

## THE ROLE OF TRANSFORMATIVE MEDIATION APPROACH IN MANAGING CONFLICTS AMONG STAFF MEMBERS OF THE CONTEMPORARY CHURCH

Samari Francis Tandap<sup>1\*</sup>

<sup>1\*</sup>Ngu Baptist church, Wowo Association, Ndu Field, The Cameroon Baptist Convention.

\* **Correspondence:** Samari Francis Tandap

*The authors declare  
that no funding was  
received for this work.*



Received: 02-March-2026

Accepted: 05-April-2026

Published: 10-April-2026

**Copyright** © 2026, Authors retain copyright. Licensed under the Creative Commons Attribution 4.0 International License (CC BY 4.0), which permits unrestricted use, distribution, and reproduction in any medium, provided the original work is properly cited. <https://creativecommons.org/licenses/by/4.0/> (CC BY 4.0 deed)

This article is published in the **MSI Journal of Multidisciplinary Research (MSIJMR)** ISSN 3049-0669 (Online)

The journal is managed and published by MSI Publishers.

**Volume: 3, Issue: 4 (April-2026)**

**ABSTRACT:** Transformative mediation is all about managing and resolving conflicts among staff members of the contemporary Church to enhance the Church's spiritual and relational growth. Multi-staff congregations are very common nowadays due to the rapid growth of the Church, and such growth will always come with its challenges. One of the challenges is conflict, and if it is not well handled, the Church will suffer disintegration. This paper, therefore, postulated that transformative mediation plays a critical role in managing conflicts among contemporary church staff members by shifting the Focus from resolving a specific dispute to transforming the relationship between the conflicting parties. A qualitative method was used to identify the principles required for transformative mediation to be pragmatic in the context of conflicts among church staff. A biblical foundation was highlighted to integrate secular principles with scriptural values in bringing holistic transformation to conflicting parties. The researcher discovered that transformative mediation empowers conflicting individuals by respecting, recognizing and transforming them to develop lasting relationships after reconciliation and restoration. Conclusively, this paper focuses on mediators whose aim is not just to settle disputes but to

foster lasting relationships among conflicting Church members after reconciliation. The principles in this paper can also be used to resolve family, societal, intertribal and political conflicts by bringing genuine relationships among the conflicting parties. Using scripture in transformative mediation can make the approach more holistic, fostering change for the parties involved.

**Keywords:** *Transformative, Mediation, Conflict management, Staff Members, Contemporary and Church.*

## **Introduction**

The Church of God worldwide is growing rapidly and needs many trained and lay workers to build and nurture contemporary believers. Some churches have just a single trained staff member, while others have multi-staff leaders who perform services based on the size, location and purpose of the Church. Some of these staffing situations are geared towards the unity and maturity of the body of Christ. The trained and untrained staff also face many challenges in migrating from a relational perspective, as well as in job descriptions and remuneration.

Many pastors and ministers of the word face many challenges in relationships. Sometimes ministers of the word experience relational challenges that cause them to abstain from normal daily greetings, fellowship with one another and agreement in the Church. The researcher has seen places where ministers of the word quarrel and insult each other. Relational challenges among pastors and some leaders of the Church may also result from diverse experiences, divisions among Christians over their pastors, variability in academic qualifications and age differences.

When leaders and ministers of the word cannot read and manage their job descriptions well, confusion, distraction, strife and interference into other people's spheres of influence will set in. Poor interpretation of job descriptions can also create an environment where communication is restrained, relationship is retarded, and performance is slowed down. Tensions and conflicts within church staff can actually stem from inadequate interpretation, unclear stipulations or the complete absence of a job description.

Some conflicts arise because salaries or appreciation are not given on time or are not commensurate with the required echelon for all staff members. Money is the source of many conflicts, even in the Church. It was because of money that Jesus was betrayed. Conflicts among church staff are inevitable. The question now is "what role does transformative mediation play in managing conflicts among staff members of the twenty-first-century church?"

This paper, therefore, proposes a framework that empowers individuals to take control of their conflicts and fosters mutual recognition of perspectives, particularly effective in high-stakes environments such as church leadership, where ongoing working relationships are essential. The paper begins with an introduction, followed by the definition of key terms, a transformative mediation approach to conflict management, conflict management among staff members, a biblical foundation for transformative mediation in conflict management, the role the transformative mediation approach plays in managing conflicts among staff members in the contemporary Church, recommendations, and a conclusion.

### **Clarification of Terms.**

#### **Transformative:**

Transformative is a word that describes something that causes a major, lasting and often positive change in form, character, and condition. It implies a profound shift, such as learning, technology, or personal experience. Synonyms include life-altering, revolutionary, significant, fundamental, radical and life-changing (Cambridge Dictionary, 2026). It also means causing, or being able to cause, an important and lasting change in someone or something (Merriam-Webster, 2026). This definition is well articulated, as it addresses change in form, character and condition, whether in a person or an object. Transformative refers to the ability to cause a profound, lasting, or radical change in form, character or function. It implies a significant shift-often, but not exclusively, positive-that creates a new state or identity. The term is frequently used to describe experiences, technologies or ideas that alter lives or industries (Ludwig, 2026).

## **Mediation**

Mediation is a voluntary, confidential process in which a neutral third party (Mediator) helps disputing parties communicate, negotiate, and reach a mutually acceptable agreement outside of court. It aims to resolve conflicts efficiently, reduce hostility, and foster tailored solutions, acting as a structured alternative to litigation (NYC, 2025). It is a constructive conversation between people in conflict facilitated by a neutral third person, the Mediator. Mediation provides participants with an opportunity to collaboratively design creative solutions to workplace conflicts and repair professional relationships. Mediation is a process in which a third party works with parties in conflict to help them change the quality of their conflict interaction from negative and destructive to positive and constructive, as they explore and discuss issues and possibilities for resolution.

A mediator is a neutral third party who facilitates communication between disputing parties to help them reach a voluntary, mutually acceptable agreement, avoiding court litigation. Mediators assist in various contexts, including divorce, commercial disputes, and workplace conflicts, by fostering collaboration, reducing costs, and maintaining confidentiality (IPA guide, 2026).

## **Conflict Management**

Conflict management is the strategic process of limiting the negative aspects of disagreements while enhancing positive outcomes, such as improved teamwork, creativity and productivity. It involves identifying, addressing and resolving disputes through active listening, clear communication and tailored strategies like collaboration or compromise to achieve mutually beneficial solutions (Cote, 2023). While there are several approaches to conflict management, some can be more effective than others. The Thomas-Kilmann Conflict Model, developed by Kenneth W. Thomas and Dr. Ralph H. Kilmann, outlines five strategies for conflict resolution: Avoiding, Competing, Accommodating, Compromising and Collaborating (2023). Therefore, conflict management strategies encourage the conflicting parties to communicate effectively, improve teamwork and achieve positive outcomes resulting in mutually beneficial solutions.

## **Staff Members**

A staff member is an individual employee who is part of an organization's department or team's workforce. They are a person hired to perform specific tasks, support a team, or assist a manager/executive. A group of persons, as employees, charged with carrying out the work of an establishment or executing some undertaking. Staff members are a group of assistance to a manager, superintendent or executive (Dictionary, 2026). A staff member is an individual employed by an organization to perform a specific job or role under the supervision of a manager or employer. Staff members are the individuals, including full-time, part-time or volunteer personnel, who work for an organization, business or institution to support its operations and goals. They provide labor, expertise, and support and are generally distinct from, but work alongside, management or specialized roles such as faculty (Policy, 2026).

## **Contemporary**

Contemporary means, "Things that are either happening at the same time or happening now. Contemporary art is recent art" (Vocabulary Dictionary, 2026). Contemporary equally means occurring or existing at the same time or having the same period or phase. Occurring in or belonging to the present time is contemporary. Contemporary refers to things, people, or events that exist or occur at the same time. It commonly means "modern" or "current" (existing in the present), but can also mean belonging to the same past era. It is used as both an adjective (contemporary art) and a noun (a person's) (Thesaurus, 2026).

## **Church**

The Church is primarily defined as a community of Christian believers or an organized body of worshipers, rather than just a physical building. Originating from a Greek term *ekklesia* (assembly, or "called out ones"), it signifies a gathering of people for worship, fellowship, and teaching, frequently described in the Bible as the "body of Christ" or the "family of God." (Got Questions, 2026).

Wayne Grudem defines the Church as "the community of all true believers for all times," spanning both the Old and New Testaments. It is characterized as both invisible (known only to God) and visible (professing Christians on earth), functioning as the body of Christ with the key purposes of worship, mutual ministry, and evangelism (Gudem, 2000). These definitions above can be summarized in a few words: the Church is a community of believers in Christ Jesus worldwide at all times; it includes the dead and the living (invisible to God) and the visible (as man sees it).

### **Transformative mediation approach in conflict management**

Transformative mediation focuses on changing the quality of conflict interaction from negative to constructive by fostering empowerment (Confidence/control). Rather than just settling disputes, this approach views conflict as an opportunity for personal and relational growth, allowing parties to set their own agenda and outcomes (Studysmarter, 2026). Transformative mediation is a process focused on enhancing communication and relationship dynamics between disputing parties by emphasizing empowerment and mutual recognition (2026). The core principles and techniques of the transformative mediation approach include empowerment, recognition, self-determination, the mediation role, and a focus on interaction. This paper will look at these principles with greater detail as follows;

### **How empowerment fosters a transformative mediation approach in conflict management**

Empowerment in transformative mediation fosters a shift from helplessness to strength by enabling parties to define issues, identify goals, and generate their own solutions. It moves mediation away from mere settlement, focusing instead on restoring agency, enhancing self-confidence and fostering communication, allowing individuals to manage current and future disputes (Scribd, 2026). Conflict often leaves individuals feeling weak or helpless. Empowerment allows parties to regain control, transforming them from victims of circumstances into proactive decision-makers.

## **How recognition fosters a transformative mediation approach in conflict management**

Recognition fosters a transformative mediation approach by shifting the Focus from simply solving a dispute to repairing the human interaction and relationship between parties. In transformative mediation, recognition is defined as enabling parties to see and understand the other person's point of view, acknowledging their humanity, perspectives, and emotions, thereby reducing defensiveness and fostering empathy (Spangler, 2013). Recognition allows parties to understand the "why" behind their adversary's position, shifting from a blame-based mindset to one of understanding. When individuals involved in conflict are recognized, they feel at home, neutralized and ventilated to share their opinions.

## **How self-determination fosters a transformative mediation approach in conflict management**

Self-determination fosters a transformative mediation approach by empowering parties to take ownership of both the process and the outcome of their dispute, shifting the Focus from a narrow, settlement-oriented goal to long-term relational and personal growth. In this approach, self-determination acts as the foundation that enables parties to move from feelings of weakness and anger to a sense of clarity, agency, and mutual recognition (Conciliation Resources, 2026). Unlike traditional, evaluative mediation, where the Mediator directs the process and focuses on settlement, the transformative approach uses self-determination to ensure parties decide on the issues, the pace, and the solutions. It reduces the sense of being out of control and empowers parties.

## **Conflict management strategies among staff members of an organization**

Effective conflict management among staff requires early intervention, open communication, and structured impartial resolution processes that focus on behaviors rather than personalities. Prominent strategies include active listening, fostering collaboration over competition, providing conflict-resolution training, and creating a psychologically safe environment where disagreements can be aired and resolved constructively (Best, 2024). Early intervention in conflict management can be highly redemptive. It can help to curb further escalation of the crisis. The paper will

elaborate on some key factors that can be used to manage conflicts in an organization, which include, but are not limited to, the following;

**Active listening:**

Active listening is a critical conflict management strategy that moves beyond merely hearing words to fully understand the emotions, context and perspectives behind a dispute. It allows managers to transform heated disagreements into constructive dialogues, fostering trust and enabling mutually beneficial solutions. It de-escalates high-emotion situations, reducing the intensity of the speaker's emotional state and preventing defensiveness. Active listening requires listening without interrupting or defending oneself. This calm approach prevents the conflict from spiraling into an emotional shouting match (Career Partners International, 2024). It identifies the root cause of a crisis, encouraging mutual understanding, empathy and shifting towards resolution-oriented collaboration. (2024). Active listening serves as a speed break in conflict management, encouraging the conflicting parties to speak the truth and air their minds for genuine dialogue and reconciliation.

**Fostering collaboration over competition:**

Fostering collaboration over competition is a powerful conflict-resolution strategy in organizations, shifting the Focus from "me versus you" (adversarial) to "win-together" (Constructive). While healthy competition can drive individual performance, an overemphasis on it leads to distrust and escalated conflicts. Collaborative conflict resolution treats disagreements not as battles to be won, but as opportunities for joint problem-solving (Head, 2024). Collaboration provides a free space environment whereby the conflicting parties see themselves as equals or partners and work to resolve their conflict without competing with each other.

**Providing conflict resolution training:**

Conflict resolution training is a proactive organizational strategy that equips employees with communication, emotional intelligence, and negotiation skills to handle disputes constructively. By utilizing role-play and workshops, this training reduces workplace stress, boosts productivity, lowers litigation risk, and fosters a

collaborative culture, frequently resulting in improved employee morale and higher job satisfaction (Pakio, 2025). Effective training programs focus on practical, actionable skills that empower staff to manage conflict rather than avoid it.

### **Creating a psychologically safe environment where disagreements can be aired and resolved constructively**

Creating a psychologically safe environment is foundational for managing conflict constructively, allowing disagreements to be aired and resolved rather than suppressed. Psychological safety means employees believe they can speak up, take risks, and share concerns without fear of negative consequences, judgment, or retribution. In such an environment, conflict is seen as a productive opportunity for innovation and better decision-making rather than a sign of dysfunction (The Leadership sphere, 2025). Leaders have to set the tone by admitting their own mistakes, asking for help, and acknowledging what they do not know.

### **The Biblical foundation of transformative mediation in conflict management**

Conflict transformation is a holistic process that seeks to resolve conflicts while fostering long-term peace, reconciliation and understanding. Inspired by the vision of being a more Christ-like church, contemplative, compassionate, and courageous for the sake of God's world, it offers universal principles, promoting justice, dignity and respect for everyone, regardless of faith or belief (Oxford Diocesan Board, 2026).

The scripture is very clear about how conflicts can be managed, from the Old Testament to the New. When man fell into sin, God was in the process of reconciling the world back to Himself and that is why He sent His Son Jesus Christ into the world to act as a transformative mediator to stand in between the sinful man and the Holy God to make man a change person (John 3:16). The ultimate biblical basis is God's work of reconciling humanity to Himself through Christ, which serves as the model for human mediation (2Corinthians 5:14-21).

Biblically, conflict is not just negative; it is an opportunity for growth, sanctification, and deeper understanding of one's heart (James 4:1-2), allowing individuals to become more Christ-like.

The process described in Matthew 18:15-17 emphasizes direct, private dialogue aimed at winning the brother back, moving to community involvement only if necessary.

Paul wrote to the Christians in Philippi, encouraging them to reconcile two women who were in conflict within the Church (Philippians 4:1-2).

Joseph's story demonstrates a situation in which two parties refrain from disputing by viewing life through the lens of God's providence, choosing to bless rather than seek revenge (Genesis 50:20).

Abraham, in Genesis 13:1-15, reconciled Lot's herders with his own herders who had a dispute over pasture on a piece of land. He acted as a humble mediator, prioritizing his brother's son's interests. The Bible provides fundamental principles for transformative mediation in conflict management within the Church and beyond.

### **The role that the transformative mediation approach plays in managing conflicts among staff members in the contemporary Church.**

Transformative mediation plays a critical role in managing contemporary church staff conflicts by focusing on restoring relationships, empowering individuals and fostering mutual recognition rather than merely achieving a quick settlement. In a church setting, where staff (Senior pastor, Associate pastor, children's minister, music director and lay workers) must work together under a shared mission, this approach transforms conflicts from destructive crises into opportunities for moral and spiritual growth (Spangler, 2013). Bush and Folger (2014) argue that transformative mediation focuses on changing the quality of interactions between disputants, fostering mutual understanding, respect, and recognition, rather than simply achieving settlement. Similarly, Bercovitch and Houston (2019) highlight the strategic role of third parties in international, organizational, and community conflicts, emphasizing that successful intervention requires credibility, impartiality, cultural competence, and the ability to influence process design, communication, and negotiation dynamics.

### **Empowerment (Clarity and confidence) as a strategy in managing conflicts among staff members in the Church**

Empowerment serves as a proactive conflict-management strategy within church staff teams by fostering ownership, reducing ambiguity, and cultivating a culture of trust and open communication among pastors and lay leaders. Instead of having pastoral staff manage every disagreement, empowering staff members allows them to resolve minor conflicts directly and constructively. It involves delegating power and autonomy, equipping through training, encouraging direct communication (Matthew 18:1-15), fostering shared vision and values, and providing tools for self-mediation (Vanderbloemen, 2026). When staff members are well empowered in the Church, they will develop maturity and learn to manage conflicts among themselves, resulting in proper relationships.

### **Recognition (Empathy and perspective) as a method of resolving conflicts among staff members in the Church**

Recognition is a powerful, proactive and biblical method for resolving conflict among church staff members. By intentionally affirming contributions and validating perspectives, leaders can foster an environment where tension is minimized and relationships are repaired. Recognition helps combat the root causes of staff conflict, such as pride, jealousy, and feeling undervalued, by reinforcing a culture of gratitude and mutual respect (Krejcir, 2026). When staff members in conflict understand that their contributions are affirmed and their perspectives are validated, the root causes of conflict will be eroded, allowing respect and gratitude to take hold.

### **Relationship-centered Focus as a technique in managing conflict among members of staff in the Church**

A relationship-centered focus in managing conflict among church staff prioritizes the restoration of unity, trust, and mutual respect over merely resolving the immediate issue or winning an argument. This approach views conflict as an opportunity to deepen relationships, practice biblical grace and align with shared spiritual goals rather than a sign of leadership failure (Gonzales, 2023). When the Church focuses on authentic, biblically informed relationships, staff members are inspired to value

cooperative, collective effort over individualistic tendencies that may lead to division in the Church.

### **Open Expression of Emotions as a platform for managing church-staff conflict**

Open expression of emotions serves as a platform that fosters a culture where feelings are acknowledged, validated, and used as information, rather than allowed to fester into hidden resentment. Constructive emotional expression, including negative ones, allows church teams to move from personal conflict to collaborative problem-solving, enhancing team cohesion and reducing the long-term impact of disputes (Ephraim, 2025). When contemporary church workers are given room to express their emotions, the root cause of the conflict is traced, and this helps handle the matter rather than pretentious or emotional camouflage that will instead explode at some point if care is not taken. Transformation can only come after Conflict in the Church when people have the opportunity to express themselves.

### **Shift from "person as Problem" to "Problem as problem" as a way of resolving conflict among staff members in the Church.**

Shifting from viewing a staff member as the problem to focusing on the issue itself involves depersonalizing conflict through direct, private conversations, using "I" statements, and focusing on shared goals. This approach fosters empathy, maintains relationships, and aligns with biblical principles of reconciliation (N. C. Baptists, 2026). When staff members of the contemporary Church see themselves as humans and learn to see problems as they are, rather than rush to judge individuals, it will help resolve conflicts and maintain relationships more quickly and effectively.

### **Lasting transformation over Quick fixes as a means of managing conflict among staff members in a church setting**

Lasting transformation in managing church staff conflict requires moving beyond quick fixes-such as simply transferring staff, ignoring issues, or imposing top-down decisions-toward a "conflict transformation" approach that addresses underlying relational, systemic, and spiritual causes. This approach views conflict as an opportunity for maturity, spiritual growth, and reconciliation, rather than just a

disruption to be eliminated (Randell, 2009). This type of approach encourages dialogue between conflicting staff members, a situation in which everyone learns from the conflict and develops resilience afterward.

These strategies are very pivotal as they not only resolve conflicts but also encourage open communication, spiritual and social growth, respect, maturity and genuine relationships among members of staff in the Church. The role of the Mediator is to ensure that the two conflicting parties reach a transformation after reconciliation and forgiveness.

## **Recommendations**

### **Recommendation for further studies**

The researcher has examined conflict management among staff members of the contemporary Church; others working on conflict management can also explore areas such as conflict management among Christians in the Church, among hospital staff, or among teaching staff in the academic milieu.

The researcher in this paper used transformative mediation as an approach to managing conflicts in the contemporary Church; other researchers working on conflict management can use evaluative or facilitative mediation to resolve conflicts.

### **Recommendation for the application**

Employers who read this paper can use it to resolve conflicts in their organizations and foster lasting relationships between conflicting parties. The principles are not only applicable in the Church or for church staff; they are also applicable in every organization. Conflict management is not supposed to end only at the level of settlement. It needs to go beyond resolutions to address issues that may arise after the reconciliation, encouraging respect, spiritual and social growth and strong relational ties, thus making the mediation transformational and sustainable.

Church leaders can use this paper to empower their staff members, recognize them and encourage relational values in their churches, using some biblical examples, to mitigate conflicts and inspire reconciliation and dialogue, with the hope of nurturing change and mutual benefit after resolutions have been reached. When church staff

members experience conflicts and relationship crises caused by anger, jealousy, age differences, misunderstandings of job descriptions and salary differences, the need for immediate reconciliation is un-negotiable. If dialogue and reconciliation are not pursued, it will lead to disunity, quarreling and gossip among church members. The research affirms that transformative mediation is the best approach for reconciling the church staff, whether trained or lay.

This paper can also be used to settle family, intertribal and political conflicts and to inculcate change when the principles outlined here are well applied. Family conflicts are delicate, as they can also affect the spiritual lives of individual members of the Church. Family heads, Christians and church leaders are urged to read this article and draw principles to help them mediate family conflict without bias or favoritism, with the hope of fostering respect and genuine relationships within the family.

The Church should be biblically informed to know how to resolve conflict in accordance with biblical principles drawn from key reconciliatory passages such as Matthew 18:15-17, Genesis 13:1-10, Galatians 6:1, and Matthew 7:12.

## **Conclusion**

The researcher has placed greater emphasis on conflict among church staff and how it can be managed through a transformative mediation approach in the contemporary era. The researcher posited that transformative mediation plays a critical role in managing conflicts among contemporary church staff members by shifting the Focus from resolving a specific dispute to transforming the relationship between the conflicting parties. The paper highlighted the biblical background of transformative mediation, with key examples from the Old and New Testaments. The researcher viewed the coming of Jesus Christ to earth for the reconciliation of humans to God as a perfect example of transformative mediation in conflict management. The paper has outlined some important factors, such as empowering members, recognition, relationship-centered Focus, problem-handling techniques, lasting transformation over Quick fixes, and various ways the Church can use to resolve conflict and transform the staff members involved for better relationships. The paper has postulated that mediation helps reduce tension and prevent conflict from escalating.

After the conflict has been handled in the Church, relationships need to continue positively. The paper concludes with recommendations.

## References

1. Best, K. (2024). *Conflict Management: the Key to Organizational Success*. Mediate University. <https://www.mediate.com>
2. Bercovitch & Houston (2019). *Negotiation or Mediation? An Exploration of Factors Affecting the Choice of Conflict Management in International Conflict*. <https://www.researchgate.net>
3. Bush & Folger (2014). *Transformative Theoretical Foundations. From Transformative Mediation: A sourcebook*.
4. Cambridge Dictionary (2026). *Transformative*. <https://www.dictionary.cambridge.org>
5. Career Partners International (2024). *Active Listening: A Guide to Resolving Workplace Conflict*. <https://www.cpiworld.com>
6. Cote, C. (2023). *5 Strategies for Conflict Resolution in the Workplace*. Leadership and management. Harvard Business School. <https://www.online.hbs.edu>
7. Conciliation Resources (2026). *Our approach to mediating self-determination conflicts*. Thirty years of building peace. <https://www.c-r.org>
8. Dictionary (2026). *Staff*. 2026 Dictionary Media Group, Inc., a division of IXL Learning <https://www.dictionary.com>
9. Enneagram Ephraim (2025). *Church Staff Conflict Resolution: Why the Same Fight Returns*. <https://www.enneagramephraim.com>
10. Engram (2023). *The AI writing tool for exceptional English*. <https://www.egram.us>
11. Gonzales, S. (2023). *Dealing with conflict within your church staff*. <https://www.get.tithe.ly>
12. Got Questions, (2026). *What is the Church?* Questions Ministries. All Rights Reserved. Privacy Policy. <https://www.gotquestions.org>

13. Head, K. (2024). *Beyond conflict and competition: Building collaborative Relationships*. TTA (The Training Associates), 11 Apex Drive, Suite 202A, Marlborough, MA 01752. <https://www.thetrainingassociates.com>
14. Leeman (2022). *The Church Universal and Local*. Building Healthy Churches. <https://www.9marks.org>
15. Ludwig (2026). A transformative approach. The New York Times-Arts. <https://www.ludwig.guru>
16. Merriam-Webster (2026). *Transformative*. Adjective. <https://www.merriam-webster.com>
17. Oxford Diocesan Board (2026). Transforming Conflict: A Christ-like Approach to Peace and Understanding. <https://www.oxford.anglican.org>
18. N. C. Baptists (2026). *20 Ways to Prevent and Resolve Conflict in the Church*. Copyright 2026 Baptist State Convention of North Carolina. <https://www.ncbaptist.org>
19. NYC (2026). *What is Mediation?* City of New York. 2025 All Rights reserved. <https://www.nyc.gov>
20. IPA guide (2026). Mediator. Dictionary, vocabulary lists. A division of IVL Learning. <https://www.vocabulary.com>
21. Oakwood (2026). *What is Conflict Management: Types, Essential Tips and Skills?* Oakwood International. <https://www.oakwoodinternational.com>
22. Pakio, (2025). *Conflict Resolution Training for Managers: Strategies to Maintain Workplace Harmony*. Company Culture, Growth Opportunities, Professional Development and Team Building. <https://www.pakioinc.com>
23. Pillsbury, C. & Anschutz, J. (2023). *Mediating Conflict in Congregations: An In-Depth Interview with Charlie and Pillsbury*. Leading Ideas. <https://www.churchleadership.com>
24. Policy (2026). Presidential policies: Personal policies for staff members. <https://www.policy.ucop.edu>
25. Randell, A. (2009). *How to manage Conflict: Disagreements are inevitable. When the next one occurs, will your Church be shattered?* Salvationist. <https://www.salvationist.ca>

26. Richard J. Krejcir (2026). Church Leadership Church staff Conflicts. Commit to a positive solution or understanding. <https://www.churchleadership.org>
27. Scribd, (2026). *Understanding Transformative Mediation*. 2026 Scribd Inc. <https://www.scribd.com>
28. Spangler, B. (2013). *Transformative Mediation*. Beyond Intractability knowledge-based project. <https://www.beyondintractability.org>
29. Spangler, B. (2013). *Transformative Mediation*. General Basis and Background of Transformative Mediation. Beyond Intractability. <https://www.beyondintractability.org>
30. Studysmarter (2026). *Transformative mediation*. 2026 StudySmarter GmbH. <https://www.studysmarter.co.uk>
31. The Leadership sphere (2025). *Maintain Psychological Safety: When Conflicting Beliefs Arise*. The Leadership Sphere 2024. All rights reserved. <https://www.theleadershipsphere.com.au>
32. Thesaurus, (2026). Contemporary. Dictionary Media Group. Inc. <https://www.thesaurus.com>
33. Vanderbloemen, (2026). *Three steps to resolve conflict on your church staff*. 3737 Buffalo Speedway, Suite 500: Houston, TX 77098. <https://www.vanderbloemen.com>
34. Vocabulary Dictionary, (2026). *Contemporary*. A division of IXL <https://learning.www.vocabulary.com>
35. Wayne Gudem (2000). *Systematic Theology*. An Introduction to Bible Doctrine. <https://www.amazon.com>