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