

# Contents

Introduction Conflict at Work ix

## PART ONE

### WHAT IS THE WORKING CIRCLE?

Chapter 1 The Power of the Circle in  
Conflict Resolution 3

Chapter 2 The Working Circle's Eight Key Questions 31

## PART TWO

### UNDERSTANDING CONFLICT RESOLUTION

Chapter 3 What's Your Conflict Resolution Style? 51

## PART THREE

### FROM THE WORKING CIRCLE TO THE WINNER'S CIRCLE

Chapter 4 Challenge 1: Ask Your Manager for the Raise You  
Deserve or "Be Happy You Have a Job"? 65

viii CONTENTS

Chapter 5	Challenge 2: Deal with Your Partner or Allow Him/Her to Continue Causing Chaos?	81
Chapter 6	Challenge 3: Speak Up about What's Happening or Remain Silent?	97
Chapter 7	Challenge 4: Mediate or Take a Side?	111
Chapter 8	Challenge 5: Deal with a Client's Anger or Allow Him/Her to Continue Shouting?	135
Chapter 9	Challenge 6: Get Your Boss Off Your Back or Continue to Be Micromanaged?	151
Chapter 10	Challenge 7: Stand Up to the Bully or Don't Make Waves?	169
Chapter 11	Challenge 8: Manage That Troublemaker or Let Him/Her Continue to Stir Up Trouble?	187
Chapter 12	Teaching Others Without Being a Teacher: Introducing The Working Circle at Work	205
Epilogue	"Working the Circle" as You Advance Your Career	217
Sources		221
Acknowledgments		227
Index		229