



Conflict Coaching for Special Education: *Trust Is The Issue*

CADRE Conference 2022

Tricia Jones, Ph. D.,
Tricia.jones@temple.edu
 Temple University, Professor
 Center for Conflict Management
 CEO, Conflict Coaching Matters^{LLC}

Tricia Jones, Conflict Coaching Matters, 2022. 1



Nice to Meet You! I'm Tricia Jones

- **Mother of Alex, wife of Marty for 46 years**
- **Professor and Director of the Center for Conflict Management and Media Impact, Temple University, Philadelphia PA**
- **Director of the National Conflict Resolution Education in Teacher Education Project since 2003 – worked with 30 urban school districts through US and OAS, Global Partnership for the Prevention of Armed Conflict Peace and Conflict Education Working Group**
- **Consultant, Trainer and Designer of Dispute Resolution Systems working with 13 federal agencies and several state offices of dispute resolution.**
- **CEO, Conflict Coaching Matters LLC, since 2008.**







Tricia Jones, Conflict Coaching Matters, 2022.

Our Time Together

- Conflict Coaching as an ADR Tool for Special Education
- Trust IS the Issue
- Conflict Coaching Tools for Trust Analysis and Trust Building



Getting to Know You (thank you WeConnect!)

What is one of the most meaningful affirmations you have ever received?

www.weand.me

What is something that amazes you?

www.weand.me

What is one thing life is teaching you right now?

www.weand.me

Tricia Jones, Conflict Coaching Matters, 2022.

What Do You Know About Conflict Coaching As an ADR Process?

Please use your phone to go to www.menti.com

Enter the code

1595 7223

When the slides come on your phone enter your answers and we'll see the results on screen

Or you can use the QR code



Tricia Jones, Conflict Coaching Matters, 2022.

5

Conflict Coaching Defined

Conflict coaching is a one-on-one ADR process to help the party:

1. Understand and analyze their conflict from self and other perspective.
2. Identify preferred direction for relationship and conflict situation.
3. Develop specific skills to enact the preferred direction.



Tricia Jones, Conflict Coaching Matters, 2022.

6

Conflict Coaching Assumptions



Tricia Jones, Conflict Coaching Matters, 2022.

- Party maintains decision-making control
- Voluntary, confidential, and transparent
- Ideally part of a larger ADR system
- Follows principle of efficiency – maximum benefit in minimum time

7

Why Conflict Coaching?

- Early intervention
- Preventative (and de-escalatory)
- Focus on conflict analysis
- Emphasis on perspective-taking
- Builds skills and applications
- Low cost
- Online and in-person
- Works well with other ADR processes

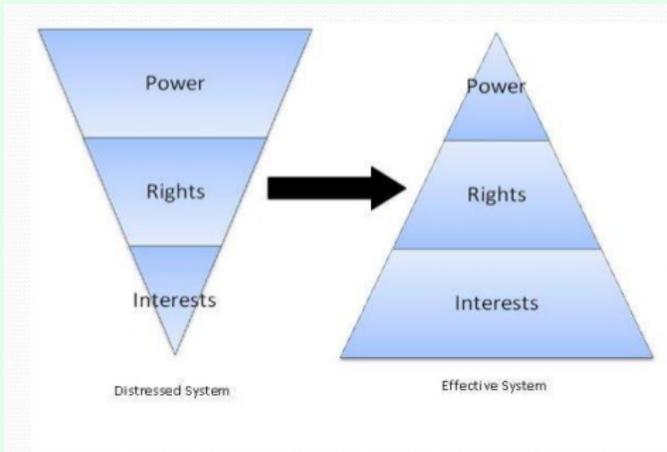


Tricia Jones, Conflict Coaching Matters, 2022.

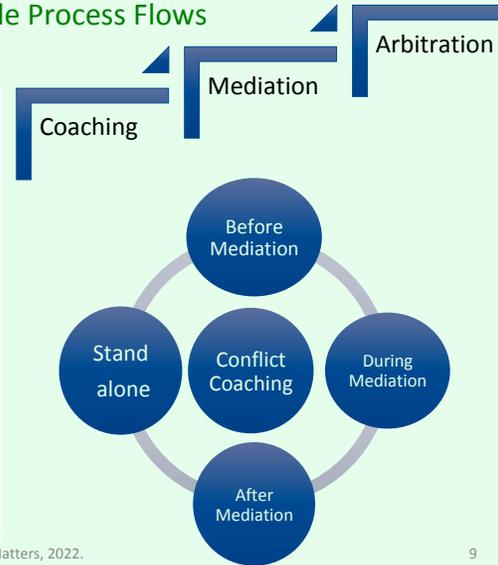
8

How Conflict Coaching Fits with ADR Systems

General Approaches to Conflict Management



Possible Process Flows



Tricia Jones, Conflict Coaching Matters, 2022.

9

CADRE Continuum of Dispute Resolution Processes & Practices

Stages of Conflict	Stage I	Stage II	Stage III	Stage IV	Stage V													
Levels of Intervention	Prevention	Disagreement	Conflict	Procedural Safeguards	Legal Review													
Assistance/ Intervention Options	Parent Engagement	Participant & Stakeholder Training	Stakeholder Council	Collaborative Rule Making	Parent to Parent Assistance	Case Manager	Telephone Intermediary	Facilitation	Mediation Models	Ombudsperson	Third-Party Opinion/Consultation	Resolution Meeting	Mediation under IDEA	Written State Complaints	Due Process Hearing	Hearing Appeal (Two-Tier Systems)	Litigation	Legislation
	Third-Party Assistance			Third-Party Intervention														
Dimensions that help clarify placement of the options along the Continuum	Decision Making by Parties			Decision Making by Third-Party														
	Interest-Based			Rights-Based														
	Informal & Flexible			Formal & Fixed														

Center for Appropriate Dispute Resolution in Special Education (CADRE)

<http://www.directionservice.org/cadre/>



Dr. John D. Barge, State School Superintendent
 "Making Education Work for All Georgians"
www.gadoe.org

Tricia Jones, Conflict Coaching Matters, 2022

8/28/2015

10 4

How Could Coaching Support These Special Education Dispute Resolution Processes? – Table Talk

- IEP Facilitation
- Mediation
- Resolution Meeting
- Due Process Request/Hearing Complaint



Tricia Jones, Conflict Coaching Matters, 2022.

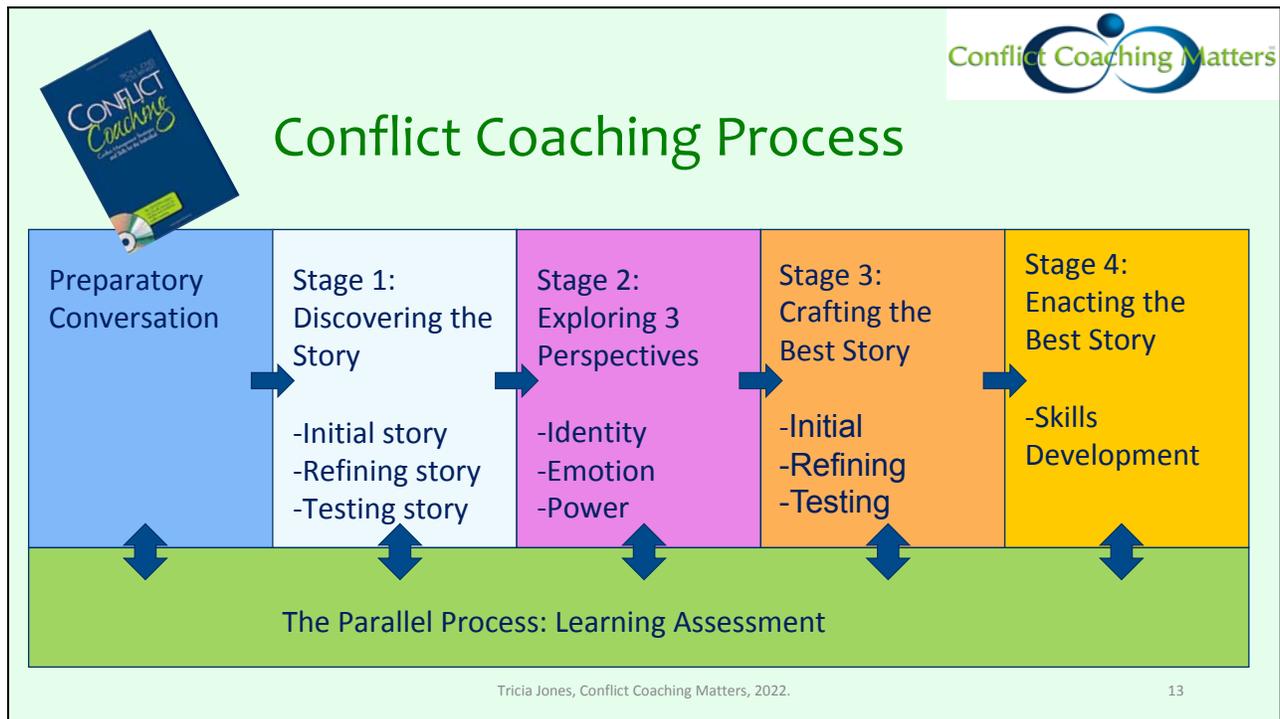
11

Conflict Coaching Helps New Ways to Think About Conflict Conflict As.

12

A collage of four images. Top left: A hand places wooden blocks spelling "CHANGE" on a blue wooden surface. Top right: The logo for "The Connection", featuring a stylized orange figure with a large "C" inside. Bottom left: A colorful illustration of a person standing on a path that grows out of a plant, with various symbols like a lightbulb and a flower. Bottom right: A hand-drawn diagram with "COLLABORATION" in a central box, connected to surrounding circles labeled "Teamwork", "Trust", "Inspiration", "Exchange", "Assist", "Support", "Success", and "Share".

Tricia Jones, Conflict Coaching Matters, 2022.



The Preparatory Conversation



A basic conversation is needed to...

- Explain conflict coaching
- Make sure the party wants to proceed

Tricia Jones, Conflict Coaching Matters, 2022.

14

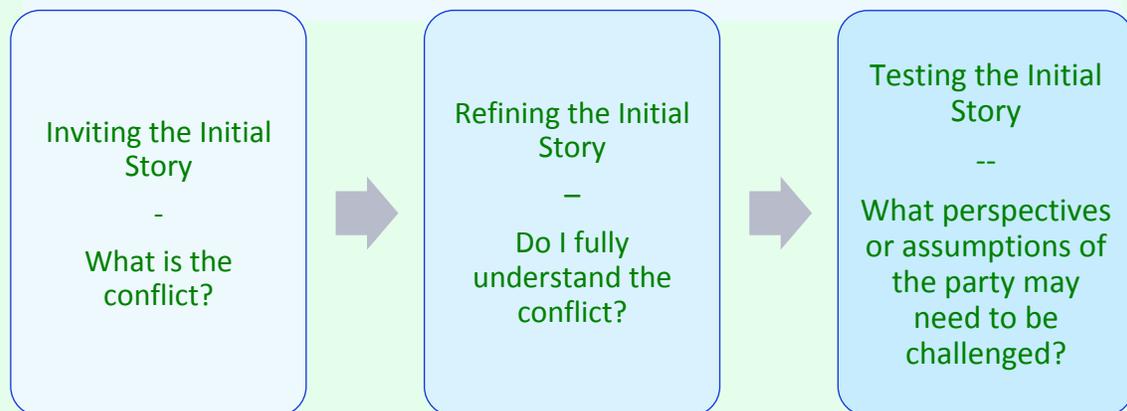
Video Example – Preparatory Conversation



Tricia Jones, Conflict Coaching Matters, 2022.

15

Stage 1: Discovering the Story



Narrative is powerful and persuasive.

Tricia Jones, Conflict Coaching Matters, 2022.

16

Stage 2: Know the Conflict Drivers Identity, Emotion, Power

17



Who do I/they want to be respected as)?
– **Identity**



How do I/they want to feel in this relationship/situation? – **Emotion**

Tricia Jones, Conflict Coaching Matters, 2022.



What can I/they make happen in this situation? – **Power**

Video Example – Stage 2



Tricia Jones, Conflict Coaching Matters, 2022.

18

Stage 3: Crafting the Best Story

- Focus on “what can be” – the future
- Visioning the desired future
 - The Best Visions are detailed, clarified, refined
- Help parties discuss realistic outcomes and coping strategies if change is difficult



Tricia Jones, Conflict Coaching Matters, 2022.

19

Stage 4: Enacting the Best Story –Skills Development



Stage Four is the process of skills development – How To Make The Best Story Happen

- Critical skills necessary to enact the “best” story
- Skills development agenda
- Skills development work

Tricia Jones, Conflict Coaching Matters, 2022.

20

Who Can Coach?

- **Conflict Managers/ADR/Parent Support**



- **Peers Trained in Conflict Coaching**



Tricia Jones, Conflict Coaching Matters, 2022.

21

Peer Conflict Coaching for Special Education

Peer Based Model

- Builds capacity
- Builds community

Focused on Building Relationships and Trust

- not negotiating services or substantive outcomes



Tricia Jones, Conflict Coaching Matters, 2022.

22



Coaching for Parents by Parents

- **The Need:**
 - Help parents deal with conflict in the
 - Help parents engage as partners in the IEP process, mediation and/or due process hearings
 - Help parents build skills to develop positive relationships with schools and educators in the future

Tricia Jones, Conflict Coaching Matters, 2022.

23

Coaching for Educators by Educators

- **The Need:**
 - Increased pressures on SPED teachers to manage collaborative conflict with other educators (GenEd), allied health professionals, and parents – the heavy lift
 - Consequence – losing 10-15% of SPED teachers every year
 - SPED Educators are not getting enough conflict resolution training in pre-service and professional development
 - We're losing the very people we need to provide the best possible services to children



Tricia Jones, Conflict Coaching Matters, 2022.

24

Coaching for Administrators by Administrators

- The Need:
 - Help administrators:
 - de-escalate conflict
 - partner more effectively with parents
 - Reduce conflict between SPED and GENED teachers
 - Building systems of dispute resolution that prevent escalation to due process hearings



Tricia Jones, Conflict Coaching Matters, 2022.

25

Trust Is The Issue



Trust is the glue of life. It's the most essential ingredient in effective communication. It's the foundational principle that holds all relationships.

Covey, The Speed Of Trust

Tricia Jones, Conflict Coaching Matters, 2022.

26

“

Trust:
Choosing to risk making something you value vulnerable to another person’s actions.

Distrust:
What is important to me is not safe with this person in this situation (or any situation).

–CHARLES FELTMAN
The Thin Book of Trust: An Essential Primer for Building Trust at Work, Second Edition

dare to lead | Spotify
Tricia Jones, Conflict Coaching Matters, 2022.

What are Your Experiences with Trust in Special Education Conflicts?

Please use your phone to go to www.menti.com

Enter the code
4762 4617

Or you can use the QR code



When the slides come on your phone enter your answers and we’ll see the results on screen

Tricia Jones, Conflict Coaching Matters, 2022. 28

Coaching for Trust

- The State of Trust in Special Education
- The Importance of Trust in Special Education
- Using Conflict Coaching to Increase Trust
- Tools and Techniques to Coach Trust in Conflicts



Tricia Jones, Conflict Coaching Matters, 2022.

29

Research on Trust in Special Education Contexts --

- A majority of special education teachers do not trust their principals and have even lower trust in their special education directors (Roseland, 2017).
- Parents often have a lack of trust or significant distrust coming into IEP meetings. Their assumption is they need to fight before the conversation begins. (Freedman, 2022).
- Parents with previous experiences in special education dispute processes have a higher degree of distrust entering the IEP process in a new school (Samuels, 2018).

Tricia Jones, Conflict Coaching Matters, 2022.

30

Research on Trust in Special Education Contexts – Greater Need for Minority Parents

Minority parents are less trusting of schools, have significant distrust of and alienation from special education dispute processes (Burton-Fox, 2017).

Boyd and Corea(2005)

- 1. *Sociocultural experiences of this group in American society. **There is a Collective Distrust (Lowery, 2021).***
- 2. *Development of bias towards professionals -- often based on a parent's own involvement in the special education system as a child.*

Tricia Jones, Conflict Coaching Matters, 2022.

31

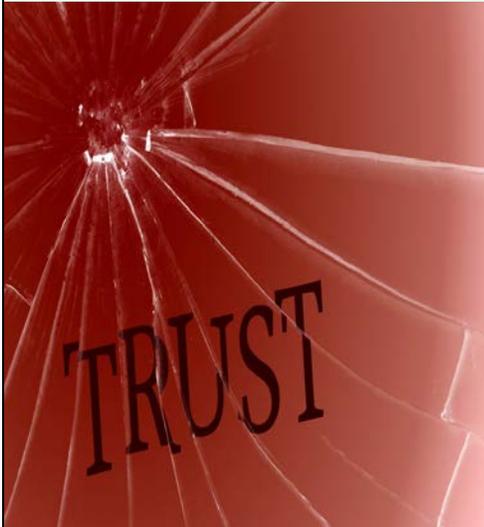
Pandemic Impacts on Trust (Turner & Klein, 2021)

- During COVID severe impact on provision of special education services.
- Modified instruction, behavioral counseling, and speech and physical therapy disappeared or were feebly reproduced online for months.



Tricia Jones, Conflict Coaching Matters, 2022.

Post-Pandemic Trust Repair Critical



- "I've called countless IEP meetings. I've gone to so many webinars. I've joined every Facebook group you could ever possibly join. And I've never felt so unheard. "
- "The pandemic just exposed every problem."

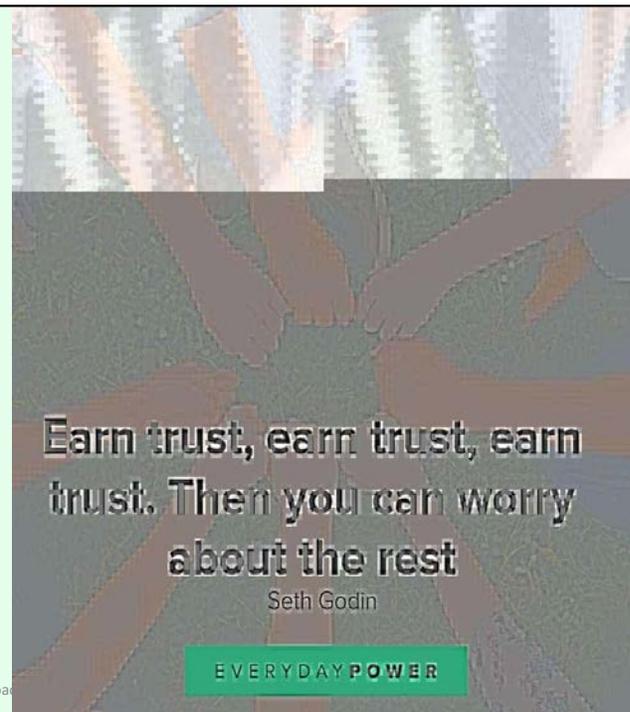
Table Talk – In your work, what are the lingering impacts of the pandemic on trust?

Tricia Jones, Conflict Coaching Matters, 2022.

33

Myths of Trust (Whitchmer, 2022)

- **Breaking down Myths About Trust**
- Trust is Slow
- If Trust is Damaged It Can't Be Repaired
- Trust Means Nothing Will Go Wrong



Tricia Jones, Conflict Coa

Outcomes of Building a Foundation of Trust (Whitcher, 2022)

Creativity

- Your team will trust that when things go wrong they can be fixed and that gives them the ability to reach outside of what has been done in the past.

Community

- Our success stems from a community of collective knowledge. Trust within an IEP team requires teachers and parents to work in partnership in building an appropriate education.

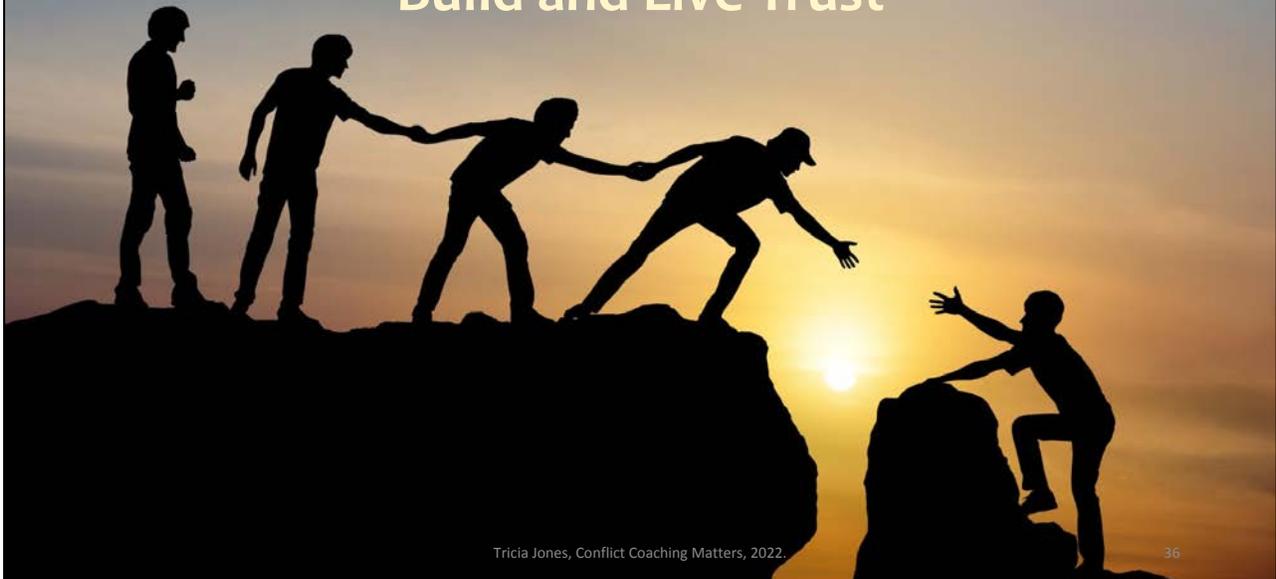
Cohesion

- Trust eliminates the feeling of starting and stopping your work on a child's IEP. Getting into a pattern of integrity and trust, allows your entire IEP team to believe that what was planned at the IEP table will get done.

Tricia Jones, Conflict Coaching Matters, 2022.

35

Conflict Coaching: Preparing People to Build and Live Trust



Tricia Jones, Conflict Coaching Matters, 2022.

36



Conflict Coaching Matters

Conflict Coaching Process for TRUST

Preparatory Conversation	Stage 1: Discovering the Story <ul style="list-style-type: none"> • General Trust Relationship • Trust History • Trust Issues Now? 	Stage 2: Exploring 3 Perspectives in Terms of Trust <ul style="list-style-type: none"> -Identity -Emotion -Power 	Stage 3: Crafting the Best Trust Vision <ul style="list-style-type: none"> • What will Trust Look Like? Feel Like? Make Possible? 	Stage 4: Enacting the Best Story <ul style="list-style-type: none"> • Sharing Your Trust Vision • Negotiating for Trust Conditions • Repairing Trust
The Parallel Process: Learning Assessment				

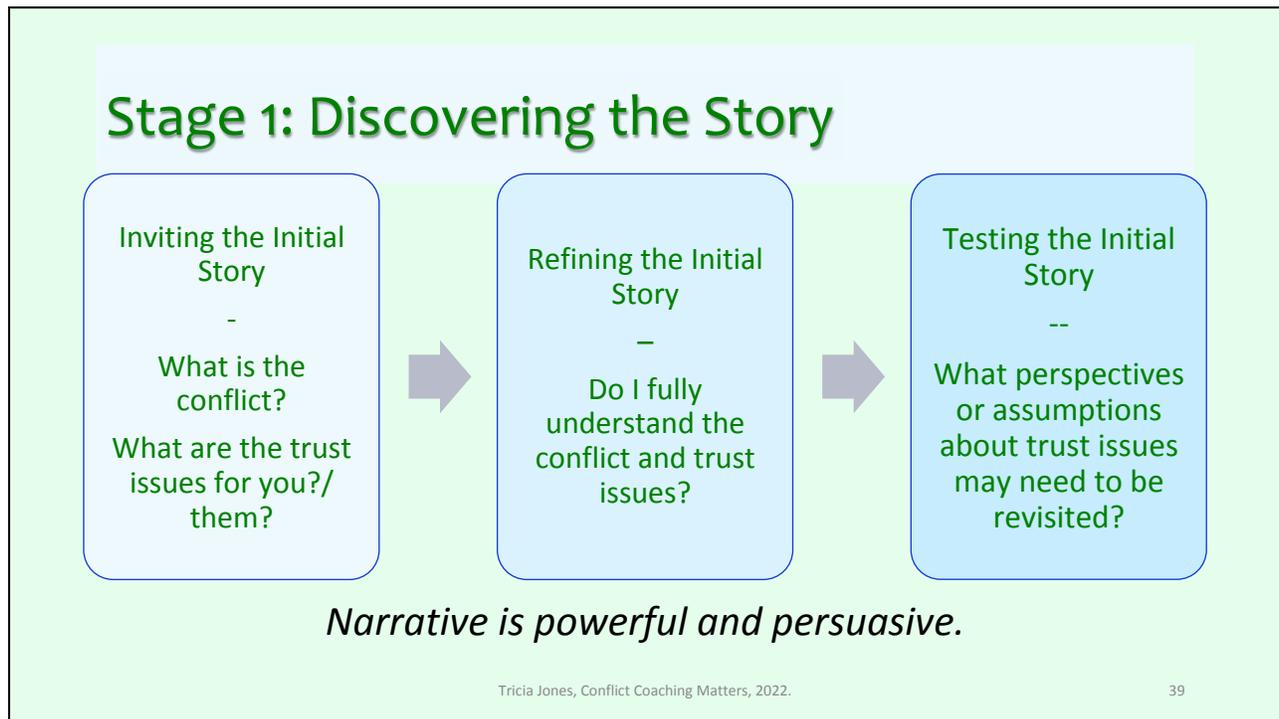
Tricia Jones, Conflict Coaching Matters, 2022. 37

The Preparatory Conversation



- Explain conflict coaching
- Explain the focus on Trust
- Make sure the party wants to proceed

Tricia Jones, Conflict Coaching Matters, 2022. 38



Discovering the Trust Relationship

- How would you describe the trust relationship?
 - Who trusts whom?
 - To what degree?
 - Is the trust more or less than desired/expected?
 - How does that affect this conflict?
- What are your trust expectations of them?
 - What do they say or do to build trust? Damage trust?
- What are their trust expectations of you?
 - What do you say or do to build trust? Damage trust?



Tricia Jones, Conflict Coaching Matters, 2022.40

What is the Trust History? Turning Points Worksheet



- What have been the turning points in your trust relationship?
 - From your perspective? From their perspective?
- How well do you talk about trust together?
- How successful have you been in repairing or building trust together in the past?



Tricia Jones, Conflict Coaching Matters, 2022.

41

Models for Discussing Trust Issues



Tricia Jones, Conflict Coaching Matters, 2022.

42

Reina and Reina – Three Types of Trust

- Contractual: *Mutual Understanding of What to Do; Mutual Acceptance of Responsibility and Accountability to Accomplish the Task; Collaboration; Interdependency*
- Communication: *Free Flow of Communication Built on Trust and Vice Versa*
- Competence: *Acknowledgement, Use and Development of Skills, Ability and Knowledge*

Tricia Jones, Conflict Coaching Matters, 2022.

43

Lewicki et al - Calculus and Identification Based-Trust

- **Calculus-based trust** is based on consistency of behavior—that people will do what they say they are going to do.
- **Identification-based trust** is based on complete empathy with or identification with the other party's desires and intentions.

Tricia Jones, Conflict Coaching Matters, 2022.

44

Lewicki et al - Calculus and Identification Based-Distrust

- Calculus-based distrust -- **the other consistently fails to do as he or she says.**
- Identification-based distrust consists of confident negative expectations of another's conduct grounded in **perceived incompatibility of closely held values, dissimilar or competing goals, or a negative emotional attachment.**

Tricia Jones, Conflict Coaching Matters, 2022. 45

What Are Your Trust Issues? (Reina and Reina)

How much do you trust each other/you on:

- Doing Your Expected Tasks (Contractual)?
- Communicating Openly, Honestly and Responsively (Communicating)?
- Having the Skills and Knowledge to Do What Is Needed?(Competence)?
- How do you know that? What do you see or hear that leads you to that assumption



Tricia Jones, Conflict Coaching Matters, 2022. 46

What Are Your Trust Issues? (Lewicki – Calculus Based Trust)

- What kinds of positive expectations do you/they have for them?
- What are you sure they will do that they say they will do?
- How do these positive expectations affect your/their behavior?
- What do you do or not do because you trust them to do what they say they will?
- How do these positive expectations make you feel?
- What do these positive expectations allow you to do?



Tricia Jones, Conflict Coaching Matters, 2022.

47

What Are Your Trust Issues? (Lewicki – Identification Based Trust)

- In what ways are you like them?
 - What you believe/value/feel?
- How does being like them help you to trust them?
- What can you count on because you are similar?
- What do these positive expectations allow you to do?
- In what ways is this trust helping you in this conflict?
- Are there ways that you are becoming more different?
- How is this conflict related to that?
- How are these differences decreasing your trust in them?



Tricia Jones, Conflict Coaching Matters, 2022.

48

49

Stage 2: How is Trust Affecting Identity, Emotion, Power



Who is trustworthy?
How is that shown?
– **Identity**



How does the trust relationship feel? –
Emotion



What can I/they do or not because of these trust issues? – **Power**

Tricia Jones, Conflict Coaching Matters, 2022.

Connections – As Drivers of Conflict

Trust and Distrust are critical drivers of conflict linked to

- Identity
- Emotion
- Power

Tricia Jones, Conflict Coaching Matters, 2022. 50

**Connections –
As Keys to
Conflict
Escalation and
Patterns**

Untrustworthiness is a common trigger to escalation.

Propensity to Trust creates strong patterns of relationship conflict.

Tricia Jones, Conflict Coaching Matters, 2022. 51

**Connections –
As Core to
Collaboration
and Enactment**

Trust is a necessary but not sufficient condition for collaboration and enactment of collaboration.

Distrust creates demands for external accountabilities to insure a safe situation for continuing to work together.

Tricia Jones, Conflict Coaching Matters, 2022. 52

Stage 3: Crafting the Trust Vision

- What is your vision for an ideal trust relationship?
- What behaviors create and sustain trust?
- Who will be doing what?
- How will you/they feel in that trusting place?
- What is getting done because of the trust?



Tricia Jones, Conflict Coaching Matters, 2022.

53

What Is Your Trust Vision?

- Ideally what will be the trust relationship if you move forward as desired?
 - What will remain the same?
 - What will be different (what when where and how of trust behaviors?)
 - What protections will be in place (in the case of distrust)?
 - What accountability will be in place?
- What will help make that a reality?



Tricia Jones, Conflict Coaching Matters, 2022.

54

Stage 4: Enacting the Best Trust Story – Skills Development



- Sharing Your Trust Vision
- Negotiating for Trust Conditions
- Repairing Trust

Tricia Jones, Conflict Coaching Matters, 2022.

55

Stage 4: Sharing Your Trust Vision – Make a Plan for your IEP Talk (Whitcher, 2022) – Help Them See It



- Create Your Agenda
- Declare Your Intent
- Ask for Help
- Challenge Old Assumptions
- Give Credit
- Be a Brilliant Listener

Tricia Jones, Conflict Coaching Matters, 2022.

56

Stage 4: Negotiating for Trust

Which trust behaviors are deal breakers?

Which meet all parties' trust needs

Which are under our control?

Which will make the most positive difference?



Tricia Jones, Conflict Coaching Matters, 2022.

57

“Building trust is bigger than tactics – it’s your entire mission.”

— Brian Clark



Stage 4: Repairing Trust

Stage 4: Repairing Trust

Tschannen-Moran’s (2004) four-step model to restore lost trust:

- **Admit it – no excuses, take responsibility**
- **Apologize – sincerely and thoughtfully**
- **Ask for forgiveness – and be willing to accept their answer**
- **Amend your ways – what needs to change and how? Make that plan and make that change.**

Tricia Jones, Conflict Coaching Matters, 2022. 59

Stage 4: Repairing Trust

Reina and Reina – Coaching to Consider Trust Repair

**Have you/they tried these repairs?
How well did they work?
Are you/they willing to try them again? (Why? Why Not?)**

- Access, observe, acknowledge;
- Allow and support safe expression of feelings;
- Support need for information & transparency;
- Speak truth.
- Take responsibility and encourage other to do so;
- Learn from mistakes and build on that learning;
- Forgive self and others;
- No excuses
- MOVE ON

FIGURE 3: The Reina Trust & Betrayal Model®
Seven Steps for Healing

60

Tricia Jones, Conflict Coaching Matters, 2022.

Stage 4: Repairing Distrust

Lewicki et al - Violations and Repair

- acknowledgment of responsibility for violating the trust,
- making an apology, or
- claiming responsibility for one's actions.

However, managing distrust may require actions that bind or constrain any future harmful consequences from violating trust again.

- Being clear about expectations for the other's conduct, setting deadlines
- explicitly specifying consequences for failing to comply
- detailing procedures for monitoring and verifying the other's actions
- cultivating alternative ways to have one's needs met

Tricia Jones, Conflict Coaching Matters, 2022.

61

References

- Burton-Fox, Kizin, (2017). *An exploration of African American parents' level of trust in special education meetings*. Loyola University Chicago. Dissertations. 2777. https://ecommons.luc.edu/luc_diss/2777
- Freedman, M. K. (2022, September 14). A trusting relationship between school, home is essential for excellent outcomes in special education. *EdSource*. <https://edsources.org/2022/a-trusting-relationship-between-school-home-is-essential-for-excellent-outcomes/678003>
- Lerkkanen, M., & Pakarinen, E. (2021). Parental trust in teachers and children's interest in reading and math: A longitudinal study. *European Education*, 53 (3-4). <https://doi.org/10.1080/10564934.2022.2080562>
- Mallet, Monica M. (2017). *Exploring the value of trust between teams of special education teachers and paraprofessionals* Theses and Dissertations. 763. <https://digitalcommons.pepperdine.edu/etd/763>

Tricia Jones, Conflict Coaching Matters, 2022.

62

References, cont'd

- Roseland, W. D. (2017). *Investigating trust relationships between special education teachers and their principals and special education directors.* (<https://ir.library.illinoisstate.edu/cgi/viewcontent.cgi?article=1706&context=etd>), Illinois State University. <http://doi.org/10.30707/ETD2017.Roseland.W>.
- Samuels, C. A. (2018, December 4). How parents and educators can team up on special education. *Education Week*. <https://www.edweek.org/leadership/how-parents-and-educators-can-team-up-on-special-education/2018/12>
- Turner, C., & Klein, R. (2021, June 16). After months of special education turmoil, families say schools owe them. *Morning Edition*, NPR. <https://www.npr.org/2021/06/16/994587239/after-months-of-special-education-turmoil-families-say-schools-owe-them>
- Whitcher, C. (2022). Building trust and integrity on your IEP team/NY Blog 2. <https://www.n2y.com/blog/trust-and-integrity-on-your-iep-team/>

Tricia Jones, Conflict Coaching Matters, 2022.

63



64

