

Values and Identity and our Proficiency in Dispute Resolution

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Introductions

Why is identity important in the work we do?

Values --- Desirable goals that motivate action; Schwartz's Theory of Basic Values

Identifying my most important values

The circumplex and the continuum of values

Priming for values, being aware of extrinsic and intrinsic motivations

Circumplex reflective exercise -- analyzing a personal conflict through looking at opposing values.

High and Low self monitoring -- what it is, how it may impact our work

Identity: Different kinds of identity

Pillars of identity

Mapping your core identity

Unpacking an emotionally intense conflict, looking at attack points on identity

Systemic change -- values underpinning different processes

Questions and closing

RANKING SCHWARTZ'S VALUES IN TERMS OF IMPORTANCE IN YOUR LIFE

On the following page, rank the values; using the following system.

ONLY ONE VALUE FOR EACH NUMBER.

-1 opposite to my values 0 Not important 1 very low importance 2 3 4
5 6 Important 7 Very important 8 Most important

These are universal values because they are grounded in, and help us cope with, one or more of three universal requirements:

1. Needs of individuals as biological organisms
2. Requisites of coordinated social interaction
3. Survival and welfare needs of groups

If you have a difficult time deciding between two values, the motivating factors may help, as similar values share some, but not all, motivational factors.

Rank the following from most important (8) to opposite my values (-1) NO TIES

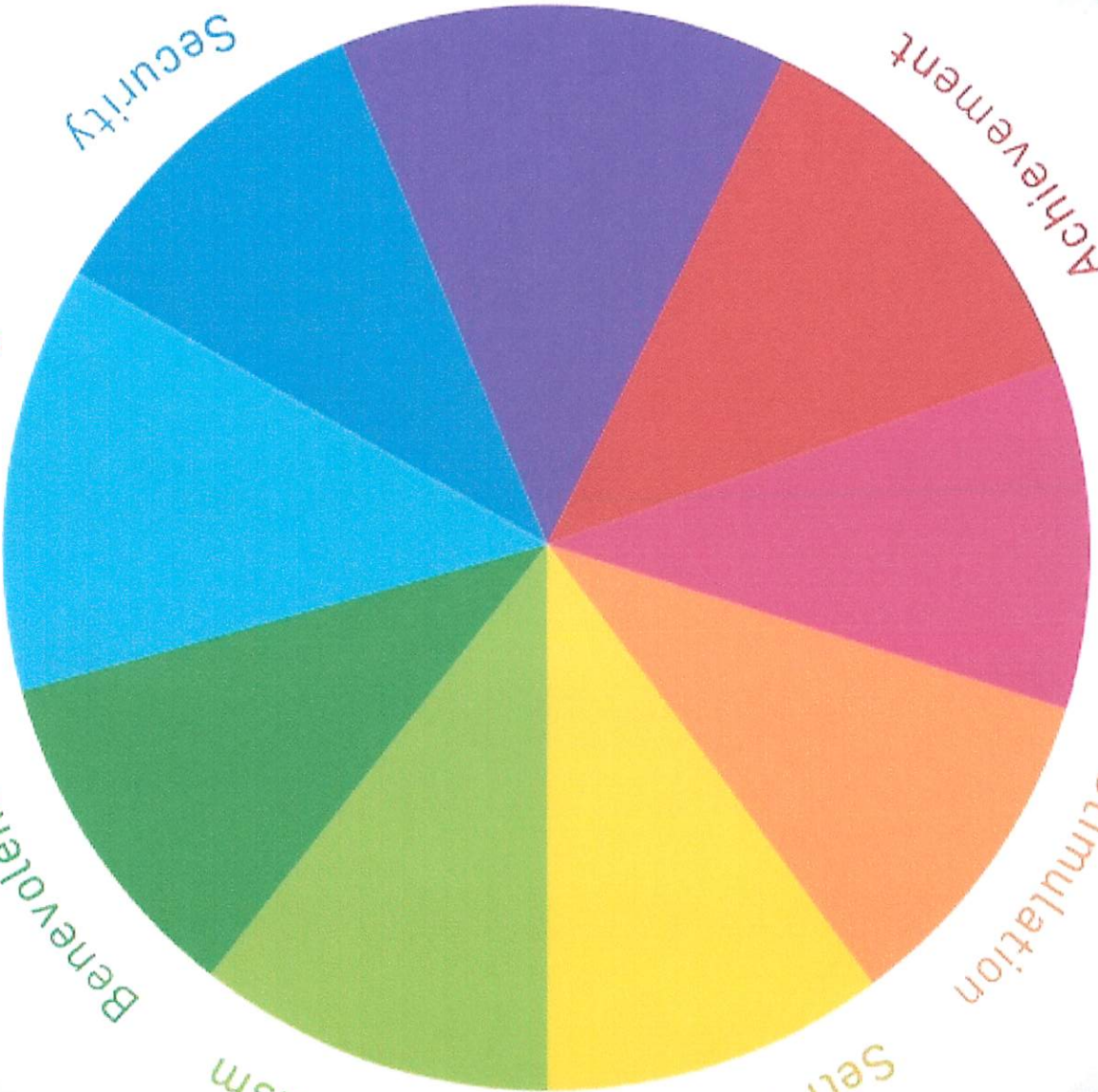
	-1	0	1	2	3	4	5	6	7	8
Self-direction: freedom, independence, curious, creativity, choosing own goals, privacy, self-respect. Motivation: Reliance on one's own judgment and comfort with the diversity of existence, and intrinsic interest in novelty and mastery.										
Stimulation : daring, variation in life, excitement in life Motivation: Intrinsic interest in novelty and mastery, and a desire for affectively pleasant arousal.										
Hedonism: Enjoying life, self-indulgent, pleasure Motivation: Self-centred satisfaction and a desire for affectively pleasant arousal.										
Achievement: intelligent, capable, successful, influential, ambitious. Motivation: Self-centred satisfaction and social superiority and esteem.										
Power: social recognition, wealth, authority, social power, preserving my image. Motivation: social superiority and esteem and avoiding or overcoming threats by controlling relationships and resources.										
Universality: Broadminded, equality, unity with nature, protecting the environment, a world of beauty, inner harmony, a world at peace, social justice, wisdom. Motivation: Reliance on one's own judgment and comfort with the diversity of existence and enhancement of others and transcendence of self-interests.										
Benevolence: mature love (intimacy), spiritual life, helpful, forgiving, true friendship, meaning in life, honest, responsible, loyal, Motivation: Normative behaviour that promotes close relationships, and devotion to one's in group and enhancement of others and transcendence of self-interests.										
Conformity: self-discipline, politeness, honoring of elders, obedient. Motivation: protection of order and harmony in relationships, subordination of self in favour of socially imposed expectations. Normative behaviour that promotes close relationships.										
Tradition: humble, detachment, devout, moderate, accepting my position in life. Motivation: Preserving existing social arrangements that give certainty to life, subordination of self in favour of socially imposed expectations, devotion to one's in-group.										
Security: health, family security, social order, cleanliness, reciprocation of favors, sense of belonging, national security. Motivation: Avoiding or overcoming threats by controlling relationships and resources, protection of order and harmony in relationships, and preserving existing social arrangements that give certainty to life.										

Motivational Emphasis of Adjacent Values (Schwartz)

1. Power and achievement - social superiority and esteem
2. Achievement and Hedonism – self-centred satisfaction
3. Hedonism and stimulation – a desire for affectively pleasant arousal
4. Stimulation and self-direction – intrinsic interest in novelty and mastery
5. Self-direction and universalism – reliance upon one’s own judgment and comfort with the diversity of existence
6. Universalism and benevolence – enhancement of others and transcendence of self-interests
7. Benevolence and tradition – devotion to one’s in-group
8. Benevolence and conformity – normative behaviour that promotes close relationships
9. Conformity and tradition – subordination of self in favour of socially imposed expectations
10. Tradition and security – preserving existing social arrangements that give certainty to life
11. Conformity and security – protection of order and harmony in relationships
12. Security and power – avoiding or overcoming threats by controlling relationships and resources:

From: Shalom Schwartz (2012) An Overview of the Schwartz Basic Theory of Values.
Online Readings in Psychology and Culture, 2(1)

Conservation



Power

Achievement

Hedonism

Stimulation

Self-Direction

Universalism

Benevolence

Conformity & Tradition

Security

Openness to Change

Self-Enhancement

Transcendence

SELF TEST -- HIGH SELF MONITOR, LOW SELF MONITOR

1. I find it hard to imitate the behaviour of other people.
T F
2. At parties and social gatherings I do not attempt to do or say things that others will like.
T F
3. I can only argue for ideas which I already believe.
T F
4. I can make impromptu speeches even on topics about which I have almost no information.
T F
5. I guess I put on a show to impress or entertain people.
T F
6. I would probably make a good actor.
T F
7. In groups of people, I am rarely the centre of attention.
T F
8. In different situations, and with different people, I often act like very different persons.
T F
9. I am not particularly good at making other people like me.
T F
10. I'm not always the person I appear to be.
T F
11. I would not change my opinions (or the way I do things) in order to please someone else or win their favour.
T F
12. I have considered being an entertainer.
T F

13. I have never been good at games like charades or improvisational acting.
T F
14. I have trouble changing my behaviour to suit different people and different situations.
T F
15. At a party I let others keep the jokes and stories going.
T F
16. I feel a bit awkward in company and do not show up quite as well as I should.
T F
17. I can look anyone in the eye and tell a lie (if for a right end).
T F
18. I may deceive people by being friendly when I really dislike them.
T F

From *Me Myself and Us* by Brian Little

SCORE SHEET -- HIGH LOW SELF MONITOR

Looking at your test sheet, circle each number below if your answer IS THE SAME as the answer on the score sheet. For example, if you answered F for question #1, then circle #1 on the score sheet. If you answered T for question #1, do not circle it.

Don't worry, even though it is called a score sheet, there are no wrong answers!

- 1. F
- 2. F
- 3. F
- 4. T
- 5. T
- 6. T
- 7. F
- 8. T
- 9. F
- 10. T
- 11. F
- 12. T
- 13. F
- 14. F
- 15. F
- 16. F
- 17. T
- 18. T

Now add up how many of the numbers you have circled, and write the number here. _____

Tom and Mandy

Tom (47) and Mandy (40) have been married for 18 years. They have two children, Sarah is 15 and Tom Jr. is 11. Tom and Mandy met when Mandy was in college and Tom was early in his career. Mandy had been homecoming queen before going to college, and belonged to a college sorority, but she quit college in her junior year in order to move to a town Tom was transferred to. They lived together for a year prior to getting married. Tom always supported Mandy's decision to stay home, as a homemaker prior to the birth of Sarah, and then as a stay-at-home mom. After all, his job was demanding and important, and he earned enough that it wasn't "worth it" for Mandy to work outside of the home.

Tom prides himself in being one of the best in the industry. He likes the good life, has an extensive wine collection and a precious collection of Scotch. Tom has always been proud of his family, Mandy has always been fashionable and well-dressed, even as she raised a young family, and the children are both good students. Tom Jr. plays baseball and travelled to the Little League championships with his team this year.

Mandy has served on the Parent Teacher Association for eight years. She has been the president of the PTA for the last two years. She is active in their church, and has been a Sunday school teacher for a number of years. She has been grateful for the community she has at the church. Since Tom travels a lot, and since she lives far away from the community she grew up in, her church community is "like family". When they first joined the church, Tom attended as well, but in recent years he rarely attends. Mandy understands this, after all, he has a demanding job and needs a little down time by himself. Mandy had a difficult time at first with Tom's travel, she was home alone a lot with the children, but she is feeling much more secure now that they live in a gated community, and Tom can see where she is at all times because of the GPS app on her phone. As well, the monitoring service has activated cameras throughout the house, so even if Tom is away, he can keep an eye on them, and make sure they're safe.

Six months ago Tom told Mandy that the marriage was over. Although at first he denied having an affair, three months ago he told her that he had "started seeing" a younger woman that worked with him. He has confided to his lawyer that Mandy doesn't understand him, that although he appreciates that she is a wonderful mother ("I couldn't ask for a better mother for the kids" he said to his lawyer), and he knows Mandy has done an excellent job raising the children, she has no idea how hard it is for him to stay "on the top of his game". "I live in a 'dog eat dog world'," he said to his lawyer, "and I am not the dog that is going to get eaten. But this is lost on Mandy. My job is not like being president of the PTA." Tom is very concerned that once they divide their wealth (which is considerable) Mandy will have no idea how to invest it in order support herself. He is also concerned that someone might come along and take advantage of her, and she might then "come back to the trough". This is why he thinks any resolution should have him as trustee of her share of the family assets, so that he can continue to invest for her and preserve some wealth for their children.

Mandy was devastated when Tom told her the marriage was over. She always knew that there had to be someone else, otherwise there would be no reason for Tom to leave. She doesn't believe Tom's story that he only started "seeing this" woman after they separated, and she doesn't feel safe anymore because she doesn't think she can trust Tom. How can she know that he hadn't been planning this for years and hiding money? She tells her lawyer she feels so stupid, she has always only had a joint

account with Tom, he makes certain there is enough money in it, but otherwise all the investments and accounts have always been in his name. She doesn't really know how much she needs to live on, she thinks she spends about \$10,000 a month on the charge card, which Tom always pays, but she doesn't really know what the other expenses are. "I never thought I would be in this position," she tells her lawyer. When Mandy's lawyer asked her what her biggest fear was, she said, "I just don't want to end up as a bag lady."

As a team, you have talked about your primary values. Tom's lawyer has identified stimulation and self-direction as his most important values. He was a successful litigator before he was collaboratively trained, and he has jumped into collaborative training with the same passion that he embraced litigation with. He has completed three ironman competitions in the last three years. Tom's mental health professional has identified self-direction and universalism as her primary values. She has been active in setting up your group's pro bono mediation and collaborative project.

Mandy was referred to her lawyer by a friend, who knows Mandy's lawyer from their church. Mandy's lawyer has identified benevolence as her highest prioritized value. She is very involved in her church and supports an orphanage that her church has established in Africa. She is the one that regularly hosts your practice group's winter party, and she is the one that always seems to remember people's birthdays. Mandy's mental health professional has identified universalism and benevolence as her most important values. Prior to graduate school, she worked in an organization for at-risk youth in the inner city, and this is an organization she continues to support. She regularly volunteers her time with the organization and has set up a roster of other mental health professionals who also volunteer their services.

EXERCISE ONE

As a team, you really like working together. You're excited to explore your underlying values and how they might be affecting your work with clients. You have arranged to have a team meeting of the professionals involved. Tom's lawyer is concerned that he can't get Tom to realize that the assets are going to be divided, and it will be up to Mandy to put the professional support in place to help her manage her money. Mandy's lawyer is having a hard time establishing a rapport with Mandy. "She's a bit like a deer in the headlights," says Mandy's lawyer. "In fact, she told me Tom had suggested he continue to manage her wealth and pay her an allowance, and although she has some reservations about whether or not she can trust Tom, she found this idea appealing because she thought it would best maintain her financial security. But I'm afraid I would be walking into a law suit if I let that happen."

The agenda for the team meeting: have a thorough discussion about Mandy and Tom's underlying values and the corresponding motivations for each of them. Figure out how you can check your assumptions about their values. Develop next steps or strategies to help move forward.

EXERCISE TWO

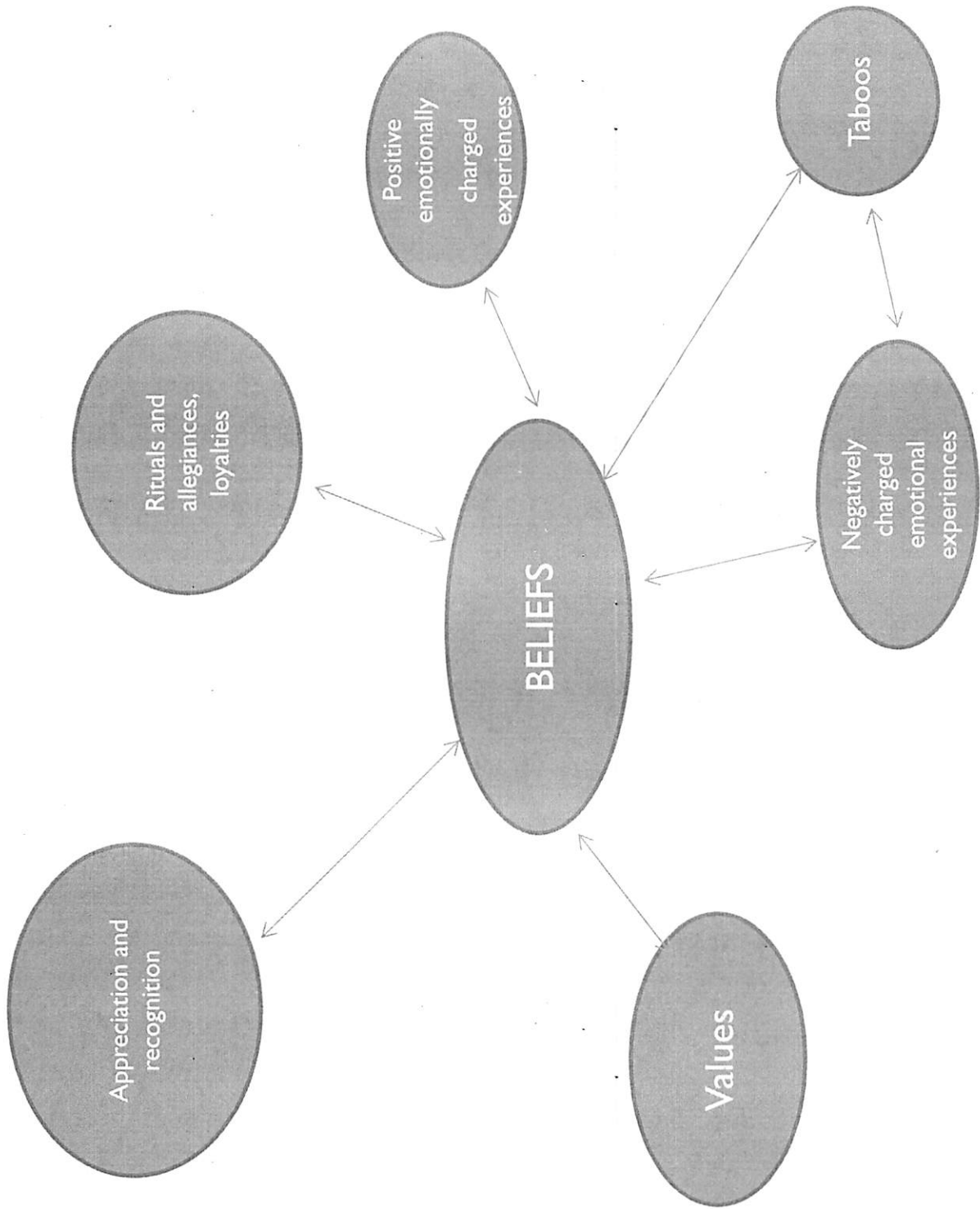
Both Tom's lawyer and Tom's mental health professional are low self-monitors. Mandy's lawyer and Mandy's mental health professional are high self-monitors. At the last four way meeting, Tom looked across the table at Mandy, a bit frustrated that Mandy had, once again, said she was afraid she would be a bag lady, and said, a little too loudly, "I don't get it Mandy. You'll have lots of money, you will be able to do anything you want, have new adventures, travel if you want to. Heck, you could climb Mount

Mount Kilimanjaro!" Mandy started crying and left the room. Her lawyer followed. While Mandy and her lawyer were out of the room, Tom said to his lawyer, "See what I mean? It really would be best if I manage the money and make certain the kids are properly taken care of. She doesn't have a clue how to do this." When Mandy's lawyer came back into the room, she said they needed to adjourn the meeting, and that Mandy was too upset to come back.

You have set a professional team meeting (no clients). Decide how to structure the team meeting, both in terms of process and content. Discuss how the team meeting will be structured, keeping in mind high and low self-monitoring, and the team's respective values, and how you can leverage the values of the team members in order to support the clients.

Some Thoughts and Questions to Help Unpack Pieces of Identity

- Beliefs – convictions, principles, morals. These can include beliefs about gender, race, ethnicity, moral underpinnings. What are your beliefs about equality, justice, fairness? if you have a motto that guides your life, what is it? What has particularly shaped your identity? Gender? Race? Ethnicity? Faith? Nationality? Being left-handed in a right hand world? A disability, seen or unseen?
- Rituals and Allegiances –deep loyalties can be people, nation, tribe, ancestor, place, thing, real or mythical. Rituals, meaningful customs and ceremonial acts, likely related to your allegiances. These don't have to be sacred rituals. The golden Rule, the Girl Scout promise. Do you have a best friend? How does that allegiance shape you? Have you been betrayed by an allegiance? Do you have family allegiances?
- Appreciation and Recognition: How do you strive to be in the world? What would your one-line epitaph be? How do you strive to show up? What early recognitions helped shape your sense of being? What is the first praise you remember? What do you want to be known for? What do you want your family to say about you? What do you want your professional colleagues to say about you? What are you proud of?
- Values – look at what you prioritized in Schwartz's values. Elaborate on these. Look at other lists of values. What are the five or six that inform your life? If you were to leave a letter to your children, or to someone important to you, with advice culled from your most important values, what would these be?
- Emotionally charged experiences. How you have created your own narrative of what is sacred to you. What is important for you to feel secure? How does your health or past trauma inform this? What positive emotional experiences have shaped your life? What negative emotional experiences have shaped your life? What is the first lie you remember telling? Why did you first lie? What imprint, if any, do you carry from this? Do you have a narrative of victimization, or trauma, either personal or tribal? Do you have a narrative of privilege? When have you been willfully blind? How has this imprinted on your identity?
 - Taboos -- taboos are powerful parts of our identity. What subject could you not talk about in your family of origin? What subject or actions are culturally forbidden? Forbidden by your faith? Have you been tempted or have you broken a taboo? What happened? How does this colour your thoughts about taboos?



PHYSICAL VALUES	INTERPERSONAL VALUES	PSYCHOLOGICAL VALUES
Accuracy	Inclusive	Adventurousness
Beauty	Compassion	Commitment
Silence	Equality	Creativity
Warmth	Collaboration	Decisiveness
Excellence	Humor	Determination
Discipline	Responsibility	Equanimity
Efficiency	Community	Faith
Endurance	Fairness	Goodwill
Flexibility	Freedom	Kindness
Strength	Harmony	Gratitude
Build	Honesty	Knowledge
Detail Oriented	Hospitality	Love
Orderliness	Loyalty	Wisdom
Health	Respect	Openness
Quality	Generosity	Perseverance
Regularity	Service	Personal Growth
Safety	Teamwork	Resourcefulness
Speed	Tolerance	Self-reliance
Organization	Trust	Integrity
Abundance	Patience	Truth
Rules	Independence	Transformation
Relaxation	Caring	Courage
Precision	Interdependence	Joy

Core Identity

What **Beliefs** felt attacked?

Recognition: What important way of showing up in the world felt threatened, unappreciated or de-legitimized?

What **allegiances** felt strained, rituals felt endangered?

What **Values** felt threatened?

What **Emotionally meaningful experiences** or memories felt de-legitimized?

Relational Identity -- In what ways did you feel?

Unappreciated for your perspectives or effort?

Constrained in **autonomy** to act or feel as you would like?

Disaffiliated: alienated or treated as an adversary?

Disrespected in **status**?

Cast in an **offensive role**?

Some Components of Professional Identity

Principled	Good communicator	Able to support my opinions
Purposeful	Good listener	Gracious
Caring	Easy going	Professionally respected
Pragmatic	Agreeable	Empathetic
Achiever, gets things done	Generous	Good story teller
Thoughtful	Patient	Friendly
Loyal	Charismatic	Mentor
Committed	Intelligent	Team player
Responsible	Knowledgeable	Skilled facilitator
Dependable	Professionally skilled	Status
Fun-loving	Skilled advocate	Prestige
Spontaneous	Fair	Objective
Versatile	Detail oriented	Passionate
Self-confident	Thorough	
Decisive	Kind	
Honest	Even-tempered	
Ethical	Inclusive	
Respected	Creative	
Community Leader	Compassionate	
	Tolerant	

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