

Trust in the Family – Negotiation Summer Camp 2025

By Karin Mugnaini (based on the presentations by Matthias Schraner, Philipp Ramming, Lucas Dinter and Fabio Falkenstein)

At Schraner, not all the training we do is for companies or organizations and their leaders. We also occasionally work with the “leaders” of families--parents, and their “organizations”-- the family unit itself including the children, who, as those of us who are parents know first hand, are also leaders at times in their family spaces, even at a young age.

Concepts such as negotiation, conflict, resolution, emotions, communication and reporting play just as much of a role in the family as in private enterprise or a formal organization. Past camp topics have also included critical issues such as digital usage, strategic tactics, dominance, cooperation, respect, tone, honor, boundaries and expectations.

As the saying goes, if you have run a family, you have done the hardest job there is. And also, children can be the toughest negotiators.

This summer, we gathered 9 families for two and a half days of workshops, dialogues and activities away from the hustle and bustle of daily life--in the heart of the Swiss mountains. This year's Negotiation Summer Camp closed its tenth year of providing an in-depth “roll-up your sleeves” kind of experience, in nature, multiple generations together, working each time through a subtopic involving negotiations in the family context. The theme this time was trust.

Trust is a subjective, emotionally influenced belief that guides behavior toward others. It involves expecting honesty and goodwill, enabling cooperation.

Here is what we covered.

Different Levels of Conflict

To kick off our camp, Matthias Schraner shared his 7 stages conflict model useful in providing the proper overall context and framework for difficult negotiations. This compelling approach to understanding conflict resolution begins not with the other party, but with ourselves. His model challenges us to confront our internal dialogue before entering any negotiation.

1. Negotiating with yourself

The inner spiral: courage vs. doubt: Before stepping into a negotiation, we often engage in mental rehearsals, questioning whether the conflict is worth addressing at all. This spiral of overthinking can erode our confidence. As we weigh potential outcomes, our values may become muddled. Are we exaggerating the risks? Are we minimizing the consequences? Negotiation inherently brings change, and with change comes uncertainty. Will the result be better--or worse?

Within our personal and professional circles, we encounter a spectrum of risk attitudes, from risk seekers who thrive on uncertainty and risk takers who embrace challenge to risk avoiders who prefer stability and risk-fearful individuals who resist conflict altogether. The real danger lies in hesitation--when we delay confronting the issue or avoid resolution altogether. Blame becomes a coping mechanism: do we blame ourselves, or shift it onto others? Know yourself *before* you negotiate!

2. Subjective opinion becomes objective truth

The illusion of being right: who decides what's right or wrong? And according to whose standards? In negotiation, the pursuit of being "right" often derails progress. Conflict escalates when one party insists on their correctness, and argumentation replaces dialogue.

This opinion versus fact concept is often used critically or philosophically to describe situations where personal beliefs or feelings are treated as undeniable facts, a dominant narrative or ideology which redefines reality based on subjective views, or in social, business or political discourse, where repetition or authority can turn opinions into accepted truths. It's a powerful notion that touches on themes of perception, manipulation, and epistemology (the philosophy branch that explores the nature, origin, and limits of knowledge).

Beware of one's opinion becoming one's truth. Remember instead, if it's an opinion, it is not a fact.

During conflict, we instinctively seek allies--people who share our views and validate our stance. But true growth comes from engaging with those who challenge us. Surrounding ourselves with diverse perspectives stretches our biases and deepens our understanding of the other side. Imagine if, instead of turning to "yes-men," we sought neutral parties--those who offer balanced, unbiased feedback. This shift can radically change the tone and outcome of a negotiation.

We often negotiate with the person, not with the conflict. Respect begins to erode, and language shifts--from collaborative to combative. Schraner advises us to lighten our emotional load and not take ourselves too seriously. This humility opens space for genuine dialogue.

A critical mistake is bringing past grievances into present discussions. Doing so anchors us in resentment and prevents forward movement. Effective negotiation requires staying present and future focused. This is also very critical in families.

3. Documentation

The process of documenting or formalizing discussions, agreements, or positions in writing is critical during negotiation. This can happen at various stages of negotiation or conflict resolution. For example, before negotiation, one can use it to clarify positions, with each party writing down their interests, goals, and non-negotiables. When preparing agendas, written outlines help structure the negotiation process. During negotiation, it is extremely useful to recording key points, since notes or minutes ensure transparency and accountability. Or when drafting proposals, the written offers or counteroffers help avoid misunderstandings.

Try using this during your family's negotiation. At the camp, the families wrote down their wishes, demands, what they were willing to concede, and even created code words (for children, parents, and family) to highlight "time-outs" necessary when a pause (i.e. time to change strategy, calm emotions down) is needed or when things escalate.

4. Coalition and isolation

Coalition refers to a temporary or strategic alliance between parties who share common interests or goals. Its role in negotiation can be power building (i. e., smaller or less influential parties may form coalitions to increase their bargaining power), shared interests (for example, coalitions help align goals and present a united front), or complex dynamics (e. g., managing internal conflicts within a coalition is often as important as negotiating externally).

Isolation can mean the isolation of the negotiating parties, for example when one party withdraws from dialogue or refuses to engage or when it is a tactic to protect interests or avoid compromise. It

can also mean a strategic separation, used to limit external influence or pressure during sensitive negotiations, and may involve restricting communication or access to information. Isolation can also have a negative connotation since it is considered counterproductive when it prevents collaboration or mutual understanding and could escalate conflict if perceived as stonewalling or hostility.

In a family, watch both coalition and isolation movements. Are they there? What is their impact on the negotiation?

5. Threat

A threat is a credible announcement of a negative consequence intended to influence someone's behavior or decisions. The threat phase typically aligns with what escalation or "war", the final and most intense stage of negotiation.

In the threat phase, the negotiation reaches a critical point where both parties may be unwilling to compromise further. Threats can be used not to intimidate, but to clarify boundaries and test resolve, and in this case are strategic. But if so, these threats must be credible, measurable, and reversible, increasing pressure while maintaining professionalism. Keep in mind though that the counterparty may not be using them strategically, rather emotionally.

In family settings, "threats" aren't ultimatums--they're firm boundaries. The goal is to signal seriousness and prompt resolution, not to damage relationships. In families, it would be advisable to know what you're willing to compromise on--and what you're not. This shifts from "keeping the peace" to resolving conflict constructively. Conflict isn't bad--it's a necessary step toward resolution. In families, avoiding conflict often leads to resentment. Embracing it with structure and empathy can strengthen trust.

6. Window of opportunity

Negotiation is time sensitive. There's often a fleeting moment--a window--where resolution is possible. Overthinking this moment breeds uncertainty and doubt. Some negotiations are gambles. To win, one must be willing to lose. You have to want to play. Time is of the essence, and it's short. Seize that moment when you can bring the negotiation forward or to a close. As negotiation is not a static process, it is a dynamic sequence of psychological and strategic shifts.

You must act in that window because psychological readiness peaks briefly--after that, parties may rationalize delay or revert to hardened positions. Also, external pressures (deadlines, public scrutiny, resource depletion) often create artificial urgency--these are catalysts, not constraints. And narrative control is strongest when you act decisively. You define the terms, rather than react to them.

This section made me think of a few models and studies that also deal with timing in negotiation. William Zartman, a leading scholar in conflict resolution, introduced the concept of "ripeness": a conflict becomes ripe for resolution when parties face a Mutually Hurting Stalemate (MHS)--a situation where continuing the conflict is more costly than resolving it. This moment is often brief and emotionally charged. If missed, parties may revert to escalation or entrenchment. Zartman also argues that timing is critical: "The moment must be seized before it passes, as the pain of the stalemate may fade or be reframed."

In game theory, particularly in sequential games, timing is everything (interestingly, Schrammer has a partnership with game-theory company TWS). Players must anticipate the opponent's next move and act before the equilibrium shifts. The concept of "first-mover advantage" applies here--whoever acts

decisively during the window can shape the negotiation's trajectory. Delays can lead to Pareto inefficiency, where no party gets the optimal outcome.

Behavioral economics also refer to windows of opportunity. Studies show that decision fatigue sets in quickly during prolonged conflict, reducing the quality of choices. The loss aversion principle (Kahneman & Tversky) suggests people are more motivated to avoid losses than to achieve gains. The window often coincides with peak emotional urgency--when parties are most willing to act to avoid further loss.

Finally, negotiation flow models support the concept of windows of opportunity. Negotiation experts like G. Richard Shell and Harvard's Program on Negotiation emphasize the importance of momentum. Shell's model suggests that early concessions and signals shape expectations. If momentum stalls, parties become risk-averse or defensive. The Thomas-Kilmann Conflict Mode Instrument (TKI) also shows that different conflict styles (e. g., competing vs. collaborating) are more effective at different phases--timing determines which style will succeed.

7. War and conflict

In high-stakes or crisis-driven negotiation, this final stage represents the breakdown of dialogue and the collapse of cooperative frameworks. It is marked by the abandonment of compromise, the escalation of threats into action, and the shift from strategic bargaining to open confrontation. It's no longer about persuasion or resolution; it's about dominance, survival, and damage control.

The Schraner Concept, for instance, treats this stage not as failure but as a strategic endpoint--a moment where the absence of agreement leads to a deliberate, calculated confrontation. In this phase, parties may resort to litigation, public escalation, or competitive retaliation. The window for peaceful resolution has closed, and the conflict enters a terrain governed by power dynamics, risk exposure, and long-term consequences. "

Understanding this stage is crucial--not to glorify it, but to recognize the cost of missed opportunities and the urgency of acting before negotiations reach this irreversible threshold. This is clearly the same in families as in business or the public sector.

Negotiation in the family

Thinking about this overall 7 stage conflict approach, let us bring it into the family space. Conflict within families is a powerful arena for developing emotional intelligence and communication skills. Parents, for example, should ask fewer questions and instead create space for children to express themselves. Listening--truly listening--is the most valuable tool. Can we observe the phases mentioned above? Are we fully aware of the arrival, flow, escalation and resolution of conflict in our family?

Psychology of Trust

In this critical deep dive into trust, Phillip Ramming addressed trust in the contexts of safety and security, autonomy and competence, agency, memory and personal development. Although trust is not a simple term, everyone understands it. It encompasses connection and relationship, bond and attachment, negotiation and behavior, needs and desires, satisfaction, fulfillment or gratification, and perception.

Firstly, we acknowledged that it's okay to have needs. Your needs are valid, even if others don't always meet them. Recognizing your needs is the first step towards health boundaries and

relationships. Parental perception or acceptance of a child's needs or desires is a confirmation. And vice versa. And parents can say, "I understand / I see it, but it doesn't work / it's not possible." When requests can not be met, have a dialogue. Just saying "no" does not support the development, nor the relationship. Feeling seen and heard, being accepted is critical for psychological and neurological development of the child.

Trust is the balance between hope and risk.

Autonomy

Are parents strong enough to let the children build their own autonomy? There has to be coordination between the parents. Their competencies are different too, so this can be challenging at times. Each person in the family constellation has different perspectives and thus different objections. Teamwork within the family is also a developmental issue for the parents. If you don't do something, you create a burden or strain on others. To split tasks and provide emotional nurturing is fundamental.

Key concepts of trust (multilingual overview)

Almost every language has a word or concept for "trust", but how it's expressed and understood can vary dramatically. Trust is a fundamental human experience, essential for relationships, cooperation, and society. Because of that, nearly every language has a way to express it. Some languages may not have a single word that maps perfectly to "trust." Instead, they use phrases or culturally specific expressions that convey reliance, faith, confidence and emotional safety. In some indigenous or less complex languages, trust might be embedded in relational terms or actions rather than abstract nouns. So while the concept of trust is universal, the linguistic packaging is beautifully diverse.

We had some fun looking at the words around trust in four different European languages.

German Terms:

- Urvertrauen – Basic trust
- Vertrauensperson – Trusted person
- Selbstvertrauen – Self-confidence
- Vertrauenssache – Matter of trust
- Vertrauensstellung – Position of trust
- Vertrauensbasis – Basis of trust
- Vertrauensverlust – Loss of trust
- Vertrauensbruch – Breach of trust
- Vertrauensmissbrauch – Abuse of trust
- Misstrauen – Mistrust

English Equivalents:

- Basic trust
- Self-trust
- Trustworthy
- Trustee
- Trustful
- Trustfulness
- Trust-building
- Distrust
- Mistrust
- Trust issue

- Betrayal of trust

Italian Terms:

- Autostima – Self-esteem
- Fiducia in se stessi – Self-confidence
- Fiducia di base – Basic trust
- Affidabilità – Reliability
- Relazione di fiducia – Trust relationship
- Perdita di fiducia – Loss of trust
- Rottura della fiducia – Breach of trust
- Sfiducia – Distrust
- Diffidenza – Suspicion

French Terms:

- Confiance de base – Basic trust
- Confiance en soi – Self-confidence
- Confiant(e) – Trusting
- Se fier – To rely on
- Fiabilité – Reliability
- Avoir confiance – To have trust
- Confiance aveugle – Blind trust
- Confidentiel – Confidential
- Briser la confiance – Break trust
- Perte de confiance – Loss of trust
- Méfiance – Mistrust

Trust across cultures

Important to note is that cultural context matters. In high-context cultures, feedback is often indirect and nuanced. In low-context cultures, it's more explicit and straightforward. Understanding these dynamics helps us navigate emotional terrain more effectively.

We reviewed how trust is universally both perceived and felt as a balance between hope and risk. However, social, cultural, and institutional contexts strongly influence how trust is formed and maintained. For example, in German-speaking regions, trust is psychological and social security--belief in reliability, honesty, and competence. In Anglo-American regions, trust is a rational decision based on risk and benefit analysis. For French region, trust is tied to personal loyalty and emotional bonds. And in Latin American regions, trust is deeply emotional and relationship based.

Attachment and stress management

In the fabric of family life, attachment forms the relational thread that binds us together. Attachment is an emotional bond that connects one person to another across time and space, often with the perception that the other is stronger and wiser.

It's through secure, nurturing relationships that children--and adults--learn to regulate stress, build resilience, and feel safe enough to grow. When trust is present, even moments of tension become opportunities for connection rather than conflict. This section explored how strong attachment bonds help families navigate stress, and why emotional security is the cornerstone of healthy communication and lasting trust.

We covered the differences between secure and disorganized attachment. Secure attachment involves getting reliable responses from caregivers, the ability to choose a trusted person and serves as good stress reduction. In contrast, disorganized attachment typically means that there are unpredictable caregiver responses, and thus there is no secure base--which in turn causes disorientation. Incoherent signals provide no comfort, and there is usually rejection when seeking closeness. Disorganized attachment can generally contain a suppressed desire for closeness, a high threshold for attachment behavior, and there is limited exploration.

The Attachment Model developed by Bartholomew and Horowitz (1991) expands on earlier attachment theory by introducing a four-category framework that reflects how individuals perceive themselves and others in close relationships. Based on two dimensions--self-worth and expectations of others--the model identifies four adult attachment styles: secure, preoccupied, fearful-avoidant, and dismissive-avoidant. Secure individuals tend to view themselves and others positively, fostering healthy, trusting relationships. In contrast, the other styles reflect varying degrees of anxiety and avoidance, often shaped by early relational experiences. This model helps explain how attachment influences emotional regulation and stress management within families, highlighting the importance of nurturing secure bonds to promote resilience and trust.

Bonding and trust

Bonding and trust are the emotional glue that holds families together, shaping how individuals feel seen and heard, supported, and safe. Bonding begins in early childhood through consistent care, affection, and shared experiences, laying the groundwork for secure attachment. As family members grow and evolve, trust is reinforced through honesty, reliability, and emotional availability. When trust is strong, it creates a space where vulnerability is welcomed, and conflict can be navigated with empathy. In this way, bonding and trust are not static traits but dynamic processes--built over time and nurtured through intentional connection and mutual respect.

This section of our workshop made me think of Brené Brown, the renowned research professor, bestselling author, and speaker whose groundbreaking work on vulnerability, courage, shame, and empathy has reshaped how we understand human connection. Brené Brown's insights on vulnerability and connections are inspiring. By daring to be vulnerable, we open the door to genuine connection--because it's in our shared imperfections that true belonging is born. Philipp Ramming, has also done work on the concept that families, their members and parenting itself, should not be seen as perfect.

Parenting and education

Development brings autonomy, essential to the child. Exploratory behavior, or the active behavior of exploring one's environment (curiosity, learning, desire to understand new things), doing, moving, and so on, brings competences which result in the child becoming more independent. Autonomy opens up opportunities for furthering the child's role.

Parenting and education are deeply intertwined forces that shape a child's development, values, and sense of self. At home, parents lay the emotional foundation--modeling behavior, nurturing curiosity, and instilling trust through consistent care and communication. In educational settings, children expand their social and cognitive horizons, learning to navigate challenges, collaborate, and think critically. When parenting and education work in harmony, they create a supportive ecosystem where children feel safe to explore, make mistakes, and grow. This synergy not only fosters success but also builds emotional intelligence and resilience, preparing children for life beyond the classroom.

In summary, education is the transmission of experience and the development of competence (ability to act). Through good education, the “dreamed” child (the image and persona parents had of their future child, or their young child, with all the wishes and aspirations about what their offspring could or should be) can become the “real” child (that child that truly exists, in his or her authenticity, just simply the way they are, with all their vulnerabilities and imperfections).

Who’s raising the child?

The parenting “consortium” includes parents (mother and father), grandparents (maternal and paternal), institutions (daycare, kindergarten, school, church), and peers, neighbors, colleagues, sports clubs.

Who raises a child--and how that role is defined--varies widely across cultures, family structures, and personal circumstances. Traditionally, parents are seen as the primary caregivers, but in many communities, child-rearing is a shared responsibility involving extended family, close friends, or even broader social networks. In her book, “It Takes a Village”, Hillary Rodham Clinton emphasizes that raising healthy, well-rounded children is not just the responsibility of parents, but of entire communities. Clinton argues that families, educators, neighbors, policymakers, and institutions must all work together to support children’s development. She also writes about collective responsibility and how children thrive when surrounded by caring adults and safe environments.

Decisions about who takes on this role are often shaped by values, resources, work commitments, and emotional bonds. In some cases, caregiving is a conscious negotiation between partners; in others, it’s dictated by necessity or tradition. Regardless of the arrangement, what matters most is the consistency, emotional presence, and trustworthiness of the caregiver--because children thrive not just on who raises them, but on how they are raised.

The family as a small business

Viewing the family as a small business offers a compelling lens through which to understand roles, responsibilities, and resource management within the household. Like any successful enterprise, a family thrives on clear communication, shared goals, and strategic decision-making. Parents often act as co-managers--balancing budgets, coordinating schedules, and investing in long-term development (think education, health, and emotional well-being). Children contribute too, learning accountability, teamwork, and the value of effort. This analogy doesn’t reduce relationships to transactions--it highlights the importance of collaboration, adaptability, and trust in keeping the “business” of family running smoothly and sustainably.

It’s fascinating to observe how many family businesses adopt this mindset--not merely viewing the family as participants in the business but recognizing that the family itself operates as a dynamic enterprise. This perspective often shapes decision-making, succession planning, and even interpersonal relationships, as the boundaries between personal and professional life blur into a shared mission and identity. And like businesses, families must understand the short-, mid- and long-term phases of their family lives, where often, trust and other aspects can vary or change.

Raising children means imparting values

Raising children is not just about meeting their needs--it’s about guiding them with values that shape their choices and who they become. When adults hold clear convictions and model them consistently, children gain a sense of direction and stability. Social psychologist Milton Rokeach, known for developing the Rokeach Value Survey, which identifies and measures universal values across

cultures, sees the core value process values as the core beliefs that guide choices, shape identities so that when we raise children, we're teaching far more than just how to behave. We're transmitting the very architecture of what matters.

Values like respect, responsibility, and empathy don't just emerge--they're taught, reinforced, and lived. But this process also requires adults to remain grounded in their own identity; when the child becomes the sole focus, the adult's center can be lost. True guidance comes from adults who lead with integrity, enforce boundaries with care, and offer a steady presence that children can trust.

Adults with clear values help children orient themselves. Enforcing values builds social competence. Adults who dare to be adults provide a protective shield for development. If the child becomes the center, adults may lose their own center.

Family dynamics

Family dynamics shift and evolve depending on the number of children, the presence of one or two parents, or even three adults depending on the configuration-- and the unique personalities within the household. A family with one child may revolve around intense focus and close-knit routines, while families with multiple children often navigate sibling relationships, shared responsibilities, and the balancing of individual needs. Whether guided by two parents, one or even three caregiving adults, each configuration brings its own rhythm, challenges, and strengths. This camp section explored how these different structures influence communication, emotional bonds, and the distribution of care-- revealing that trust and connection can flourish in many forms, regardless of size or setup.

Building self-confidence through action

Self-confidence isn't something we're born with--it's something we build, brick by brick, through action. I like to think of LEGO or DUPLO stable tower building blocks as a relevant metaphor here, or the famous game Jenga where players take turns removing blocks from a tower and stacking them on top (without it collapsing).

Each time we take a step outside our comfort zone, follow through on a commitment, or face a challenge head-on, we reinforce the belief that we are capable. Action creates evidence: not just of what we can do, but of who we are becoming. Whether it's speaking up, trying something new, or simply showing up consistently, these moments accumulate, shaping a stronger, more assured sense of self. Confidence grows not from perfection, but from persistence.

Learning to trust oneself, for example children learning to trust themselves and become more self-confident, goes through the process: help or backing, drive or reason or motivation, and accompaniment or having someone by your side.

<u>Stage</u>	<u>Parent says</u>	<u>Child says (key affirmations)</u>
Help, backing, support (technical, moral, emotional)	I'll show you.	I know how.
Motivation	I believe in you! I trust you can do it!	I trust myself now.
Accompaniment	I am behind you! I've got your back. I'll support you with what you need.	I'm not alone!

What is fundamental here is having the parent do the teaching, value sharing and raising the child.

Diversity of experience matters

The richness and variety of experiences are essential for growth and resilience. Diversity of experience matters because it expands our understanding of the world and deepens our capacity for empathy, creativity, and resilience. When families embrace different perspectives--whether shaped by culture, personality, age, or circumstance--they create a richer environment for growth. Each unique experience adds a layer of insight, challenging assumptions and encouraging adaptability. In parenting, education, and relationships, this diversity fosters more inclusive decision-making and helps individuals feel seen and valued. Ultimately, it's not just about having different experiences--it's about learning from them, and allowing them to shape a more thoughtful, connected way of living.

Trust as the cornerstone--at home and at the negotiation table

Trust within the family is not a soft sentiment--it's a strategic foundation. When adults lead with clarity, enforce values with consistency, and remain anchored in their own identity, they create a safe space where children can grow with confidence and resilience. This same principle applies in the world of high-stakes negotiation: trust is the invisible currency that determines outcomes, both internally and externally.

The principles of trust, clarity, and leadership explored here are deeply embedded in the Schraner Concept, developed by Matthias Schraner through decades of experience in high-level negotiations. His books and teachings emphasize the necessity of structure, authority, and emotional control--qualities that mirror the role of adults in a family setting. Just as children thrive when guided by consistent values, negotiation teams succeed when led by individuals who embody conviction and composure. Psychologists Philipp Ramming and Lucas Dinter have further illuminated how psychological safety and clear boundaries foster resilience and cooperation--whether in families or in boardrooms. At the Schraner Negotiation Institute, we translate these insights into actionable strategies, helping leaders navigate the most complex and high-stakes negotiations with confidence and integrity. Trust isn't just a family value--it's a strategic asset.

For more information: info@schraner.com

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About Schraner: <https://www.schraner.com/>

About Philipp Ramming: Philipp Ramming is one of Switzerland's leading child and youth psychologists. Ramming is known for his candid and insightful take on parenting. His philosophy is grounded in the perspective that parenting isn't about perfection--it's about navigating inevitable challenges with grace and self-awareness. He often emphasizes the importance of realistic expectations and emotional intelligence in raising children. Ramming is a prolific contributor to Swiss parenting and psychology media. He regularly writes for ElternMagazin Fritz+Fränzi, where he tackles parenting myths, emotional development, and the realities of modern child-rearing. His work is often cited in educational and psychological circles, and he's known for his sharp, relatable insights. Ramming is also featured in interviews and broadcasts, such as on SRF's Sternstunde Philosophie, where he discusses the impact of social media on parenting styles.

About Lucas Dinter: Lucas Dinter is a Bildungsreferent, or educational advisor, affiliated with SPZ Fürstenried, a center focused on education and pastoral care in Munich, Germany. His work centers around developing and delivering educational programs, often with a focus on social, psychological, or theological themes. Dinter has also been involved in academic and theological circles, including participation in student councils and working groups related to theology and religious education. His contributions often intersect with topics like trust, emotional development, and values-based education--making his insights particularly relevant to both family dynamics and leadership development.

Recommended Readings:

"Kindheit – eine Beruhigung", co-authored by a team of experts including Prof. Dr. med. Oskar Jenni, a renowned Swiss developmental pediatrician. The book offers a calm, scientifically grounded perspective on childhood in a time when it's often framed by anxiety, diagnosis, and pressure. Its goal is to counteract the societal tendency to pathologize or over-perfect childhood. It encourages parents and professionals to embrace complexity and uncertainty rather than rush to solutions.

Interdisciplinary and unideological, blending insights from medicine, psychology, sociology, and education are essential. Children are diverse, and not every deviation from the "norm" is a problem. The book invites a more relaxed, trusting attitude toward child development. [Publikationen. Für das Kind → Sachbuch «Kindheit – eine Beruhigung»](#)

Friedrich Glasl's Nine Stage Model of Conflict Escalation, a foundational framework in conflict psychology: [9 Stages of Conflict Escalation according to Friedrich Glasl | dieprojektmanager](#)

The podcast episode "#7 Jens Corssen: Glücklicher werden durch Selbstentwicklung" from the STRIVE up your life series, which emphasizes personal growth as a pathway to better conflict management: [#7 Jens Corssen: Glücklicher werden durch Selbstentwicklung ~ STRIVE up your life Podcast](#)

Erin Meyer's book, [The Culture Map – Erin Meyer](#), provides readers with a field-tested model for decoding how cultural differences impact international business

References:

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Kahneman & Tversky [Prospect Theory in Psychology: Loss Aversion Bias](#)

G. Richard Shell [G. Richard Shell](#)

Thomas Kilmann, TKI [Take the Thomas-Kilmann Instrument | Improve How You Resolve Conflict](#)

Schranner Concept [The Schranner Concept - Schranner Negotiation Institute](#)

Bartholomew & Horowitz Attachment Model [Bartholomew Attachment Theory: Unlocking Relationship Dynamics - Lifengoal](#)

Brené Brown [Get Out of Deep Water | Write Better, Faster, and Clearer With Grammarly](#)

Hilary Rodham Clinton [It Takes a Village: Hillary Rodham Clinton: 9781847390561: Amazon.com: Books](#)

Milton Rokeach Value Survey [Rokeach Value Survey](#)