



Winter 2014

## About the OADPR

The 2007 Governmental Dispute Prevention & Resolution Act (GDPR) created the Office of Alternative Dispute and Prevention and Resolution (OADPR) to promote early dispute resolution and positive collaboration among state employees and agencies through the development and support of effective and efficient programs and policies. Today, the Office operates and is known as the **Alternative Dispute Resolution (ADR) Bureau** under the Risk Management Division (RMD) of the General Services Department (GSD).

Visit our website at: <http://www.generalservices.state.nm.us/riskmanagement/ADR.aspx>

Contact us at: [ADR.Bureau@state.nm.us](mailto:ADR.Bureau@state.nm.us)

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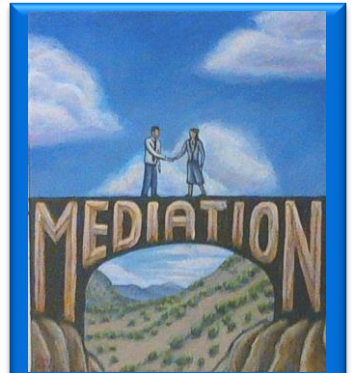
## Encouraging communication through mutual respect

### ADR means also "A Dialog Resource"

## New Staff Welcome

The Alternative Dispute Resolution (ADR) Bureau is pleased to welcome Stephanie Ellis as the Bureau's new ADR Coordinator of Mediation, Training and Development. Stephanie will be graduating this spring with a Master's of Arts in Negotiation, Conflict Resolution, and Peacebuilding from the California State University, Dominguez Hills. She brings a

wealth of knowledge in public administration and management having worked over nine years in the New Mexico public sector. She earned her BBA in Management at the College of Santa Fe. You may contact Stephanie with requests or questions regarding mediation, training and presentation needs, or for information about the Bureau's work at (505) 827-0421 or via email [Stephanie.Ellis@state.nm.us](mailto:Stephanie.Ellis@state.nm.us)



Is CONFLICT getting in the way with your colleague, your supervisor, or your employee? The ADR Bureau is here to help. Try us.

## Upcoming Trainings

### 2014 Risk Management Division (RMD) Seminar – Las Cruces

**Presenters:** Risk Management Division Staff  
**When:** Feb. 27-28, 2014  
**Time:** 8:00 am – 5:00 pm  
**Where:** Farm & Ranch Museum, 4100 Dripping Springs, Las Cruces

**Cost:** FREE  
**Intended Audience:** Agency Coordinators and personnel in: Alternative Dispute Resolution, Loss Prevention and Control, Workers' Compensation, Property and Casualty, and Related Risk Management Functions.

**Limited Seating – Register Here**

### SAVE THE DATE!!!

#### ADR Coordinator Training – Santa Fe

**When:** April 9<sup>th</sup>, 2014  
**Cost:** FREE  
**Where:** TBD  
[Register Here](#)

### COMING SOON!!!

#### RMD Seminar – Santa Fe

**When:** May 2014  
**(Date TBD)**  
**Cost:** FREE

**For more information check our website after March 1<sup>st</sup>, 2014!**

### ADR Brown Bag Lunch Presentation, Santa Fe

**Presenter:** Chris Venegas, M.S., Federal ADR Mediator, US EEOC  
**When:** March 27, 2014  
**Time:** 11:30 am – 1:00 pm  
**Where:** Porter Hall, Wendell Chino Bldg., 1200 S. St. Francis Dr., Santa Fe, NM

**Cost:** FREE  
**Intended Audience:** General Counsels, Agency Attorneys, ADR Coordinators, management representatives, and anyone else who has actively participated in an EEOC mediation session, or plans to in the near future.

**Limited Seating – Click here to RSVP**



## TRUST: THE FOUNDATION OF CONFLICT RESOLUTION

### What is trust?

Trust is the “glue” that holds a relationship together.

It could be described as having positive expectation regarding another person’s action.

In short, trust means a person believes in the other and the person expects that the other holds honest intentions.

If individuals or groups trust each other, they can work through conflict more easily.

### How can trust be rebuilt?

Repairing trust does not happen overnight and may take a long time.

People have to re-establish reliability and dependability, which can only happen over time. The following are steps toward rebuilding trust:

Restate and **renegotiate** the **expectations** for the other’s behavior in the other in future interactions.

**Agree** on ways how the agreement is monitored and verified to ensure that commitments are honored.

Both sides simultaneously create ways to **minimize** their **vulnerability** or **dependence** on the other in areas where distrust has developed.

For example, if one person depends on another for a ride to work and the driver is consistently late or occasionally forgets, and even if the person accepts the driver’s apology and commitment to be more reliable, the person may also explore alternative ways to get to work.

Source: Handbook of Conflict Resolution (Deutsch, Coleman, & Marcus, 2006)

**Talk** about the behavior that created distrust. For example: actions of unreliability and undependability, harsh comments and criticism, or aggressive behaviors.

**Apologize** and offer a full account of the reasons for the trust violations.

Acknowledging responsibility for actions that created the trust violation, and expressing regret for harm or damage caused by the violation, is often a necessary step in reducing distrust.

### What breaks trust?

Bitter conflict generates an ill feeling or bitterness and pain that are not easily forgotten.

People no longer believe what the other says, nor believe that the other will follow through on commitments and proposed actions.

Harsh conflict often destroys trust and increases distrust.

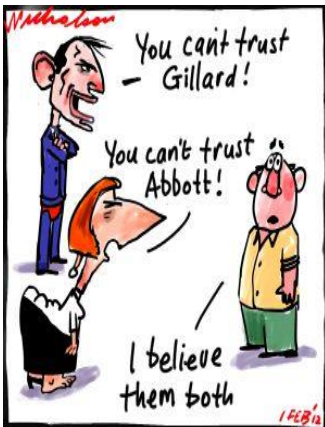
### What is distrust?

Distrust separates us from others or even breaks relationships apart.

Distrust could be described as having negative expectations regarding another person’s action.

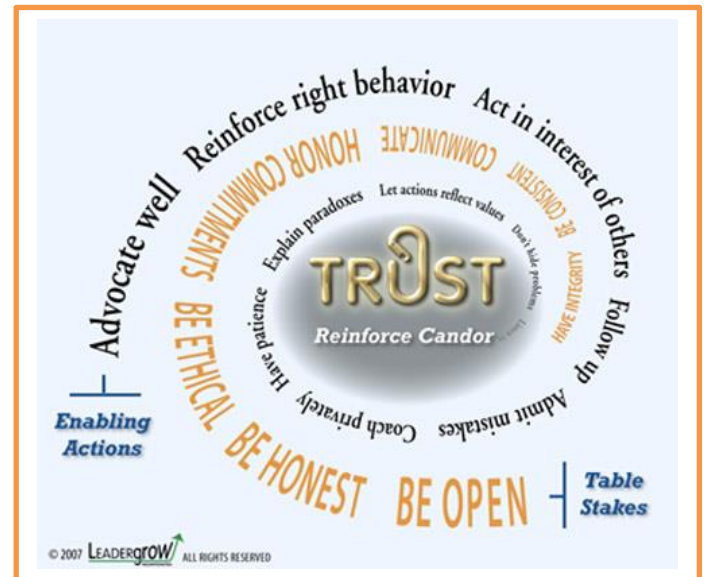
In short, distrust means fear of the other, and a desire to protect oneself from the effects of the other’s actions.

When trust is destroyed and distrust is increased, resolving conflict becomes ever more difficult.



*“The only people with whom you should try to get even are those who have helped you”.*

— John E. Southard







## Communication and Trust

“You might ask, “How do these two relate?” I would say they have everything to do with how we relate. Let’s take a look and explore. For example, we all send and receive a great amount of emails each day. We also leave voice messages as much as we receive them. How many times do we recall sending an email and not receiving a response? We might send a second or even third email following-up on the first one. We probably can relate to waiting for an answer but not receiving a call back. Maybe we then opt to text the person because we happen to know their cell phone number – still nothing. We feel frustrated because not receiving an answer hinders us to do our job or provide excellent customer service to others and so on. We all can see the ripple effect this can cause and I’m sure we can name people with this unresponsive tendency. Now, let me ask you, “Do you trust them?”

Let’s take a look at our own tendencies. How many times do we ignore emails or don’t respond to voice messages? Why is it that we don’t offer a response? Maybe we have too much on our plate and there is just not enough time to find the answer or complete a requested project.

Maybe we feel guilty not having responded previously and if we ignore it long enough it might go away. That’s fair enough. From this perspective, are we trustworthy?

We all can see that everyone must have good reasons for not responding, right? Some of us may really have legitimate reasons, such as illness or a family emergency, preventing us from replying to an email or offering a return call. However, if our mode of operation has previously been *not responsive*, guess what, it likely makes no difference anymore. The reputation is already established.

What would happen if others responded? Even if they emailed and said they would get back to you by a certain day because they did not have an answer at the time, they were under pressure to meet a deadline, or were in meetings, interviews, training, etc.? I strongly believe a person feels different when a response is received. It means the communication is acknowledged. It also means the inquiry or request has been heard. Does this build trust? You bet it does.

How else can we build trust? The answer is “*follow-through*” and “*walk your talk*.” If we say we would get back to a person by a certain day, honor it. If we could not

compile the information we had promised, acknowledging it and admitting we are not able to meet the promised time frame goes a long way. This type of communication goes beyond the obvious. It also states that we respect and value the other person by taking the time to respond. Do you think this builds trust?

Next, I invite everyone to imagine themselves in an extraordinary situation. Maybe the car broke down. Who would we call to help us out? A person we trust? A person we can count on? A person, who walks their talk?

Last but not least, what type of person are you and what type of person do you desire to be – trustworthy or not? Now, can you tell me what trust has to do with communication?

- Stephanie A. Ellis

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*There are three principles in a man's being and life, the principle of thought, and the principle of action. The origin of all conflict between me and my fellow-men is that I do not say what I mean and I don't do what I say.*

- Martin Buber

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*You can't talk your way out of something you behaved your way into. You have to behave your way out of it. – Doug Conant*  
(CEO of Campbell Soup, as quoted in Harvard Business Review)

