

C O N T E N T S

<i>Foreword</i>	Conflict: An Opportunity for Leadership By Warren Bennis	vii
<i>Acknowledgments</i>		xiii
<i>Introduction</i>	Ten Strategies for Everyone on the Job	xv
STRATEGY 1	Understand the Culture and Dynamics of Conflict	1
STRATEGY 2	Listen Empathetically and Responsively	29
STRATEGY 3	Search Beneath the Surface for Hidden Meanings	63
STRATEGY 4	Acknowledge and Reframe Emotions	93
STRATEGY 5	Separate What Matters from What Gets in the Way	131
STRATEGY 6	Solve Problems Paradoxically and Creatively	169
STRATEGY 7	Learn from Difficult Behaviors	203
STRATEGY 8	Lead and Coach for Transformation	241
STRATEGY 9	Explore Resistance and Negotiate Collaboratively	273
STRATEGY 10	Mediate and Design Systems for Prevention	301
<i>The Authors</i>		333
<i>Index</i>		335

<http://www.pbookshop.com>