Contents

ACKNOWLEDGMENTS vii

PART I INTRODUCTION 1

CHAPTER 1 THE JOY OF CONFLICT 3

Conflict Defined 4

Conflict in the Workplace 6

Drawing from My Own Experience 9

How We Think About Conflict 10

Overview of the Book 17

CHAPTER 2 WHAT GETS IN OUR WAY? 20
Fear as a Stumbling Block 21
Blame as a Stumbling Block 24
Assumptions as Stumbling Blocks 27
Habits as Stumbling Blocks 34

PART II UNDERSTANDING THE DYNAMICS OF CONFLICT 37

CHAPTER 3 WHAT WE NEED: THE SATISFACTION TRIANGLE 39

Substance Satisfaction 41
Process Satisfaction 42
Emotional Satisfaction 46

CHAPTER 4 WHERE WE ARE: LEVELS OF CONFLICT 48

The Five Levels of Conflict 49 Strategies for Each Conflict Level 55

CHAPTER 5 HOW WE RESPOND: APPROACHES TO CONFLICT 59

Avoiding 62
Accommodating 65
Directing 71
Compromising 74
Collaborating 76

CHAPTER 6 WHO WE ARE: CULTURAL CONSIDERATIONS 81

Culture Defined 83

Five Dimensions of Cultural Difference 87

Power and Culture 97

CHAPTER 7 WHAT WE ARE ARGUING ABOUT MATTERS: SOURCES OF CONFLICT 99

Information 100
Interests 101
Structural Conflicts 103
Values 106
Relationships 110

PART III KEYS TO RESOLVING CONFLICT 121

CHAPTER 8 BUILDING TRUST 123

Components of Trust 124

How to Wreck Trust 127

How to Build Trust 128

How to Rebuild Trust 134

CHAPTER 9 APOLOGY AND FORGIVENESS 137

Apology Offered 138 Forgiveness Granted 143

CHAPTER 10 RETHINKING ANGER 151

The Physiology of Emotions 153
How to Manage Your Own Anger 162
How to Respond to Someone Else's Anger 166
Anger and Violence in the Workplace 169

CHAPTER 11 A SENSE OF HUMOR 172

Keeping Things in Perspective 172
As Simple as a Smile 176
Cautions on the Use of Humor 179

CHAPTER 12 TIME 181
Patience Is a Virtue 181
Time to Process Feedback 186
Time as a Face-Saving Tool 188
Time to Check It Out 189
The Right Time 190

PART IV PUTTING IT ALL TOGETHER 193

CHAPTER 13 REACHING AGREEMENT: A SOLUTION-SEEKING MODEL 195

A Four-Step Process 196

Prepare 198

Discover 207

Consider 210

Commit 213

CHAPTER 14 LISTENING IS THE PLACE TO START 215

What Keeps Us from Listening? 216
The Three C's: Calm. Courage. Curiosity. 218
What Are You Listening For? 221

The Listener's Tools 222

CHAPTER 15 SAYING WHAT NEEDS TO BE SAID 234

Know Yourself First 234

Frame the Situation Accurately 236

Speak to Be Heard 239

More Powerful Persuasion 243

What to Avoid When You Are Talking 245

CHAPTER 16 THE CHALLENGE OF ELECTRONIC TEXT COMMUNICATION 249

The Good, the Bad, and the Ugly 250

When Not to Use Electronic Communication 254

How to Write an E-Mail 255

A Word About Social Networking (Facebook and Twitter) 256

BIBLIOGRAPHY 257

INDEX 261