Abstracts

Organizational Fairness and Negotiation Skills for Dispute Resolution

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The trends in societal changes in Japan seem to facilitate the emergence of potential conflicts as disputes. Dispute resolution skills have not been actively developed in Japan, where maintaining harmony is valued. This article discusses the importance of dispute resolution skills based on the IRP (Interest, Right and Power) approach learned from actual tough dispute cases and on the concept of organizational fairness.

Importance of Communication Skills

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Recently, many people lack sufficient communication skills, including care for other persons and the public, intense mutual interactions. They also have little social support from on another. Conflicts then arise due to an insufficient understanding of others. These conditions easily evoke maladaptive behaviors and enhance individual isolation from others. Therefore, people are not able to collaborate with other members in groups and organizations. We need to improve our communication skills to facilitate adaptive interpersonal relations and organizational activities. When we encode our own messages and decode others' messages in an appropriate manner, these communication behaviors lead to the activation not only of individual adaptation but the high performance of the group. Considering the elements of interpersonal network and group activities, we can put into practice many functions such as social status and role attainment, facilitation of intimate emotion (enhancing group cohesiveness), resolution of various conflicts (for example, task and relational conflicts), and productivity (goal) attainment. The development and practice of social skills training programs to effect the above mentioned adaptive expectations are attracting the attention of psychological researchers. The basic modules of training are the encoding and decoding messages for the improvement of interpersonal communication. Also, we need the control our own communication skills and individual insight to ascertain social context. These skills depend on the return to consciousness and the confirmation of individual behaviors derived from ordinary activities. It is important that the personal improvement of social skills including communication abilities influence others' behavior and group performance.