Introduction to the special issue on mediator style. *Negotiation and Conflict Management Research*, 5(4), 334–339.
- Krueger, J. I., Acevedo, M., & Robbins, J. M. (2005). Self as sample. In K. Fiedler & P. Juslin (Eds.), *Information sampling and adaptive cognition* (pp. 353–377). Cambridge University Press.
- Krueger, J., & Clement, R. W. (1994). The truly false consensus effect: An ineradicable and egocentric bias in social perception. *Journal of Personality and Social Psychology*, 67(4), 596–610.
- Lang, N. (2014, March 6). *Five reasons same-sex marriage is sweeping the nation*. Rolling Stone Politics. <https://www.rollingstone.com/politics/politics-news/five-reasons-same-sex-marriage-is-sweeping-the-nation-100211/>
- Laughlin, P. R. (1980). Social combination processes of cooperative problem-solving groups at verbal, intellectual tasks. In M. Fishbein (Ed.), *Progress in social psychology* (pp. 127–155). Erlbaum.
- Laughlin, P. R., & Ellis, A. L. (1986). Demonstrability and social combination processes on mathematical intellectual tasks. *Journal of Experimental Social Psychology*, 22(3), 177–189.
- Lax, D. A., & Sebenius, J. K. (1986). *The manager as negotiator: Bargaining for cooperation and competitive gain*. Free Press.
- Leach, C. W., Ellemers, N., & Barreto, M. (2007). Group virtue: The importance of morality (vs. competence and sociability) in the positive evaluation of in-groups. *Journal of Personality and Social Psychology*, 93(2), 234–249.
- Leigh, S. W. (2018). *Caucus: An aid in mediation*. Mediate.

- <https://www.mediate.com/articles/leighs2.cfm>
- Lelieveld, G.-J., Van Dijk, E., Van Beest, I., & Van Kleef, G. A. (2012). Why anger and disappointment affect other's bargaining behavior differently: The moderating role of power and the mediating role of reciprocal and complementary emotions. *Personality and Social Psychology Bulletin*, 38(9), 1209–1221.
- Levine, J. M., & Thompson, L. (1996). Conflict in groups. In E. T. Higgins, & A. W. Kruglanski (Eds.), *Social psychology: Handbook of principles* (pp. 745–767). The Guilford Press.
- Levy, D. A., & Nail, P. R. (1993). Contagion: A theoretical and empirical review and reconceptualization. *Genetic, Social, and General Psychology Monographs*, 119(2), 235–285.
- Lewicki, R. J., Tomlinson, E. C., & Gillespie, N. (2006). Models of interpersonal trust development: Theoretical approaches, empirical evidence, and future directions. *Journal of Management*, 32(6), 991–1022.
- Lim, R. G., & Carnevale, P. J. D. (1990). Contingencies in the mediation of disputes. *Journal of Personality and Social Psychology*, 58(2), 259–272.
- Lindebaum, D., Jordan, P. J., & Morris, L. (2016). Symmetrical and asymmetrical outcomes of leader anger expression: A qualitative study of army personnel. *Human Relations*, 69(2), 277–300.
- Luntz, D. (2007). *Words that work: It's not what you say, it's what people hear*. Hyperion Books.
- Macfarlane, J. (2003). Mediation. In J. Macfarlane (Ed.), *Dispute Resolution: Readings and Case Studies* (2nd ed.). Emond Montgomery Publications.
- Maier, N. R. F. (1963). *Integrative discussions and conferences: Leadership methods and skills*. McGraw-Hill.

- McGillicuddy, N. B., Welton, G. L., Pruitt, D. G. (1987). Third-party intervention: A field experiment comparing three different models. *Journal of Personality and Social Psychology*, 53(1), 104–112.
- McMenamin, D. (2019, October 15). *Inside LeBron James' and Adam Silver's make-or-break moments in China*. ESPN. https://www.espn.com/nba/story/_/id/27852687/inside-lebron-james-adam-silver-make-break-moments-china
- Moore, C. W. (1996). *The mediation process: Practical strategies for resolving conflict*. Jossey-Bass Publishers.
- Moore, D. A., Kurtzberg, T. R., Thompson, L. L., & Morris, M. W. (1999). Long and short routes to success in electronically mediated negotiations: Group affiliations and good vibrations. *Organizational Behavior & Human Decision Processes*, 77(1), 22–43.
- Morris, M. W., & Keltner, D. (2000). How emotions work: The social functions of emotional expression in negotiations. *Research in Organizational Behavior*, 22, 1–50.
- Mussweiler, T., & Bodenhausen, G. V. (2002). I know you are but what am I? Self-evaluative consequences of judging ingroup and outgroup members. *Journal of Personality and Social Psychology*, 82(1), 19–32.
- Nickles, R. W., & Hedgespeth, J. (1991). A generic model for divorce mediation. *Journal of Divorce and Remarriage*, 17(1-2), 157–170.
- Owens, J. (2020, July 30). *Adam Silver vows to not enforce NBA's kneeling rule as LeBron James, others protest in bubble debut*. Yahoo Finance. <https://finance.yahoo.com/news/nba-players-referees-all-kneel-as-national-anthem-plays-before-jazz-pelicans-bubble-tipoff-225215284.html>
- Pauwe, C. (2018, November 17). *Meerdere aanhoudingen en geweld bij intochten Sinterklaas*. NRC. <https://www>

- nrc.nl/nieuws/2018/11/17/blog-intocht-van-sinterklaas-2018-a2755517
- Pearce, W. B., & Littlejohn, S. W. (1997). *Moral conflict: When social worlds collide*. Sage Publications.
- Pillutla, M. M., & Murnighan, J. K. (1996). Unfairness, anger, and spite: Emotional rejections and ultimatum offers. *Organizational Behavior and Human Decision Processes*, 68(3), 208–224.
- Poort, F. (2013, October 23). *Miljoen likes op Facebook voor Zwarte Pietenpetitie*. Nu. <https://www.nu.nl>
- Prein, H. (2009). Conflicten. In A. Brenninkmeijer, D. Bonenkamp, K. Van Oyen, & H. Prein (Eds.), *Handboek Mediation*. (4th ed., pp. 41–63), Sdu Uitgevers.
- Pruitt, D. (2012). Commentary 1. *Negotiation and Conflict Management Research*, 5(4), 384–391.
- Pruitt, D. G., & Carnevale, P. J. (1993). *Negotiation in social conflict*. Open University Press.
- Putnam, L. L. (1994). Challenging the assumptions of traditional approaches to negotiation. *Negotiation Journal*, 10(4), 337–346.
- Raiffa, H. (1982). *The art and science of negotiation*. Harvard University Press.
- Ransom, J. (2020, July 7). *Case against Amy Cooper lacks key element: Victim's cooperation*. The New York Times. <https://www.nytimes.com/2020/07/07/nyregion/amy-cooper-central-park-false-report-charge.html>
- Rapoport, A. (1964). *Strategy and conscience*. Harper & Row.
- Rexwinkel, R., Ellemers, N., & Harinck, F. (2012). Wanneer jij OK bent, ben ik ook OK!: Hoe de bevestiging van een ander het oplossen van een waardenconflict vergemakkelijkt. In M. Baas, L. Van Dillen, D. Lakens, A. M. Lokhorst, M. Strick & N. Van de Ven (Eds.), *Jaarboek Sociale Psychologie 2011*. ASPO Pers.

- Richardson, J. (1995). Avoidance as an active mode of conflict resolution. *Team Performance Management: An International Journal*, 1(4), 19–25.
- Riek, B. M., Mania, E. W., Gaertner, S. L., McDonald, S. A., & Lamoreaux, M. J. (2010). Does a common ingroup identity reduce intergroup threat? *Group Processes Intergroup Relations*, 13(4), 403–423.
- Rogers, R. W. (1980). Expressions of aggression: Aggression-inhibiting effects of anonymity to authority and threatened retaliation. *Personality and Social Psychology Bulletin*, 6(2), 315–320.
- Rothman, J. (1997). *Resolving identity-based conflict in nations, organizations and communities*. Jossey-Bass.
- Salvador, A. (2005). Coping with competitive situations in humans. *Neuroscience and Biobehavioral Reviews*, 29(1), 195–205.
- Schaubroeck, J. M., & Shao, P. (2012). The role of attribution in how followers respond to the emotional expression of male and female leaders. *The Leadership Quarterly*, 23(1), 27–42.
- Schuster, C., Majer, J. M., & Trötschel, R. (2020). Whatever we negotiate is not what I like: How value-driven conflicts impact negotiation behaviors, outcomes, and subjective evaluations. *Journal of Experimental Social Psychology*, 90, 103993.
- Severson, M. M., & Bankston, T. V. (1995). Social work and the pursuit of justice through mediation. *Social Work*, 40(5), 683–691.
- Shnabel, N. & Nadler, A. (2008). A needs-based model of reconciliation: Satisfying the differential emotional needs of victim and perpetrator as a key to promoting reconciliation. *Journal of Personality and Social Psychology*, 94(1), 116–132.
- Silverman, R. (2019, October 20). *What did LeBron James*

- say about China that almost everyone else in the NBA hasn't said, too? NBC News. <https://www.nbcnews.com/think/opinion/what-did-lebron-james-say-about-china-nearly-everyone-else-ncna1069131>
- Sinaceur, M., & Tiedens, L. Z. (2006). Get mad and get more than even: When and why anger expression is effective in negotiations. *Journal of Experimental Social Psychology*, 42(3), 314–322.
- Skitka, L. J., Bauman, C. W., & Sargis, E. G. (2005). Moral conviction: Another contributor to attitude strength or something more? *Journal of Personality and Social Psychology*, 88(6), 895–917.
- Smith, C. A., & Ellsworth, P. C. (1985). Patterns of cognitive appraisal in emotion. *Journal of Personality and Social Psychology*, 48(4), 813–838.
- Stamato, L. (1992). Sexual harassment in the workplace: Is mediation an appropriate forum? *Mediation Quarterly*, 10(2), 167–72.
- Steinel, W., Van Kleef, G. A. & Harinck, F. (2008). Are you talking to me? Separating the people from the problem when expressing emotions in negotiation. *Journal of Experimental Social Psychology*, 44(2), 397–403.
- Stoeckli, P. L., & Tanner, C. (2014). Are integrative or distributive outcomes more satisfactory? The effects of interest- versus value-based issues on negotiator satisfaction. *European Journal of Social Psychology*, 44(3), 202–208.
- Stone, J., & Cooper, J. (2001). A self-standards model of cognitive dissonance. *Journal of Experimental Social Psychology*, 37(3), 228–243.
- Susskind, L. (n.d.). *Role Play Simulations*. <https://lawrencesusskind.mit.edu/publications/rps>
- Susskind, L., McKernan, S. & Thomas-Larmer, J. (1999). *The Consensus Building Handbook: A Comprehensive*

- Guide to Reaching Agreement*. Sage Publications.
- Tenbrunsel, A., Wade-Benzoni, K. A., Tost, L., Medvec, V., Thompson, L., & Bazerman, M. (2009). The reality and myth of sacred issues in negotiations. *Negotiation and Conflict Management Research*, 2(3), 263–284.
- Tetlock, P. E., Orie, K. V., Elson, S. B., Green, M. C. & Lerner, J. S. (2000). The psychology of the unthinkable: Taboo trade-offs, forbidden base rates, and heretical counterfactuals. *Journal of Personality and Social Psychology*, 78(5), 853–870.
- Thatcher, S. M. B., & Greer, L. L. (2008). Does it really matter if you recognize who I am? The implications of identity comprehension for individuals in work teams. *Journal of Management*, 34(1), 5–24.
- The World Bank (2020, June 8). *The global economic outlook during the COVID-19 pandemic: A changed world*. <https://www.worldbank.org/en/news/feature/2020/06/08/the-global-economic-outlook-during-the-covid-19-pandemic-a-changed-world>
- Thomas, K. W. (1976). Conflict and conflict management. In M. Dunette (Ed.), *Handbook of industrial and organisational psychology* (pp. 889–935). Rand McNally.
- Thompson, L.L., Wang, J., & Gunia, B.C. (2010). Negotiation. *Annual Review of Psychology*, 61, 491-515.
- Tiedens, L. Z. (2001). Anger and advancement versus sadness and subjugation: The effect of negative emotion expressions on social status conferral. *Journal of Personality and Social Psychology*, 80(1), 86–94.
- Ting-Toomey, S. (1988). Intercultural conflict styles: A face negotiation theory. In Y. Y. Kim and W. B. Gudykunst (Eds.), *Theories in intercultural communication* (pp. 213–235). Sage Publications.
- Ufkes, E. G., Giebels, E., Otten, S., & Van der Zee, K. I. (2012). The effectiveness of a mediation program in

- symmetrical versus asymmetrical neighbor-to-neighbor conflicts. *International Journal of Conflict Management*, 23(4), 440–457.
- Ury, W. (2000). *The Third Side: Why we fight and how we can stop*. Penguin Group.
- Van Dijk, E., Van Kleef, G. A., Steinel, W., & Van Beest, I. (2008). A social functional approach to emotions in bargaining: When communicating anger pays and when it backfires. *Journal of Personality and Social Psychology*, 94(4), 600–614.
- Van Kleef, G. A. (2008). Emotion in conflict and negotiation: Introducing the emotions as social information (EASI) model. In N. M. Ashkanasy & C. L. Cooper (Eds.), *Research companion to emotion in organizations* (pp. 392–404). Edward Elgar.
- Van Kleef, G. A., & Côté, S. (2007). Expressing anger in social conflict: When it helps and when it hurts. *Journal of Applied Psychology*, 92(6), 1557–1569.
- Van Kleef, G. A., De Dreu, C. K. W., & Manstead, A. S. R. (2004a). The interpersonal effects of anger and happiness in negotiations. *Journal of Personality and Social Psychology*, 86(1), 57–76.
- Van Kleef, G. A., De Dreu, C. K. W., & Manstead, A. S. R. (2004b). The interpersonal effects of emotions in negotiations: A motivated information processing approach. *Journal of Personality and Social Psychology*, 87(4), 510–528.
- Van Kleef, G. A., De Dreu, C. K. W., Pietroni, D., & Manstead, A. S. R. (2006). Power and emotion in negotiation: Power moderates the interpersonal effects of anger and happiness on concession making. *European Journal of Social Psychology*, 36(4), 557–581.
- Van Kleef, G., Van Dijk, E., Steinel, W., Harinck, F., & Van Beest, I. (2008). Anger in social conflict: Cross-

- situational comparisons and suggestions for the future. *Group Decision and Negotiation*, 17, 13–30.
- Verduyn, P. & Lavrijsen, S. (2015). Which emotions last longest and why: The role of event importance and rumination. *Motivation & Emotion*, 39(1), 119–127.
- Voss, C., & Raz, T. (2016). *Never split the difference: Negotiating as if your life depended on it*. Harper Business.
- Wade-Benzoni, K. A., Hoffman, A. J., Thompson, L. L., Moore, D. A., Gillespie, J. J., & Bazerman, M. H. (2002). Barriers to resolution in ideologically based negotiations: The role of values and institution. *Academy of Management Review*, 27(1), 41–57.
- Wall, J. A. (1981). Mediation: An analysis, review and proposed research. *Journal of Conflict Resolution*, 25(1), 157–180.
- Wall, J. A., Stark, J. B. & Standifer, R. L. (2001) Mediation: A current review and theory development. *Journal of Conflict Resolution*, 45(3), 370-91.
- Weingart, L. R., Bennett, R. J., & Brett, J. M. (1993). The impact of consideration of issues and motivational orientation on group negotiation process and outcome. *Journal of Applied Psychology*, 78(3), 504–517.
- World Health Organization (2020, May 21). *Revealing the toll of COVID-19*. [https:// www.who.int/publications/i/item/revealing-the-toll-of-covid-19](https://www.who.int/publications/item/revealing-the-toll-of-covid-19)
- Wright, J. C., Cullum, J. and Schwab, N. (2008). The cognitive and affective dimensions of moral conviction: Implications for attitudinal and behavioral measures of interpersonal tolerance. *Personality and Social Psychology Bulletin*, 34(11), 1461–1477.
- Zhang, T., Gino, F., & Norton, M. I. (2017). The surprising effectiveness of hostile mediators. *Management Science*, 63(6), 1972–1992.

Appendix

Interview Schedule for Professional Mediators

1. Please describe the types of conflicts that you mediate in your practice.
2. What is the most common type of conflict that you are requested to mediate?
3. Can you give examples of inter-personal value conflicts that you were requested to mediate?
4. Let's discuss one specific value conflict that you have mediated in the past. What was the topic of the conflict?
5. Did you feel that there were underlying conflicting values in the dispute? If so, which underlying values were present?
6. Can you describe how the mediation process went?
7. Did you employ specific techniques that seemed fitting to the situation?
8. Why did you choose to employ these techniques?
9. Which aspects do these techniques aim to influence? (for example, emotion, perception, behavior, cognition)
10. Were you able to assist the parties in reaching a solution by employing these techniques?
11. Can you describe this solution?
12. Are there any other techniques that may have been useful in this situation?
13. Are there any techniques that a mediator should not employ in this situation? For example techniques that may function counterproductively? If so, why shouldn't a mediator use these techniques?
14. Do you feel that there is enough information about the mediation of value conflicts available for mediators?
15. Do you feel that there are enough techniques specifically geared at resolving value conflicts?