Chapter 7
Conflict Resolution

Section 7.1
Preventing Conflict

Section 7.2
Working Through Conflicts

Chapter Objectives

Section 7.1
• Determine what causes conflict.
• Identify strategies for managing anger.
• Describe the guidelines you should follow when negotiating.

Section 7.2
• Compare your two options when faced with a conflict.
• List the steps in the conflict resolution process.
• Suggest ways to deal with bullies.
Resolving conflict may require more than one approach. *What are some successful approaches you have used to resolve conflicts?*

**Conflict Resolution** Learning to resolve conflicts is a skill that can help you throughout your life. Conflicts are sometimes unavoidable, so it is important to learn how to resolve disagreements. Write an autobiographical paragraph about a disagreement you had at school or work. Discuss how the disagreement started and who was involved. How did you resolve the conflict?

**Writing Tips** Use these tips to write an effective autobiographical paragraph:

1. This paragraph tells your story, so always use first-person words like *I* and *me*.
2. Use linking words like *then* and *finally* to present your ideas logically. These words will help readers follow the order of events.
3. Include an effective topic sentence. This will help readers understand the main idea of your autobiographical paragraph.
Section 7.1

Preventing Conflict

Reading Guide

Before You Read

Predict Before starting the section, browse the content by reading headings, bold terms, and photo captions. Do they help you predict the information in the section?

Read to Learn

Key Concepts

- **Determine** what causes conflict.
- **Identify** strategies for managing anger.
- **Describe** the guidelines you should follow when negotiating.

Main Idea

When faced with different types of conflict, take steps to control your anger and be willing to negotiate.

Content Vocabulary

- conflict
- external conflict
- internal conflict
- tolerance
- negotiate

Academic Vocabulary

You will find these words in your reading and on your tests. Use the glossary to look up their definitions if necessary.

- constructive
- invaluable

Graphic Organizer

As you read, record the nine causes of conflict. Use a graphic organizer like the one below to organize your information.

Go to connectED.mcgraw-hill.com to download this graphic organizer.
Understand Conflict

People are different, with different thoughts and emotions. Sometimes these differences can create conflicts. A conflict is a disagreement or fight between people with opposing points of view. It can involve individuals or groups, such as friends, family members, community organizations, or even nations. Many conflicts are easily resolved. Others become never-ending struggles or turn into physical fights. When violence occurs, it is usually because the people involved don’t know how they can settle their differences in more constructive, or positive and useful, ways. Fortunately, a conflict does not have to end in violence.

Types of Conflict

People experience two types of conflict: external conflict and internal conflict. A disagreement between family members, friends, or community members is an external conflict. Whenever one person’s wants, needs, or values clash with those of another person, an external conflict can occur.

A conflict may also be an internal conflict, which is a struggle inside your heart or your head. For example, Marcus found out his friend Christine had been plagiarizing, or copying, reports for school. Marcus strongly felt what Christine was doing was wrong, but he worried she would hate him if he brought it up. He did not know what to do about his feelings. It felt like a tug-of-war in his head. Should he keep quiet and continue to lose respect for his friend? Or should he speak to Christine and risk losing her friendship?

If people in conflict use destructive tactics to try to resolve a problem, the outcome is likely to be negative. But not all conflicts need to end poorly. Positive outcomes are possible if each person involved approaches the conflict with mutual respect, an honest effort to listen, and a commitment to finding a solution.

Successful conflict resolution can actually bring people closer together. Marcus finally decided to speak to Christine. He found out that she plagiarized the reports because she was unsure of her writing skills. Marcus worked with Christine on her next report. He helped her improve her writing skills, and his caring actions reinforced their friendship.

As You Read

Connect  Think about the conflicts you have faced. How many were the result of a misunderstanding? What did you learn from them?

Vocabulary

You can find definitions in the glossary at the back of this book.

Understand Conflict

Conflict often arises in friendship. Think about conflicts you have had with your friends and ways they can be resolved. Why do you think it is important to resolve conflicts in constructive ways?
Causes of Conflict

Have you ever argued with someone and later could not remember what caused the conflict to begin with? No matter how small, every conflict has a cause. Some big conflicts, such as international problems, have many causes. Understanding the cause of a conflict can help you respond to it. In general, conflicts are caused by the following:

Personality Differences

Differences help make life exciting and fun, but they can also create conflict. Perhaps you like being around large groups of people, but your friend feels uncomfortable in groups. As a result, conflict over what to do when you get together may be an occasional part of your friendship. Thankfully, these sorts of disagreements are usually brief, and easily forgotten.

Specific Situations

Sometimes a specific situation can cause conflict. Say three teens have to share the same bathroom. If all three have to be ready for school at the same time, you can see how this situation can lead to conflict! The teens cannot control the fact that they must share a bathroom. But they can control how they deal with the situation.

Emotion

Has someone ever gotten extremely angry with you for something trivial you did or said? It is common for people to overreact to small issues when they are stressed out, hurt, hungry, exhausted, or just having a bad day. Their anger may actually have very little to do with you. Take these things into consideration before you respond to someone who has lashed out at you unfairly. Let the person know you did not mean to offend him or her. Do not attempt to “talk sense” to someone who is not in a logical frame of mind. As long as one person remains calm and logical, issues like this are easily defused.

Resolution

Don’t let conflict ruin an important friendship. Think about what you respect and admire about each other, and work together to resolve your problem. How do you feel after resolving a conflict with a friend? Explain.
Power Issues
Power struggles often take place when different people try to control a situation. Many arguments in families with teens are the result of power struggles. Say a teen disagrees with her parents’ rules. To assert her independence, she may ignore her weekend curfew. In response, her parents may ground her, or take away other privileges to show that they are the ones in control.

Jealousy and Insecurity
Conflict that begins without an obvious cause is usually the result of one person’s jealousy or insecurity. Many bullies are unhappy with themselves, so they put others down and push them around to gain a sense of control and importance. They tend to pick on those who seem weaker, or who have something they want.

Cultural Differences
Some social practices that are acceptable in one culture are not acceptable in another. For example, in some cultures, looking another person directly in the eye is considered an act of hostility. In others it is considered a sign of confidence and respect. If not familiar with another culture’s customs, a person can easily offend or be offended by someone of that culture. Conflict and prejudice may arise from simple misunderstanding.

Disrespect
Treating a person or a person’s property with disrespect is another common cause of conflict. When someone feels he or she has been treated poorly or unfairly, anger builds and he or she may seek revenge. If not dealt with in a positive manner, this sort of situation can get out of hand very quickly, leading to an endless cycle of violence.

Drugs and Alcohol
Drugs and alcohol can trigger conflict or cause existing conflicts to escalate because they impair a person’s judgment. Some people get very aggressive when under the influence of drugs or alcohol and start fights without cause. Avoid conflict by avoiding those who use these substances.

Poor Communication
Misheard statements, unclear directions, and rumors are just some of the communication mistakes that can lead to conflict. It is smart to rephrase directions and double-check plans to be certain everyone involved is on the same page. Otherwise, a simple misunderstanding can turn into a full-blown “I said–you said” argument and cause future mistrust. Rumors often become more fiction than fact the more they are repeated and lead to hurt feelings and resentment. These are the beginnings of conflict. Save yourself from unnecessary drama by refusing to start rumors or pass along those you hear.

Identify What are the two types of conflict?
Avoid Conflict

The best way to deal with conflict is to prevent it from starting in the first place. This feat is much simpler than it seems.

Respect and Tolerance

Did you know that you can prevent many conflicts simply by showing others respect? When you show respect, you show you value another person as an individual. You also make it more likely the person will respect you. People who respect each other tend to listen with an open mind. They consider the views and feelings of one another, and honor each other’s basic values.

Tolerance is also vital to prevent and resolve conflict. **Tolerance** is the ability to accept and respect other people’s customs and beliefs. People who are willing to accept others as they are tend to have fewer conflicts than people who are not accepting of others. Tolerance helps you understand that people have a right to behave and express themselves in ways different from your own, as long as they do not hurt others in the process. You need to be willing to accept all people and learn to understand their points of view.

Tolerance also involves getting along with people of all generations. Teens sometimes find it hard to get along with older adults because they have different ways of talking, dressing, and acting. You are deserving of respect, but so are they. Show older adults the respect you would like to be shown. Remember, you will be an older adult someday, too.

**Fun Is Important**

Having fun is an important part of living a balanced life. Fun activities help relieve building stress so you can think clearly and function at your best in school.

**How I See It**

**PEACEFUL SOLUTIONS**

**Gretchen, 15**

When my older brother was in high school he got into a lot of fights and was expelled from school. I saw firsthand how hard this was on my brother and my family. My brother always tells me to learn from his mistakes by choosing friends who are involved in positive activities, like sports or community work. He says fighting got him nowhere, so I should try to stop conflicts before they start and walk away from situations that could turn violent. It was hard at first, but leaving all the drama behind and joining the track team has helped me focus in school. My grades have gone up, and I feel really good about myself now!

**Critical Thinking**

Gretchen’s story suggests that people with positive outlets are more likely to deal with difficult situations in positive, nonviolent ways. Do you agree? Why or why not?
**Anger Management**

Everyone gets angry at times. When people are angry or annoyed, they may walk away or use a harsh tone of voice. Other times, they may yell, argue, or start a fight. If you learn to manage, or control, your anger, you can redirect these surges of anger energy to reach your goal.

When anger is not controlled, conflict becomes worse. Dwelling on how angry you are doesn't help defuse your anger. Instead, your anger can build and lead to rage. At this stage, you may no longer be able to think clearly. The ancient martial art of jujitsu (jū-jit-sū) teaches those who practice the art to remain calm, to empty themselves of anger, and to gain the advantage in a conflict by using their opponent’s tendency to strike out in blind rage. This type of self-control is not just for martial artists. You can develop these techniques to control your anger and prevent conflicts from getting out of hand.

**Pent-Up Anger**

Anger can take two forms. The first form of anger is often called pent-up anger. It builds over time, and if not released in a healthy way, pent-up anger can explode when you least expect it. When you feel anger or frustration building inside, release these feelings in a positive and productive way.

- **Exercise.** Go for a walk, play basketball, clean your room or lift weights. Getting your heart going will help you release building energy and emotional tension. This stress-relieving action will allow you to clear your head and think about the situation logically.
- **Talk it out.** Talk about your feelings with a good friend, or write about them in a journal. Getting things off your chest reduces anger and frustration. A friend can help you view things in a new way, and help you find a positive solution. Seeing your problem in black and white may also help you see your problem (and a positive solution) more clearly.
- **Get space.** Remember where you are when you get angry. If you are in a public place, respect the people around you that are not involved in the situation. It is never okay to yell at a retail clerk, or restaurant staff. You will look foolish and cause others unnecessary stress. You will also feel even worse than you felt before. Find a private place where you can let your emotions out. Listen to soothing music. Cry or yell if you need to.
- **Meditate.** Close your eyes and sit quietly for a while. Push everything out of your mind. If your heart is racing, try to bring it down to a slow, steady pace. Focus on your breathing. Breathe in through your nose for five slow counts, then breathe out of your mouth for five slow counts. This may feel silly at first, but it really works!

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**Health & Wellness TIPS**

**Work Off Stress**

Exercise decreases stress by reducing the production of stress hormones. It also works against your body’s natural response to stress. Try these tips to combat stress:

- Choose an activity you truly enjoy.
- Forget your troubles and focus on exercising.
- Exercise with a friend to keep motivated.

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**Anger Management**

Strenuous exercise is a great way to put “anger energy” to work. You will feel better and more in control of your emotions when done. What kind of exercise do you do to channel “anger energy”? 
Hot Anger

The second form of anger can be called hot anger and occurs suddenly when conflict flares between you and another person. To deal with hot anger, and prevent a situation from getting out of hand, try these suggestions:

- **Breathe deeply.** Pull air in through your nose and let it flow evenly and slowly out through your mouth. Do this at least three times before responding. This helps slow your heart rate and gives you time to think.
- **Count to ten.** Before reacting, slowly count to ten. This gives you a chance to collect yourself and prevents your emotions from taking control.
- **Self-talk.** Tell yourself, “I am calm. I am in control of my actions. I choose to be focused. I choose to be relaxed.”
- **Redirect your energy.** Think of your anger as energy. Instead of fighting with someone, you can use this energy to get things done and positively resolve an issue.
- **Picture a calming place or person.** Positive thoughts help put a situation into perspective.

- **Walk away.** If you feel you can not control your anger, remove yourself from the situation immediately. It is best to escape a situation until you are ready to deal with it calmly.

**Negotiation**

Ashley worked hard all summer so she could save enough money to buy a new stereo. When they heard of her plans, Ashley’s parents told her she needed to put all of her earnings into the bank to save for college. Instead of fighting with her parents about it, Ashley asked them to set a time when they could negotiate an agreement about how to spend the money.

To **negotiate** is to deal or bargain with another person. Negotiation involves talking, listening, considering the other person’s point of view, and compromising if necessary. The goal of negotiation is to achieve a win-win solution. This means that all parties are happy with the outcome. Negotiation is an **invaluable**, or extremely useful and valuable, tool in preventing full-blown conflict.
Keep the following guidelines in mind when you are negotiating to solve a problem:

- **Choose the right time.** Pick a time that works for everyone. Avoid meeting if you feel rushed or impatient. If you have to rush through the discussion, you may miss facts that you need to reach a satisfying conclusion.

- **Choose the right place.** Choose a quiet place so that the person you need to talk to is not distracted by the television or other people's conversations.

- **Keep an open mind.** Listen carefully to each person and consider all points of view. If you show others respect, they are more likely to show you respect and listen to your points.

- **Seek a win-win solution.** Instead of making sure you get everything you want out of the negotiation, work with others to find a solution that makes everyone happy. If you are happy with the results of a negotiation, but others are not, the issue will likely come up again later. Since negotiation did not work for all involved the first time, the issue is more likely to turn into a full-blown conflict.

Learning to negotiate can help you resolve problems before they turn into big conflicts. In Ashley’s case, negotiation kept Ashley and her parents from fighting about the money. They all agreed some of the money would be put aside for her college education, and the rest could be spent on the stereo.

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**Section 7.1**

**After You Read**

**Review Key Concepts**

1. **Define** conflict.
2. **Explain** the importance of controlling your anger.
3. **Describe** negotiation and its role in preventing conflict.

**Practice Academic Skills**

**English Language Arts**

4. Think of an example of an external conflict and an example of an internal conflict. Write two paragraphs describing the differences and similarities between the two examples. Which type of conflict do you think is more challenging to resolve? Explain.

**Social Studies**

5. Interview a friend, family member, teacher, or coach about conflicts he or she faces. Does the person face internal or external conflicts more often? What causes most of these conflicts? For example, is poor communication involved?
Section 7.2

Working Through Conflicts

Before You Read
Two-Column Notes Two-column notes are a useful way to study and organize what you have read. Divide a piece of paper into two-columns. In the left column, write down main ideas. In the right column, list supporting details.

Read to Learn
Key Concepts
• Compare your two options when faced with a conflict.
• List the steps in the conflict resolution process.
• Suggest ways to deal with bullies.

Main Idea
Most conflicts can be resolved through communication and cooperation. Other conflicts cannot be resolved but can still be dealt with in productive ways.

Content Vocabulary
◆ escalate
◆ conflict resolution
◆ compromise
◆ mediation
◆ peer mediator

Academic Vocabulary
You will find these words in your reading and on your tests. Use the glossary to look up their definitions if necessary.
◆ deadlock
◆ instill

Graphic Organizer
As you read, record the questions you can ask to decide how to respond to conflict. Use a graphic organizer like the one below to organize your information.

Respond to Conflict

Go to connectED.mcgraw-hill.com to download this graphic organizer.
Respond to Conflict

When a conflict develops, you have two choices. You can either face it or ignore it. Before deciding which action to take, ask yourself these questions:

- **Are you in danger?** Your personal safety should be your first concern. If a situation looks like it might turn into a physical conflict, your best bet would be to walk away. Leaving a potentially dangerous situation is a positive choice, not a sign of cowardice.

- **Who is involved?** If the other person is someone you do not know well, you might decide it is best to ignore the situation. If it involves someone you care about, try to communicate your feelings in a calm and reasonable way.

- **What is the cause?** If the person is upset because of something you know you did or said, apologize and correct your mistake if possible. It is best to address a situation while it is still small. Otherwise that person’s anger can grow and you may find yourself in the middle of a major conflict.

- **What outcome do you expect?** If you feel bringing up a problem will only make it worse, it is better to ignore it until both people cool off.

In some cases, people let conflicts escalate, or grow into disagreements that are destructive or unsafe to everyone concerned. Some teens think that becoming involved in a conflict may prove they are tough and fearless. Unfortunately, getting out of a difficult conflict is not as easy as getting into one. You can suffer legal consequences, lose friends, and lose your family’s trust if you engage in violent conflicts.

**Describe** What are your options when a conflict develops?

Resolve Conflict

Whether a conflict is unavoidable or tests your pride or values, you can still resolve it peacefully. **Conflict resolution**, the process of settling a conflict through cooperation and problem solving, is a proven approach. Conflict resolution lets people involved in a dispute work out a solution to their problem without resorting to violence or losing face. Resolving conflicts takes work, but anyone can learn the necessary problem-solving and communication skills.
The Conflict Resolution Process

For the conflict resolution process to work, the people involved have to want to solve their problem. They must be open to negotiation and willing to brainstorm with the other people involved to bring the conflict to an end.

Follow these steps to resolve conflicts:

1. **Accept responsibility for your role in the conflict.** Be willing to apologize if you see you have unfairly hurt another person. Accepting your mistake and wanting to correct it are signs of maturity.
2. **Define the problem.** Each person takes a turn describing the problem from his or her point of view. Everyone listens with respect until it is his or her turn to speak.
3. **Suggest a solution.** After considering all points of view, each person suggests a solution to the problem.
4. **Evaluate each solution.** Each person identifies the parts of each solution that he or she agrees with or cannot accept.
5. **Compromise.** If the parties are close to an agreement, they may compromise. Compromise means giving in on some points of disagreement and getting your way on others.
6. **Brainstorm.** If individuals cannot compromise, they brainstorm different ways to approach the problem and try again to reach a compromise.

**Deal with Bullies**

Bullies use continual taunts, threats, and physical violence to intimidate others. Most bullying occurs at school, which can make it hard to concentrate. Cyberbullying is bullying that occurs through the use of electronic technology. It is hard to escape cyberbullying because it reaches a person anytime of the day or night—even when the victim is alone. Bullies are not open to conflict resolution. Follow these guidelines to deal with bullies.

- **Show Confidence**  
  Bullies choose easy targets. If you show that you are not likely to be bothered by their aggression, they usually look elsewhere. Show positive self-esteem: Carry yourself with pride, look people in the eye, and be friendly to others.

- **Ignore Verbal Abuse**  
  Show no reaction to insults or cruel jokes aimed at you. Bullying is like a game that takes two or more to play. If you do not go along, the game ends.

- **Stand Up for Yourself**  
  Tell—do not ask—the bully to stop the hurtful behavior. Avoid criticizing, name-calling, or other emotional responses, which only encourage and provoke further attacks. Then leave calmly.
7. **Take a break.** If negotiating is not going well, it is okay to work at it another time. Pressuring others to agree to a solution because you are tired or out of time or no longer making progress will only make things worse in the long run. Suggest a future time and place to continue the process.

8. **Seek help.** If no solution can be reached, you can ask a mediator, a neutral third party, to listen to your problem and make suggestions to resolve it.

**Mediation**

Sometimes people cannot resolve an issue on their own using either negotiation or conflict resolution. A **deadlock** is a situation in which no further progress is possible in a dispute. Deadlocks usually occur when two or more people refuse to compromise. To resolve a deadlock, they may need mediation.

During **mediation**, a neutral third party is used to help reach a solution that is agreeable to everyone. Mediators are trained to withhold judgment and to be careful listeners. They ask questions of both parties and respond to questions fairly and calmly. Mediators do not make decisions for other people. Instead, they help those involved in a conflict to evaluate, assess, and decide for themselves.

**Health & Wellness TIPS**

**Prevent Cyberbullying**

Cyberbullying can happen 24 hours a day, seven days a week. If you have a better understanding of social media sites, you may be able to protect yourself and others. Use these tips to prevent cyberbullying:

- Adjust privacy settings on social media sites so only your trusted friends and family see your posts.
- Think before you post anything embarrassing or hurtful. What you put on the Internet can never be erased.
- Confide in an adult immediately if you are being cyberbullied.

**Stand Up for Others**

There is strength in numbers. Come forward to defend someone who is being abused, and encourage others to do the same. Bullies often back down when faced with a show of real power—the power of people with courage. They see that their actions make them unpopular.

**Talk to an Adult**

Tell a parent, teacher, or other trusted adult if you are bothered by a bully. Take a friend if you need support. Adults’ intervention may not be needed at that point. If the bullying continues or escalates, however, they will be ready to act. Parents need to be made aware of any intimidation or inappropriate physical contact by one sibling to another.

**Put Safety Before Possessions**

If a bully demands money, shoes, or any other thing you own, hand it over. Your physical well-being is more important than any material items. Report the incident to an adult.
**TAKE CHARGE!**

**Forgive and Forget**

We all make mistakes. Think about the choices you have when another person’s mistake upsets you. Sometimes the only way you can improve the situation is by forgiving the other person. These steps can help you forgive others:

- **Put Yourself in Another’s Place** Have you ever been forgiven for a mistake? Remember what a relief it was? Share that feeling with others by forgiving people who have made mistakes.

- **Accept Apologies** It takes a lot for a person to admit that he was wrong and to apologize. When people apologize to you, show respect for their courage by accepting their apologies graciously.

- **Let Go of the Past** Avoid holding grudges against people. Once you have forgiven them, wipe the slate clean and move on.

Many schools have instituted peer mediation programs to help resolve conflicts. A peer mediator is a young person who listens to both parties in conflict and helps them find a solution. Schools with peer mediation programs tend to have more cooperation, fewer fights, and less overall violence. Many families and communities now use mediation to resolve disagreements and prevent violence. When people resolve differences peacefully, everyone benefits.

**Agreeing to Disagree**

Not every honest discussion will result in agreement. You may never agree with your parents about which music is best, but you can realize that no matter what you say, you will not change their minds. Some people involved in conflicts realize that it is pointless to continue to argue, so they shake hands and agree to disagree. This means that each person does not completely accept the views of the other person, but both people decide that they will tolerate one another’s views.

Most conflicts can be resolved if people are willing to talk, cooperate, and work toward positive solutions. Learn as much as you can about conflict resolution, mediation, and agreeing to disagree, to do your part to bring about peace at home, at school, and in your community.

**Real-World Skills**

**Act It Out** You might be surprised by how much you can express through pantomime. Follow your teacher’s instructions to form into pairs. Without using words, perform a mistake, an apology, and an act of forgiveness. Then, survey the class to see how effectively you used pantomime to perform the situation.

**Prepare a Speech**

Before you give a speech, it is important to prepare what you will say. You might want to write out the main points of your speech in the order you want to present them. You will also want to prepare an introduction and strong conclusion to your presentation.

**Explain** How would you describe conflict resolution?
When Talking It Out Is Not an Option

Mediation and the conflict resolution process are not options when you are dealing with a bully. Through continual taunts and physical aggression, bullies can make life miserable for others. Unfortunately, bullies are not open to conflict resolution because the conflict is really within themselves.

Bullies are motivated by many reasons. Some may be unhappy and insecure. Others are jealous of the person they target. Still others struggle with other personal issues. Humiliating those who are weaker or different gives them a sense of importance. Bullies may believe they are earning respect, but it is only fear and resentment that they instill, or inspire, in their victims. For some, the abuse confirms the low opinion they hold of themselves. They need help dealing with their insecurity and anger.

Most bullies will eventually leave you alone if you show confidence and ignore their verbal abuse. They are looking for any sort of reaction, and if you do not give them one, they will eventually find an easier target. If you are being bullied by e-mail, ask your service provider to help you block the bully’s messages.

If a bully does not stop harassing you, you need to get help. Talk to a trusted adult. A parent, teacher, guidance counselor, or a coach may be able to help.

Section 7.2

Review Key Concepts
1. Explain why you should not let a conflict escalate.
2. Summarize how a mediator helps people resolve their conflicts.
3. Explain why bullies are not open to conflict resolution.

Practice Academic Skills

English Language Arts
4. Read a story in which a character struggles with a conflict. Describe the conflict and how the character deals with it. Is the response successful? Could the character have worked through the conflict in a better way? If so, how?

Social Studies
5. You have been asked to select peer mediators for your school. What qualities would you look for in a peer mediator? Why? Remember that mediators should assist but not make decisions for other people.
Correctional officers work in jails and prisons. Their job is to make sure that inmates are orderly and obey rules. In jails, correctional officers supervise people who are waiting for their trials to begin. In prisons, they maintain security and order.

**Skills**  Good judgment and the ability to think and act quickly are critical. Good communication skills are also valuable. Correctional officers must usually meet certain levels of physical fitness, eyesight, and hearing. Candidates should be willing and able to work with prison inmates.

**Education and Training**  A high school diploma is required. Most states require some college. The Federal Bureau of Prisons requires at least a bachelor’s degree or a combination of a degree and three years full-time experience. Most states provide on-the-job training with an experienced officer.

**Job Outlook**  Job opportunities are excellent. The demand for officers is growing because the prison population is increasing. Most of the jobs are in state correctional institutions and in rural areas. One key to promotion is continuing education.

**Critical Thinking**  Research and find at least three articles about correctional officers and their job responsibilities. In your own words, summarize their job responsibilities. Then, write a paragraph comparing and contrasting the responsibilities of each officer.
Section 7.1  
Preventing Conflict

A conflict is a disagreement or fight between people with opposing points of view. Conflict is a part of everyday life. Some conflicts are settled easily, while others may last indefinitely. Conflicts are caused by a variety of factors. What creates conflict for one person may not matter to someone else. People who are tolerant and can control their anger are better able to prevent conflict. Negotiation is one way to prevent a disagreement from escalating into a full-blown conflict.

Section 7.2  
Working Through Conflicts

When responding to conflict, think of your safety first. The conflict resolution process is a proven method for successfully resolving conflicts. When disagreeing parties are deadlocked, they may need mediation. Some people agree to disagree to end unnecessary conflict. Conflict resolution and mediation strategies do not work when dealing with bullies. Instead you should show confidence, ignore verbal abuse, stand up for yourself and others, and tell an adult if the bully becomes physical.

Vocabulary Review

1. Write a paragraph using five or more of these content and academic vocabulary terms. The paragraph should clearly show how the terms are related.

Content Vocabulary
- conflict (p. 155)
- external conflict (p. 155)
- internal conflict (p. 155)
- tolerance (p. 158)
- negotiate (p. 160)

Academic Vocabulary
- escalate (p. 163)
- conflict resolution (p. 163)
- compromise (p. 164)
- mediation (p. 165)
- peer mediator (p. 166)
- constructive (p. 155)
- invaluable (p. 160)
- deadlock (p. 165)
- instill (p. 167)

Review Key Concepts

2. Determine what causes conflict.
3. Identify strategies for managing anger.
4. Describe the guidelines you should follow when negotiating.
5. Compare your two options when faced with a conflict.
6. List the steps in the conflict resolution process.
7. Suggest ways to deal with bullies.

Critical Thinking

8. Apply The prom committee has been struggling with power issues and has asked you to be its peer mediator. How might you help the committee resolve its problems?
9. Demonstrate You have plans tonight and want to trade chores with your brother, but he is unwilling. How can you resolve this problem fairly?
10. Compare and Contrast Compare the ways you dealt with conflict a few years ago with how you deal with conflict today. Have your conflict resolution skills improved? Explain.
11. Plan Your friend is the favorite target of a bully at school. What can you do to help your friend avoid the bully’s abuse?
12. **Conflict Resolution**  Follow your teacher’s instructions to form into pairs. With your partner, write and perform a scene in which you use the conflict resolution process to resolve a problem. For example, you might portray two students who disagree on the topic for a group science project. Remember to display these steps: accept responsibility for your role in the conflict; define the problem; suggest a solution; evaluate each solution; compromise; brainstorm; take a break; seek help. You may choose to solve the problem in a manner that does not require following all of the steps. Present your scene to your classmates, and ask them to evaluate how well you used the steps in the process.

13. **Resolution Problems**  Ask a friend or family member about an external conflict he or she has experienced. Have him or her describe the cause of the conflict and the manner in which it was resolved. Was the attempt at a solution successful? If so, what was the key to the successful resolution? Note which conflict resolution steps the person followed and which he or she did not. Were the steps that he or she followed necessary? Were some steps ignored? If so, why? For example, compromise would be difficult if only one person was willing to give in on some points of disagreement. Likewise, it would be pointless to suggest a solution to someone who was not willing to listen to another person’s ideas. If an additional problem made following the steps difficult, brainstorm ways to deal with this problem should it come up again. Present your findings to the class.

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**Real-World Skills and Applications**

**Leadership Skills**

14. **Control Your Emotions**  Think about situations at school and in the workplace that can cause hot anger. Why is it important to manage your emotions in these types of situations? Why do you think it is important for a leader to be able to manage his or her anger? What suggestions would you give teens for managing their emotions so that they can work effectively with others?

**Financial Literacy**

15. **Gym Membership**  You want to join a gym to help reduce your stress level, but you want to spend as little money as possible. You like Gym A and Gym B equally. Gym A requires a start-up fee of $34.95 and charges a monthly rate of $19.95. Gym B requires no start-up fee but charges $24.95 per month. Which gym is cheaper for a year of membership? By how much is it cheaper?

**Cooperative Learning**

16. **Negotiation**  With a partner, create a comic book depicting two or more teens who resolve a problem by negotiating. Remember that negotiation involves choosing the right time and the right place to have a productive discussion. Share your comic book with the class.
Academic Skills

**English Language Arts**

**17. Research Road Rage** When anger turns into rage, it often becomes difficult to think clearly and make wise decisions. Research the issue of road rage. Then, use your findings to write an informational essay that explains the consequences of road rage and some proper responses.

**Science**

**18. Breathe Deeply** People often do not breathe as effectively as they could. Use this activity to try a breathing technique that should restore your natural breathing when you are out of breath or upset.

**Procedure** Breathe in slowly through your nose. Then, breathe out through your mouth for twice as long as you breathed in. Use this breathing technique for a few minutes.

**Analysis** After using the breathing technique for a few minutes, write a paragraph about it and how it makes you feel.

**Mathematics**

**19. Compromise** You are going on a hike with your friend. You want to hike for two and one-half hours, but your friend says he is really tired so he only wants to hike for 45 minutes. You suggest that you both compromise and split the difference. What amount of time should you suggest as a compromise?

**Averages** In order to find the average of a group of numbers, add all the numbers together and divide this sum, or total, by the quantity of numbers you have added.

**Starting Hint** Convert the 2½ hours you want to spend hiking into minutes. There are 60 minutes in an hour, so 150 minutes would equal 2.5 hours (60 × 2.5). Add 150 minutes to the 45 minutes your friend wants to spend hiking.

For help, go to the Math Appendix at the back of the book.

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**READING COMPREHENSION**

**Directions** Read the paragraph. Then choose the correct answer.

**Test-Taking Tip** If there is no guessing penalty and you do not know the answer to a multiple-choice question, do not leave it unanswered! First eliminate the answers you know are wrong. Then take an educated guess between the remaining options. Do not continually change your answer. Your time will be better spent on other questions.

For the conflict resolution process to work, everyone involved has to want to solve the problem. Each person must be open to compromise and willing to brainstorm to bring the conflict to an end. If unable to resolve the problem on their own, the involved parties may want to seek outside help to mediate the situation.

**20. Which approach is not part of the conflict resolution process?**

- a) Compromise
- b) Meditate
- c) Seek help
- d) Brainstorm