



I N D E X

A

- Acceptance: of aggression, threshold for, 5; alliances formed through, 168; of difficult behaviors, in chronic conflict, xxii; of emotional experiences, 107–108; inadequate, effect of, 282, of paradox, contradictions, riddles, and enigmas, 171, 181, 182; passive, 269; sullen, of settlement, xxvi; of underlying issues, xxxiii, 71
- Accommodation: differentiating, from other responses, 20; learning, 23; only responding with, effect of, 23; organizational cultures and, 3, 4; reasons for choosing, 21; shifting from, 17
- Accomplishments: acknowledging, 299; publicizing, 297. *See also* Successes
- Accusation: as confession, 115; phrases that are examples of, 47
- Acknowledgment: of accomplishments, 299; of the cooperation of constituencies, 298; of differences, and restating them positively, 53; of emotions and feelings, xxxiii, 94, 97, 98, 101, 102, 110, 111, 155, 237; example of, 278; finding ways of, to support cultural change, 326; as a listening technique, 57; need for, resistance stemming from, 277; of one's role in conflict, 327, 328; of other person's concerns, and responding respectfully, 52; of problem-solving efforts, 190–191; and reaching closure, 327, 328; using, to reduce resistance, 282, 283
- Acting and being. *See* Being and acting, mode of
- Action: based on emotional response, 109; committed, 190–191, 242, 267–269; and inaction, taking responsibility for, 269–271; perceptions of, internal consequences from, 110; realizing intention through, as a leadership competency, 248–249, 252; selfless, power of, 267; signal through, that a conflict is over,

INDEX

- Action: (*continued*)
 329; strategic, planning and committing to, 262
- Action plans, questions about, 193
- Active listening. *See* Empathetic and responsive listening
- Acton, Lord, 138
- Adams, A., vii
- Adams, J. Q., vii
- Adrenalin, 15, 16
- Adulthood: prevalence of conflicts during, xix–xx; responses to conflict learned during, 23
- Adversarial approach/behaviors. *See* Aggression; Difficult behaviors
- Advisory committees, joint, forming, 294
- Agendas: hidden, 134, 281, 284; joint, use of, 295; private, 60
- Aggression: acceptance of, threshold for, 5; choosing, reasons for, 21; differentiating, from other responses, 20; and honesty, 88–89; learning, 23; and listening, 55; metaphors fueling, 79–80; moving away from, and toward collaboration, 15–16, 17; only responding with, effect of, 23, 64; organizational cultures and, 4; passivity as, 116; perceived, responses to, 11–13, 14, 15; popular culture’s message about, 5; reasons for, xxvii; resistance stemming from, 277; shifting from, 9; and stereotyping, 209. *See also* Anger; Difficult behaviors
- Aggressive versus collaborative negotiation, 286, 287–289
- “Agree to disagree” arrangement, 299–300
- Agreeing technique, 58, 237
- Agreements: “agree to disagree” type of, 299–300; clarifying and emphasizing, 53; honoring, 298; on introducing the cultural change, 325; in mediation, 303; original expectations and, reaching agreement on, 281; reaching earlier points of, complimenting others on, 283; values defining the new culture, 326
- Alignment, 309
- Alliances, forming, 168
- Allies: internal, effort required from, 322; opponents becoming, 279; questions about, to prepare for negotiation, 289; third parties as, seeking advice from, 294; treating opponents as, 80
- Allusions, 78, 79
- Alternative dispute resolution, 310
- Alternative negotiation methods, researching, 294
- American Management Association, 309
- Amplified messages, 42
- Amygdala, function of the, 13
- Anger: behaviors that trigger, 119–120, 122–123, 206; as caring, 115–116, 117–118, 122, 125; chain reaction of, fearing the, 89; diffusing, through apologizing, 128, 129–130; as a distraction, 115; in the dynamics of conflict, 10–11; impact of, 127; and labeling, 207; letting go of, reasons for, 126–127; reasons for, 120–123; reframing, 113, 113–114; resorting to, xxiv; responding to, methods of, 127–128; source of, difficulty recognizing the, 68; spiraling out of control, 114; subconscious beliefs and assumptions about, 123–125; underlying reasons for, discovering, 127; unexpressed, 98–99, 100
- Anti-Semitism, 208
- Apathy, meaning of, 116

INDEX

- Apologizing: to diffuse anger, 128, 129–130; examples of, 99, 278; need for, resistance stemming from, 277
- Appeal boards, use of, 314
- Appreciation: shifting to an attitude of, 173; showing, at the end of negotiations, 297
- Arbitration, 285, 286, 302, 314, 315
- Arrogance, describing behavior as, implications of, 76, 204
- Art of Waking People Up: Cultivating Awareness and Authenticity at Work, The* (Cloke and Goldsmith), 180
- Assessment: as an element that can block change, questions for addressing, 325; of emotional roots, 103, 104; of leadership, instrument for, 249–252; redesigning, need for, 327. *See also* Evaluation; Self-assessment
- Association for Conflict Resolution, 303
- Assuming, phrases that are examples of, 48
- Assumptions: about anger, 123–125; about communication, 30; about the meaning of conflict, 2; about what is true, 133; avoiding, about others, 166; of a control orientation versus learning orientation, 178; cultural, identifying, 313; hidden, words reflecting, 75, 80; and myths about emotions, 102–103, 105–107; of responsibility, making, 271; sharing, with our opponents, 8; shifting, about outcomes, 140; surfacing, importance of, 287; willingness to examine, 82
- Attack: as caring, 243; as smoke screen, 116. *See also* Aggression; Counterattack
- Attitude: choice in our, 240; for conflict resolution, xxxii; constructive, for changing difficult behavior, 218; hostile, self-fulfilling prophecies about, 55, 146, 208; importance of, 240; positive, shifting to a, toward problem solving, 171, 172–174, 175; shift in, 135, 168, 171–179, 185, 187, 218, 244; strengthening, example of, 56; and successful approaches and techniques for responding to difficult behaviors, 222–224; toward success and failure, reversing the, 275
- Audiotaping, use of, 229
- Audit teams, cross-functional, 319
- Audits, conflict, conducting, 313, 315, 318–321
- Authentic conflict voice, 82
- Authentic self, journey in search of an, 84
- Authenticity, xxxv, 61, 73, 88, 92, 111, 130, 168, 224, 226, 262, 269. *See also* Honesty
- Autocratic organizations. *See* Hierarchical organizations
- Avoidance: culture of, xxv, 99, 102, 152; differentiating, from other responses, 20, 88; discouraging, 275; example of, 24; of honesty, 91; as an initial response, xx; intervening to stop conflict versus, 327; learning, 23; only responding with, effect of, 23; organizational cultures and, 3, 4, 6, 100; price of, xxvi; reasons for choosing, 21; reducing, ways of, 8; resulting in difficult behaviors, 212; shifting from, 9, 17
- Awareness: as a by-product of paradoxical problem solving, 179; coaching cultivating, 262; of emotional experiences, 107–108; and emotional intelligence, 95,

INDEX

- Awareness: (*continued*)
 110; of emotions and feelings, gaining insight into the, questions for, 108; in heart-based listening, 61; increasing, xxiv–xxv, 10, 11, 83; of interconnection, 66, 69, 84; level of, as a factor in conflict resolution, 274; practicing, using difficult behaviors for, 222; process, 216; subtle, shifting to an attitude of, 174; of underlying issues, xxxiii
- B**
- Bakhtin, M., 75
 Balance: between critical insight and positive reinforcement, 261; and flexibility, shifting to an attitude of, 173; increasing our, 221; negotiators striking a, 298; preserving, 240; using anger to throw off, 122
 Barriers: identifying, 292, 297; questions about, for strategic planning, 193
 Basic needs, not meeting, resentment for, 145
 BATNA (best alternative to a negotiated agreement), 290, 293
 Behaviors: clarifying new, 325; compensating, development of, 218–219; distinction between understanding and condoning, 25; evaluation applied to, 232; hidden patterns in, consideration of, 218, 219; irrational, perceived, 212; learning, in childhood, xix, 218; listing, that are blocking or supporting, 229, 230–231; problems created by, separating people from the, 145–148; supporting development of new, 322; that trigger anger, 119–120, 122–123, 206. *See also* Difficult behaviors
 Being and acting, mode of: commitment to changing one's, xxx; shift in, 168; unity through, 301
 Bennis, W., 175–176, 247, 254–255
 Berkowitz, G., 253
 Biederman, P. W., 175–176
 “Big-picture” issues, mastering the, 247
 Binding arbitration, 286, 314, 315
 Blaming: anger and, 120, 121, 127, 128; environment of, not fitting into a, 212; examples of, 64–65, 74, 174; focused on the past, 153, 154; honesty and, 82; letting go of, 267; phrases that are examples of, 47; possibility of, shutting out the, 271; resistance stemming from, 277; as a response, 12, 13, 222; stopping, 214
 Blinding/hypnotic effect, 68–69, 266
 Blindness, internal and external, 155
 Blocking behaviors, listing, 229, 230
 Body language: disrespectful, 13; hidden framework of, 40, 41; and the office environment, 37, 38
 Bolman, L. G., 185
 Bottom-line positions, developing, 293
 Boundaries: anger creating, 115, 123; confusion over, communicating, 166–167; culture reflecting, 3; respecting, 38; unnecessary, eliminating, 323; violations of, 124, 165
 Brain function, 13
 Brainstorming: benefits of, 160; in collaborative negotiation, 292, 293, 296; example of, 187; to improve meetings, 238; involving everyone in, 197; to reach consensus on ground rules, 159; to reduce resistance, 285; to separate options from choices, 161–162; to shift the culture, 325
 Brett, J., 312

INDEX

- Brown and Root, 309
 Bullying: and externalizing, 204;
 mediating, 224–226
 Bureaucracies, 3, 7, 43, 138. *See also*
 Hierarchical organizations
 “Butterfly effect,” 8
- C**
- Camus, A., 4
 Canceled messages, 43
 Caring: anger as, 115–116,
 117–118, 122, 125; and
 apologizing, 130; criticism,
 distrust, and attack as, 243
 Castaneda, C., 239
 Categorizing, phrases that are
 examples of, 47
 Caution, popular culture’s message
 about, 5
 Cease-fires, temporary, 286
 Celebrating: the gift of a different
 perspective, 279; of successes,
 190, 191, 299
 Censure, fear of, 6
 Ceremonies and rituals, use of, for
 closure, 329
 Change: in behavior, support for,
 method of, 217–218; as a
 by-product of paradoxical
 problem solving, 179; conflicts
 transformed into sources of, 110;
 as constant, 278; cultural, risk
 associated with, 322; in emotions
 and feelings, gaining insight into
 the, questions for, 108;
 expectations and anticipations of,
 83; fear of honesty bringing,
 89–90; lasting, xxvii, xxx;
 organizational cultures that
 discourage, 4, 227; process,
 during negotiation, 296;
 readiness for, as a factor in
 conflict resolution, 274; risking
 significant, 269; strategy for
 long-term, 326–327;
 understanding the resistance to,
 278–279; willingness to, 92. *See also*
 Resistance; Transformation
 Change agents, leaders as, 245–247,
 326
 Change process: cultural elements
 that can block the, addressing,
 324–325; example of designing
 conflict resolution systems for a,
 323–324; resistance to, example
 of, 23–24; smoother, criteria for
 a, 279. *See also* Cultural change;
 Culture shift
 Character assassination, 207
 Childhood: behaviors learned in,
 xix, 218; prevalence of conflicts
 during, xix; reenacting sibling
 rivalries from, 74; responses to
 conflict learned during, 23,
 102–103, 104. *See also* Families
 Choices: having, when confronted
 with behaviors that push our
 buttons, 120, 222; in how we
 describe conflicts, 75–76; in our
 attitude, 240; separating options
 from, 160–163; taking
 responsibility for, 269
 Christakis, N., 253
 Chronic conflict: continuation of,
 226; costs of, xxii; defined, xxii;
 empathy and, 87; fundamental
 truths of, recognizing, xxiii;
 learning organizations reducing,
 18; and the need for conflict
 resolution systems, 306;
 preventing, designing systems for,
 xxxiv; resolving, in organizations,
 method of problem solving for,
 191–194; results of resolving,
 309; as a sign of systemic issues,
 311–312; sources of, 312, 313;
 streams of, 312; in the workplace,
 overview of, xxii–xiii. *See also*
 Unresolved conflicts
 Churchill, W., 275

INDEX

- Circles and group meetings, 314
- Clarifying technique, 57, 128, 237, 266
- Clary, K., 101
- Closure: encouraging, 269; fallacy of, 194; moving toward, in the coaching process, 262; reaching, 327–329; resolution versus, 327
- Coaching conflict. *See* Conflict coaching
- Coaching design, 313
- Coaching environment, creating a constructive, 261
- Coaching questionnaire and contract, 256, 257–258, 264
- Coaching relationships: contract for, 256, 257–258; defining elements in the, 264–265; initiating the, 264; negotiating values-based, 261; as a partnership, 262
- Coercion: cover for, 197–198; effect of, 274
- Collaboration: acknowledging and supporting, finding ways of, 326; capacity for, 92; coaching promoting, 260; committing to, 268; conflict as an opportunity for, 75, 330; continuing to communicate about the success of, 299; differentiating, from other responses, 20; focusing on, intervention addressing, 266; improving, 318; increasing, 18–19; inviting, 118; learning, 23, 24–27; linked with conflict, 286; listing behaviors that block or support, 229, 230–231; moving away from aggression and toward, 15–16, 17; obstacles to, 208, 209; only responding with, effect of, 23; opportunity of, 23–24; organizational cultures and, 3, 4; producing the best results with, 22–23; reasons for choosing, 22, 24; reducing capacity for, 79; terminology of, using more, 80; transforming competition into, 133–134, 144; undermining, 127
- Collaborative negotiation: after ending, steps for, 297–300; aggressive negotiation versus, 286, 287–289; before beginning, steps for, 291–295; design prioritizing, 313, 314, 317; importance of, xxxiv; inspiring, 275; as interest-based, 139; last step in the process of, 268, 269; need for, 274; orientation to, providing new people with, 299; overview of, 286–287; participating in, steps involved in, 291–300; preparing for, 289–290; during the process of, steps for, 295–297; training in, receiving, 293, 299; writings on, 137
- Collaborative problem solving: appearance of, 198; in democratic strategic planning, 193; example of, 24; making the transition to, 113; reducing avoidance with, 8; shifting approach to one of, 171, 174–176
- Collateral needs, discovering, 281–282
- Collective bargaining, 285, 291
- Collective responsibility. *See* Shared responsibility
- Collusion, 71
- Co-mediation, 302, 315
- Commitment: to the change process, type of, 327; to changing one's way of being and acting, xxx; to communicate, 48–50, 268; to conflict coaching, 262–263; to conflict prevention, 318; cultivating, 262; to fully resolve underlying issues, 26; problem solving turning into, 269; questions about, to prepare for negotiation, 290; to reaching

INDEX

- closure, 329; to solve problems, increased, 187; to strategic action planning, 262
- Committed action, 190–191, 242, 267–269
- Committed communicator, meaning of, 48
- Committed listeners, leaders as, 242–245
- Committed listening, 36, 49–50, 55, 60
- Common sense, collaborative negotiation based on, 299
- Commonalities: creating, 27; discovering, 16, 136; emphasizing, 18; listening for, 244; realizing, 84; revealing, to reduce resistance, 280; searching for, 133; separating, from differences, 150–152
- Communicating honestly. *See* Honesty
- Communication: about the success of collaboration, continuing, 299; apparent anomalies in, explaining, 40; appropriate form of, choosing an, 52; assumption about, 30; clarifying our, 60–61; clarity of, for separating self from others, 166; commitment to, 48–50, 268; deep versus superficial, xxv–xxvi; distortion of, 30, 39, 42–43, 44, 46; effective, steps for, 50–54; as an element that can block change, questions for addressing, 324–325; elements of, 39–46; emotional, hidden markers in, 114–117; of emotions and feelings, constructive, 155; encouraging positive and constructive, 286; hidden frameworks for, 40–42; in hierarchical and bureaucratic organizations, 43–46; lines of, keeping open, for negotiation, 294–295; for listeners, effective, 54–56; listing behaviors that block or support, 229, 230–231; with meaning, as a leadership competency, 248, 251; meaning of, interpretation of the, 30–31, 40–41; meeting regularly to continue, 299; more effective, finding ways of, 8; of needs in coaching, 264; obstacles to, 208; poor, cost of, 30, 33–35, 307; process of, hidden framework of the, 40; questions about, to prepare for negotiation, 290; and reaching closure, 327–328; shift in, 165; superficial, xxv, 6, 71, 88, 90; taking responsibility for improving, 206; training in, receiving, 317; uniformity versus diversity in, 45–46; using aggression as a means of, 15, 17. *See also* Feedback; Honesty; Listening; Miscommunication
- Communication gaps, filling in, 45
- Communication skills: improving, 48, 49–50; support in developing, 258, 262
- Communication systems, creating, 316
- Communicator: committed, meaning of, 48; as an element of communication, 39
- Compassion: reducing capacity for, 79, 80; in separating people from problems, 147; shifting to an attitude of, 173; tempering anger with, need for, xxiv. *See also* Empathy
- Compensating behaviors, development of, 218–219
- Competition: combative, transferring, to a drive for improvement, 81–82; within organizations, impact of, 44–45, 80; transforming, into collaboration, 133–134, 144

INDEX

- Complaints, redefining, 176, 177
- Completion, questions about, to prepare for negotiation, 290
- Complimenting, 54, 283
- Composite perspective, 132, 133
- Compromise: acceptable lose-lose, 286; differentiating, from other responses, 20; involving hidden agendas, 281; learning, 23; only responding with, effect of, 23; organizational cultures and, 3; prepared for, 295; price of, xxvi; reasons for choosing, 22; versus transformation, xxvi
- Conceptual and attitudinal shifts, 171–179
- Concessions, making, 288
- Confessions, 77, 115, 244
- Confidentiality, 34, 159, 216, 291, 296, 302
- Conflict: being strategic about, shifting to, 215; beliefs about the meaning of, metaphors and, 78–84; center of, moving toward the, xxvi–xxviii, xxxvi, 64; constructive, in meetings, 235; continuing the, asking about the cost of, 284; continuous immersion in, effect of, 5; costs of, 318; dark powers of, xxiii–xxiv; defined as a relationship, 219; development of, 273; distance in, between people, xxviii; dynamics of, understanding, xxxii–xxxiii, 10, 11–14; as an element that can block change, questions for addressing, 324–325; emotions focusing attention on the meaning of, 98; escalation of, 17, 88, 111, 114, 155, 280; estimating the cost of, 319; experiencing, as a trigger of negative emotions, 97; increasing the covert power of, xxv; initial responses to, xx; as a journey, xxvi–xxviii, 2, 82–84, 330; language of, understanding the, xxxiii, 66, 75–78; large-scale, international, 330; linked with collaboration, 286; location of, xxviii–xxix; meaning of, expectations and assumptions about the, 2; moving toward and through, 331; one definition of, 188; as opportunity, xxi–xxii, xxiii, xxvii, xxxvi, 10–11, 14, 15, 16, 18, 23, 25, 27, 75, 81–82, 173, 330, 331; persistent sources of, 253; pervasiveness of, xix–xx; pigeonholing, 312; as a powerful role, 255; present, price paid for, source of, 152; stopping versus settling, 327; surfacing the, 216, 243–244, 246; as a system, 312; systemic sources of, developing an understanding of the, 11; throughout history, 152; transformational power of, xxix–xxx; transformed, 110; two faces of, and their responses, xx–xxi; underlying meaning of, as a factor in conflict resolution, 274; as war, 79–80; willingness to engage, xxviii; in the workplace, overview of, xxi–xxii. *See also* Chronic conflict; Iceberg, the; Unresolved conflicts
- Conflict audits, conducting, 313, 315, 318–321
- Conflict coaching: defining, 255; elements in the process of, 263–265; escalating use of, as a trend, 254–255; importance of, xxxiv; leading by example in, 242; as a method, 216; on-the-job, 217–218; peer, designing, 314; programs on, and questions for leaders, 258–260; providing, 317; risky, that is transformational, interventions for, 265–267; steps in the process of, 260–262; support and

INDEX

- skill-building offered in, 262, 263; training in, receiving, 317
- Conflict cultures: changing, steps in, 324–327; decoding, 1–4; purpose of, and effect of, 321; shifting, globally and locally, 7–10; understanding, benefits of, xxxii–xxxiii; weight of the past on, 152
- “Conflict interpretation algorithm,” 204
- Conflict management approaches, 309, 310. *See also* Conflict resolution systems design
- Conflict messages, in popular culture, influence of, 5–7
- Conflict prevention: committing to, 318; encouraging, 275; on an organizational scale, designing systems for, 307; and reaching closure, 327, 329. *See also* Conflict resolution systems design
- Conflict resolution: attitude for, xxxii; beginning, by recognizing fundamental truths of chronic conflict, xxiii; “butterfly effect” of, 8; for chronic workplace conflict, method of problem solving for, 191–194; concluding thoughts on, 330–331; cost savings of, 309–310; designing transformational strategies for, as a role of conflict coaches, 261; failed efforts at, intervention addressing, 266; as the goal, seeing, 170–171; importance of, in relation to other leadership areas, 309; interest-based, 138, 313; key element in, at a deeper level, 286; last step in the process of, 268; meta-tools for, benefit of, xxxi; observing organizations through the lens of, 260; positive force for, 94; power-based, 137–138, 313; recipe approach to, problem with the, xxxii; responses in, as a factor in resolving conflict, 274; rights-based, 138, 313; risk in using honesty in, 88; shifting the culture to support systems of, 321–329; strategic versus tactical approach to, xxxii; strategies for, overview of, xxxi–xxxv; success and failure in, meaning of, 274–275; successful, synergistic combination for, xxxv; time spent on, 309; training in, common, issue with, xxi–xxii; as a trigger of positive emotions, 97; and what it expresses, xxvii–xxviii. *See also specific conflict resolution strategies*
- Conflict resolution skills: ability to improve, potential for, xxix, xxxv; everyone needing to build, 254, 255; support in developing, 262, 263. *See also specific skills*
- Conflict resolution systems design: benefits of, xxxiv; for a change process, example of, 323–324; and conflict audits, 318–321; culture shift needed for, 321–327; and the most commonly used procedures, 314; overview of, 306–307; participating in, invitation to, 325; process of, 312–318; reasons for, 311–312; that involves closure, 327–329; using lessons learned for, 329
- Conflict response strategies: influence of families and emotion on, 102, 103; and the reasons for choosing one over another, 21–23; types of, described, 19–21. *See also* Accommodation; Aggression; Avoidance; Collaboration; Compromise
- Conflict spiral, self-reinforcing, 6–7
- Conflict traps, xxiii, xxiv
- Conformity, valuing, 45

INDEX

- Congruity, 46, 50, 248, 262, 323, 326
- Connected: The Surprising Power of Our Social Networks and How They Shape Our Lives* (Christakis and Fowler), 253
- Consensus: difficult behavior
blocking, example of, 213;
meaning of, 195; mediation based on, 302, 303; reaching, on ground rules, 159, 238
- Consensus-based decision making, 84, 195, 196–199
- Consequences, of a control orientation versus learning orientation, 178
- Conspiracy of silence, 87–88, 270
- Constituencies, cooperation of, acknowledging the, 298
- Consultation, 195, 196, 313, 318
- Content, separating process from, 156–160, 266–267
- Context: of commonalities, defining a, questions for, 151; hidden framework of, 40; mastering the, as a leadership competency, 247, 249–250; understanding, benefits of, xxxii–xxxiii, 124
- Contract for coaching, 256, 257–258, 264
- Contradictions: acceptance of, 171, 181, 182; in hierarchical and bureaucratic organizations, 45; reconciling, xix; underlying problems, 177. *See also* Paradox
- Control orientation, 177, 178, 179, 185, 288
- Controlling the Costs of Conflict* (Slaikeu and Hasson), 309–310
- Controversy, fear of, 6
- Conversations, stopping, as sometimes necessary, 167–168. *See also* Dialogue
- Cooperation, increasing, 27
- Coping mechanisms, 212
- Corporate change initiative, distortions during a, example of, 45
- Counterattack, as a response, 12, 13, 64, 111, 172
- Courage, xxx, 55, 71, 87, 174, 221, 329
- Crazy behavior, understanding, 215
- Creative problem solving:
conceptual preparation for, 171–179; emotional intelligence and, 101; importance of, xxxiii–xxxiv; inspiring, 275; as interest-based, 139; last step in the process of, 268, 269; of learning organizations, 18; obstacles to, 127, 175, 185–187; reorienting conflict toward, 110; steps in, 187–191; suppression postponing, 100
- Creativity: allowing for, 160; increased, 187; limiting, 46
- Credibility, establishing, 288
- Criteria: questions about, to prepare for negotiation, 290; separating, from selection, 163–165
- Criticism: acknowledging, in negotiation, 296; active, in meetings, 235; as caring, 243; covert, 13; encouraging, 279; initial responses to, 64; interventions addressing, 266, 267; modeling openness to, 216; public, fear of, 6; welcoming, 330
- Cross-cultural conflicts, 8, 308
- Cross-functional teams: for conducting conflict audits, 319; for conflict culture analysis, 325–326; empowering, 193
- Cross-organizational teams, empowering, 193
- Cultural change: acknowledging and supporting, finding ways of, 326; defenses against, 227–228; initiating, 228–231; ownership

INDEX

- of, 322–323; participation needed for, 323
- Cultural norms: clarifying, 228–229, 325; existence of, 226–227; fear of violating, 6; identifying, 313; and rules, unspoken, discussion of, 228; supporting development of new, 322
- Cultural traditions, sharing, with our opponents, 8
- Culture of conflict. *See* Conflict cultures
- Culture shift: global and local, 7–10; steps involved in a, 324–327; that is needed to support conflict resolution systems, 321–329
- Cultures. *See specific type*
- Curiosity: allowing room for, 51, 60, 71; shifting to an attitude of, 173
- Cynicism, meaning of, 116
- D**
- De Mello, A., 239
- Deal, T. E., 185
- Death: paradox of, 182; risk of, 253
- Debate, shifting, into dialogue, 133
- Decision making: consensus-based, 84, 195, 196–199, different methods of, choice of, 195–196; participatory, importance of, 287; using emotions in, 96, 98, 155
- Decisions: rushing of, avoiding the, 198; unilateral, problem with, 195, 196
- Deep communication, xxv–xxvi
- De-escalation, 312
- Defending, as a response, 12, 13, 25, 128
- Defensiveness: avoiding, 128; as egoism, 116; reciprocal, 55; as a response, 10, 13, 64, 65, 114; shift from, 172
- Delegation, 195, 196
- Democracies, 138, 139, 196, 197, 288, 318
- Democratic strategic planning, 192, 193, 194
- Demonizing, 80
- Denying, phrases that are examples of, 48
- Desires, as an underlying issue, 66, 69
- Diagnosing, phrases that are examples of, 48
- Dialogue: benefits of, 10; in conflict resolution systems design, 313, 315, 316; engaging in, rewarding, 17; as interest-based, 139; role-reversing, 85–87, 236; shifting debate into, 133. *See also* Communication
- Differences: expression of, suppressing, 198; negotiating, process of, 157; separating commonalities from, 150–152; splitting, 281; welcoming, 330
- Difficult behaviors: changing, methods for, 215–218; in the coaching relationship, meaning of, 262; emotional buttons that get pushed by, 220–222; identifying problems as, 205, 206, 210, 211–212; learning from, xxxiv, 239–240; in meetings, responding to, 234–239; as opportunities, 239; in organizational cultures, changing, 226–232; and relationships, mediating, powerful technique for, 224–226; rewarding, xxxiv, 3, 17, 74, 80, 206, 212, 214–215, 226, 243, 322; successful attitudes, approaches, and techniques for responding to, 222–224; truth about, 204; using feedback versus evaluation for, 232–234; why people engage in, 212–214. *See also specific behaviors*
- Diffused messages, 42
- Diluted messages, 43



INDEX

- Diminished messages, 42
- Direction, of emotions and feelings, gaining insight into the, questions for, 108
- Disease: decreased risk of, 253; increased risk of, 96–97
- Dishonesty: price of, 91; rationalizations for, 90–91; and risk, 88
- Disinterest, perceived, 70, 71
- Dismissiveness, 209
- Disrupted messages, 42
- Dissent: freedom to express, 197, 198, 235; suppression of, 243; valuing, 18, 279, 330
- Distortion: in communication, 30, 39, 42–43, 44, 46, 281; of emotional expression, 107, 110, 122; of messages, 117; of organizational conflicts, 191; of the truth, 155
- Distracting, phrases that are examples of, 48
- Distrust: aggression and self-defense based on, 89; and aggressive negotiating, 288; as caring, 243; increasing, 46; locked in cycles of, 78; overcoming, 14; and settlement, xxvi; and unilateral decision making, 196; widespread, example of, 34
- Diversity: racial, surfacing conflict involving, example of, 243–244; respect for, 217; valuing, 18, 45, 84, 242, 286
- Don Juan chronicles, 239
- Double binding, phrases that are examples of, 48
- Douglas, W. O., 155
- Duration, of emotions and feelings, gaining insight into the, questions for, 108
- Dysfunctional family patterns, overcoming, 107
- Dysfunctional ruts, 90
- Dysfunctional systems, difficult behaviors as a way of surviving in, 212, 215
- ### E
- Eco, U., 181–182, 203, 204
- Egoism, defensiveness as, 116
- Einstein, A., 171–172
- Emotional buttons, pushing, 120, 220–222
- Emotional experiences, 68, 78, 104, 107–108, 110, 113
- Emotional expression: of anger, 124; constraining, effects of, 94; constructive, questions supporting, 155–156; difficulty with, 98–102; distortion of, 122; and families, 102, 103, 107; modeling a different way of, 113; various effects of, 111
- Emotional intelligence, 94–96, 98, 101, 102, 110, 114, 275
- Emotional investment, letting go of, xxv
- Emotional masks: looking behind, 114–117; taking off, 117–119
- Emotional needs, satisfying, 102
- Emotional patterns: gaining insight into the, questions for, 108; imprinted with, from family experiences, 102, 103, 104, 113, 218, 220
- Emotional responses: becoming more skillful in our, 94, 96, 97, 98, 107, 110; learning, in childhood, xix, 102–103; moving through, 113; negative, price paid for, 96–97; rise of, 109; stages of, 109–110; types of, described, 97–98
- Emotional roots, assessing, 103, 104
- Emotional triggers, 97
- Emotional withdrawal, 100
- Emotions and feelings: acknowledgment of, xxxiii;



INDEX

- attributing externalized, to others, 203, 204; and the blurring of identities and boundaries, 165; complexity of, 94; dark power of conflict over, xxiii–xxiv; as a distraction, 115; elements of, distinguishing the, 107–108; expanding access to, importance of, 96; and families, 102–103; hidden, 101, 111, 112, 117–119; moving toward, 101; myths and assumptions about, 102–103, 105, 106; polarities of, 97; power of, 94; purpose of, 96; reframing and integrating, xxxiii; separating, from negotiation, 154–156; as strategies, 111; subtly communicating, 41; suppression of, 94, 97, 98, 99–100, 101; transcending and integrating, 130; as an underlying issue, 66, 69; unexpressed, and how they create conflict, 98–102; usefulness of, 98; using language to express, 78–79. *See also specific emotions and feelings*
- Empathetic and responsive listening: as an active experience, 35–37; automatically arising, 55; benefits of, xxxiii; as a challenge, 60; clearing the way for, 35–36; as a critical skill, 27; deeper level of, 61–62; by leaders, 244; obstacles to, 209; reducing avoidance by, 8; in separating positions from interests, 142; setting the stage for, 36–39; techniques for, 56–60; for uncovering and addressing underlying issues, 71
- Empathizing technique, 57–58
- Empathy: acknowledging and supporting, finding ways of, 326; capacity for, increasing, xxxiv; creating, through role-reversing dialogue, 85–87; defenses against, 85; described, 84–85; and emotional intelligence, 95; in feedback, 26, 267; and honesty, connection between, 87–90, 267; leaders handling confessions with, 244; power of, 84; practicing, using difficult behaviors for, 222; and reaching closure, 327; and resistance, 277; and responsibility, 270; in separating people from problems, 147; shifting to an attitude of, 173; suggestions for, 25; using, in reframing, 111, 112
- Encouraging technique, 56–57
- Ending conflict fully. *See* Closure
- Enemies: defining and treating opponents as, 5, 13, 80, 152, 177; leaders refusing to be, 55; price paid for having, xxvii; release from making, 83
- Enigmas, 171, 181, 182
- Escalation, 17, 88, 111, 114, 155
- Escalation cycle, breaking the, 280
- Ethics, aspects concerning, 92, 268, 269. *See also* Values
- Evaluation: approach encouraging, 312; in conflict resolution systems design, 313, 314; feedback versus, 232–234; of meetings, 238; of negotiation sessions, 296; of personal participation in negotiation, 299; redesigning, need for, 327
- Everyday negotiations, 297
- Evil-doers. *See* Enemies
- Excitement, shifting to an attitude of, 173
- Excusing, phrases that are examples of, 47
- Expectations: about the meaning of conflict, 2; clarifying, 128, 325; conflict between, example of, 45; cultural, identifying, 313; hidden, as an underlying issue, 66, 70; original, reaching agreement on, 281; sharing, with our

INDEX

- Expectations: (*continued*)
 opponents, 8; surfacing, importance of, 287; unspoken, discovering, 52. *See also* False expectations
- Experiences, as emotional, 68, 78, 104, 107, 110, 113
- Experts, use of, 285, 295
- External blindness, 155
- External journey, 84
- External problems and solutions, that correspond internally, 200
- Externalizing, 89, 97, 203, 204
- Eye of the storm, journeying into the, xxvi–xxviii
- F**
- Facilitation: for collaborative negotiation, 293–294, 296; in conflict resolution systems design, 313, 314; of meetings, 237, 238, 314
- Facts: citing, as the reasons for conflict, 78, 79; listening primarily for, moving beyond, 61; perceiving different, issue of, 153–154; single version of the, creating a, 295
- Fallacies, 193–194
- Fallback positions, developing, 293
- False expectations: of others, 120, 277; release from your own, 328, 329
- False issues, creating, 288. *See also* Superficial issues
- Families: difficult behaviors starting in, 212, 218–220; prevalence of conflicts in, xix; responses to conflict learned in, 23, 102–103, 104, 107, 113; and underlying issues from the past, 74; unspoken rules about conflict in, 3
- Fast-forming teams, 219–220, 316
- Fear: of acknowledging and expressing emotions, 98, 100; beneath anger, 122; distracted by, 115; focusing on, in coaching, 264; of honesty, 89–90; as an obstacle, 168; overcoming, 14, 93; projecting, 118; resistance and, 276, 279; of retaliation, 49; of systemic meltdown, 311–312; of violating cultural norms, 6; of vulnerability, 71
- Feedback: anonymous, asking for, example of, 114; asking for, importance of, 54, 92; commitment to, 48, 49, 50; in conflict resolution systems design, 313, 314; constructive, method of, 217; as an element of communication, 39; eliciting frequent, 248; empathy in, 26, 267; versus evaluation, 232–234; honesty in, 26, 34, 49, 92, 146, 206, 217, 229, 232, 261; in meetings, 236; offering more powerful, 224; opening up negotiation for, 296; reciprocal, example of, to eliminate difficult behaviors, 233–234; resistance as, 262; risky, 267; turnaround, providing, 261. *See also* Communication
- Fifth Discipline, The* (Senge), 18
- “Fight or flight” response: described, 11–14; overcoming the, 14–17
- Filters, 30
- Final arbitration, 286
- Financial crisis, recent, effect of, 175–176
- “Fishbowl” discussions, 236
- Fisher, R., 137, 164, 289
- Flexibility, 173, 263
- Follett, M. P., xvii
- Follow-through: ensuring, 262, 298; lack of commitment to, 277
- Follow-up questions, use of, 226

INDEX

- Forgiveness: and apologizing, 130;
 distinctions in, 25; emotional
 expression leading to, 101;
 internalizing, 80; journeys leading
 to, 83; organizational cultures
 and, 4; and reaching closure, 327,
 328–329; reducing capacity for,
 79; and separating people from
 problems, 146
 Formalization, fallacy of, 194
 Fowler, J., 253
 Frame of reference, 132
 Frameworks: hidden, 40–42, 66; of
 listeners, 30, 31
 Freeze instinct, 13
 Friedman, H., 96
 Fromm, E., 301
 Fuller, B., 201
 Future, the: accepting an
 unpredictable, 269; creating a
 vision for, as a leadership
 competency, 248, 250–251;
 focusing on, 16, 82, 153, 267;
 mediation oriented toward, 302;
 refocusing on, 296; separating,
 from the past, 152–154
- G**
- Gandhi, M., 55
 Generational emotional responses,
 102
 Genocide, 207–208
Getting Past No (Ury), 137
Getting to Yes (Fisher and Ury), 137,
 164, 289
 Gioja, L., 324
 Glaser, M., 130
 Global and local culture shift, 7–10
 Globalization, effect of, 8, 175–176,
 311
 Goals: of a control orientation
 versus learning orientation, 178;
 questions about, to prepare for
 negotiation, 289; for the
 relationship, common, agreeing
 on, 291–292; and strategic
 planning, questions about, 193
 Goethe's couplet, 268
 Goldberg, S., 312
 Golden Rule, 52, 85
 Goldsmith, J., 247
 Goleman, D., viii, 94, 94, 95
 Good faith, establishing, 288
 Good-faith effort, making a, to
 resolve all issues, 296
 Gorbachev, M., 55
 Gossiping: filling in communication
 gaps with, 45; and identifying
 people as the problem, 207;
 passing conflict on by, 152;
 putting an end to, 294; as a
 response, 12, 13; time spent on,
 139; using, anger and, 122, 124
 Ground rules: in collaborative
 negotiation, 288, 291; common,
 selecting, 158–159; developing,
 157; framing changes as, 229;
 interim, 159; resistance involving,
 277; setting, 34, 119–120, 236,
 237, 238
 Growth: as a by-product of
 paradoxical problem solving,
 179; likelihood of, in failure, 275;
 profound, possibility of, 307. *See*
also Opportunities
 Guided meditation, 162
- H**
- Harvard Business Review*, 176
 Harvard Medical School, 253
 Harvard University Business School,
 4
 Hasson, R., 309
 Hearing versus listening, 36
 Heart-based listening, 60, 61–62
 Hegel, G.W.F., 179
 Help: anger as a cry for, 122; asking
 the other person for, 282; asking
 third parties for, 128, 285
 Heroic path, 331

INDEX

- Hidden agendas, 134, 281, 284
- Hidden assumptions, words
reflecting, 75, 80
- Hidden emotions: accumulation and
release of, 111; revealing, 101,
112, 117–119
- Hidden expectations, as an
underlying issue, 66, 70
- Hidden frameworks, 40–42, 66
- Hidden issues/layers of the iceberg.
See Underlying issues
- Hidden meanings, searching beneath
the surface for, xxxiii, 51, 64, 66,
84, 112, 264
- Hidden messages, 40, 84, 115–116
- Hidden opportunities, 81
- Hidden patterns, consideration of,
218, 219
- Hidden truths, revealing, 64, 204
- Hierarchical organizations:
communication in, 43–46;
defenses of, against cultural
change, 227–228; designing
systems to change, 245;
expression of anger in, 124;
negotiating in, 288;
problem-solving approach in,
177; role-reversing in, 87;
strategic planning in, 192–193;
transitions from, example of
shifts needed during, 174–175;
view of problem solving in, 175
- Holographic culture, 324
- Homophobia, 208
- Honesty: about our emotional
buttons, 221; acknowledging and
supporting, finding ways of, 326;
in addressing emotions, effect of,
110; appearance of, 89; in
coaching, 264; in collaborative
negotiation, 287, 288; desire for,
71; empathy and, connection
between, 87–90, 267; in
feedback, 26, 34, 49, 92, 146,
206, 217, 229, 232, 261, 267;
importance of, xxv, xxxv;
increasing, 224; inspiring, 275; of
leaders, 244, 245; in listening, 60;
in meetings, 236; modeling the
level of, 233; obstacles to, 209;
organizational cultures and, 4, 6;
practicing, using difficult
behaviors for, 222;
rationalizations for, 91–92; and
reaching closure, 327; reducing
avoidance with, 8; and resistance,
277; and responsibility, 270;
rewarding, 216; and risk, 88, 97;
in separating positions from
interests, 142; setting, as the goal,
34; suppression postponing, 100;
in talking about problems, 150;
for uncovering and addressing
underlying issues, 71, 73. *See also*
Truth
- Hostility, reciprocal, 55, 146, 208.
See also Aggression; Anger
- Human resources department,
involving, 245, 247, 315, 316
- Human Side of Enterprise, The*
(McGregor), 183
- Humility, 130, 173
- Hypnotic/blinding effect, 68–69, 266
- I**
- I Ching, 273
- “I” statements, use of, 52, 112,
118–119, 127, 229
- Iceberg, the: accessing the deepest
layers of, 84; applying your
knowledge of, 68–70; of conflict,
layers of, understanding, 66–68,
71; image of, 64. *See also*
Superficial issues; Underlying
issues
- Ideas, different view of, 176
- Identity: confusion over, 165; as an
element that can block change,
questions for addressing, 324
- Immutability, fallacy of, 194
- Impasse: breaking, positive force for,
101; in the coaching process,

INDEX

- meaning of, 262; conflict resolution beginning at, 275; encouragement to move from, 330; identifying the reasons for, 297; locked in, elements keeping people, 70, 111; meaning of, 275; moving from, meta-strategy for, xxvii; overcoming, techniques for, 279–286; the truth of, xxiii
- Importance, of emotions and feelings, gaining insight into the, questions for, 108
- Impromptu brainstorming, 161, 162
- Improvement: cheated out of opportunities for, 88; continuous, of learning organizations, 18; dissent as an opportunity for, 279, 330; opportunities for, revealing, xxiii, 80; questions about, to prepare for negotiation, 290; seeing problems as opportunities for, 176–177; using competition to drive, 82. *See also* Opportunities; Process improvement
- Inaction: action and, taking responsibility for, 269–271; based on emotional response, 109; perceptions of, internal consequences from, 110. *See also* Passivity
- Inclusion, importance of, 231–232, 235–236, 240, 323
- Infeld, L., 171–172
- Informal communications, issue with, 45
- Informal meetings, holding, 293
- Informal problem solving, using, 292, 312, 313, 314, 316
- Initial positions, developing, 293
- Inner truth, listening to our, xxx, 69
- Inner voice, ability to hear one's, 84
- Innovation: conflict as an opportunity for, 330; organizational cultures that discourage, 4
- Insight, critical, balancing positive reinforcement with, 261
- Inspiration, greatest sources of, xxviii
- Institutionalized racism, conflict involving, example of, 277–278
- Institutionalizing dispute resolution practices, 306
- Insults: as jealousy, 115; transforming, into requests, 77–78
- Integrated systems, 312
- Integrating emotions, xxxiii, 94, 98, 101, 102, 130
- Integrity, 10, 26, 46, 50, 61, 92, 221, 244, 248, 251–252; 268, 269, 274
- Intensification, suppression leading to, 109
- Intensity, of emotions and feelings, gaining insight into the, questions for, 108
- Intention: adversarial, perception of, 109; importance of, xxxii, 36, 39, 50; masks hiding, 117; motivation and, 145, 236; original, reminder of, 256; realizing, through action, as a leadership competency, 248–249, 252; sending a positive message regarding, 173
- Interconnection, awareness of, 66, 69, 84
- Interdependence, 286
- Interest-based resolution systems design, 313–314
- Interests: consensus grounded in, 196; identifying and prioritizing, 292; multiple, sharing, 150–151; positions versus, 133–135, 286; questions about, to prepare for negotiation, 289; resolving conflict based on, 138, 313; satisfying, xxxiii, 16, 25–26, 82,



INDEX

- Interests: (*continued*)
160, 287; separating positions from, 137–145; shared, focusing on, 27, 244, 280; stating, instead of positions, 53–54; as an underlying issue, 66, 69
- Interfering, phrases that are examples of, 47
- Interim ground rules, 159
- Internal appeal boards, use of, 314
- Internal blindness, 155
- Internal consequences, experiencing, 110
- Internal journey, 84
- Internal problems and solutions, that correspond externally, 200
- Internalizing, 80, 97
- International conflict, large-scale, 330
- International economic crises, effect of, 175–176
- International negotiations, 156–157
- Interpretations: asking about the accuracy of, 46; conflict, algorithm of, 204; of experiences, 109; of the meaning of communication, 30–31, 40–41
- Intimacy, anger and, 121, 124
- Introspection, creating, 16
- Intuition, 62, 174
- Invitation: criticism as, 243; to participate in systems design and cultural change, 325; as a response, 16, 267
- Issues: examining separately, 280; false, creating, 288; in the iceberg, 68, 69; identifying and prioritizing, 292; neutrally posting, 237; questions about, to prepare for negotiation, 289; reframing, 16, 112–113; separating out the, in conflict, 135–168. *See also* Superficial issues; Underlying issues; Unresolved issues
- J**
- Japanese management techniques, 176
- Jealousy, insult as, 115
- Journeys, conflicts as, xxvi–xxviii, 2, 82–84, 330
- Judgments: and anger, 121; as defenses against empathy, 85; and feedback versus evaluation, 232; phrases that are examples of, 47; withholding, 26, 27
- Jung, C., 200–201
- Justice, peace without, xxvi
- K**
- Kanter, R. M., 4
- King Henry VI* (Shakespeare), 131
- King, M. L., Jr., 55
- L**
- Labeling, 14, 48, 80, 206, 207, 208, 209, 212, 215
- Lamott, A., 328
- Language: of conflict, understanding the, xxxiii, 66, 75–78; of listeners, 31; reassessing our, 80. *See also* Metaphors
- Lao-tzu, 62, 254
- Large-group interventions, 314, 317
- Large-scale conflict, 330
- Latino heritage and culture, drawing on, 246
- Leaders: as change agents, 245–247, 326; as committed listeners, 242–245; as conflict coaches, 254–267; need for, skilled in resolving conflicts, 242; role of, 175; transformational, attributes of, 242, 243, 244
- Leadership assessment instrument, 249–252
- Leadership competencies, xxxiv, 247–252



INDEX

- Leadership teams, and cultural change efforts, 322, 323
- Leading: by example, 241, 242; through committed action, 267–269
- Learning: as a by-product of paradoxical problem solving, 179; capacity for, maintaining, 330; cheated out of opportunities for, xxv, xxvi, 88; coaching promoting, 260, 267; from conflict, potential for, xxxi, 25, 330; criticism as an invitation to, 243; from difficult behaviors, xxxiv, 239–240; discovering hidden opportunities for, 200–201; as an element that can block change, questions for addressing, 325; from emotional experiences, 110; from emotions, 97; from failed efforts at resolution, 274, 275; individual, fostering and supporting, 18–19; from journeys, 83; making a commitment to, xxx; meetings as places for, 235; from opponents, xxxvi; opportunities for, revealing, xxiii, 80; profound, possibility of, 307; readiness for, as a factor in conflict resolution, 274; sharing with others, 330–331; shifting to, 17. *See also* Opportunities
- Learning organizations, creating, 17–23
- Learning orientation, 171, 176–179, 185, 275, 288
- Learning to Lead: A Workbook on Becoming a Leader* (Bennis and Goldsmith), 247
- Legal department, involving the, 245, 247
- Lessons learned: sharing, 330–331; using, 329
- Letting go: of anger, 126–127; of blame, 267; importance of, 50–51; of the past, 153, 171, 267, 269; and reaching closure, 327, 328
- Lies. *See* Dishonesty
- Lincoln, A., 290
- Listeners: committed, leaders as, 242–245; effective communication for, 54–56; encouraging trust in, 53; frameworks of, 30; language of, 31; relationship between speakers and, 40, 41; understanding, 31–33
- Listening: challenges in, 60–61; committed, 36, 45–50, 55, 60; complementing other person for, 54; differences in, 36; differences in, among people, 31–32; and the fight-or-flight response, 14; genuine, importance of, xxv; giving an appearance of, 60; with the heart, 60, 61–62; importance of, 29; inspiring, 275; lack of, price paid for, 33–35; making a commitment to, xxx; in meetings, 236; as the opportunity of opportunities, 15; perceiving opponents as unwilling to engage in, 70, 71; popular culture's message about, 5; to prepare for collaborative negotiation, 290; and reaching closure, 327; resistance involving issues with, 276, 277; skills in, support in developing, 258; to your opponent, benefit of, 11. *See also* Communication; Empathetic and responsive listening
- Listening orientation, assessment of, 32
- Litigation, 100, 127, 285, 302, 309, 310
- Local and global culture shift, 7–10
- Location: of communication, 41; of conflict, xxviii–xxix; of emotions

INDEX

- Location: (*continued*)
 and feelings, gaining insight into the, questions for, 108
- Long-term change, strategy for, 326–327
- “Loopbacks,” 313
- Lose-lose outcomes, acceptable, 286
- Love: alliances formed through, 168; beneath anger, 122; feeling, for speakers, 55; internalizing, 80
- M**
- Maccoby, M., 176
- Mandela, N., 55
- Manipulating, phrases that are examples of, 48
- Mann, T., 117
- Markham, E., 231
- Masks, emotional: looking behind, 114–117; taking off, 117–119
- Mass media, 5
- Massachusetts Institute of Technology (MIT), 306
- McGregor, D., 183, 185, 306
- Meaning: attribution of, given to experiences, 109; communicating with, as a leadership competency, 248, 251; of emotions and feelings, gaining insight into the, questions for, 108; focusing attention on, emotions as a way of, 98, 111; hidden, searching beneath the surface for, xxxiii, 51, 64, 66, 112, 264; of success and failure, in conflict resolution, 274–275
- Mediation: committing to, 318; of difficult relationships, 224–226; encouraging, 275, 312, 314, 316; engaging in, 16; exploring the reasons for resistance with, examples of, 276–277; first agreements in, 157; importance of, xxxiv; as interest-based, 139; of meetings, 237; methods drawn from, to reduce resistance, 280–286; overview of, 302–303; sidebar, 317; training in, receiving, 317; and why it works, 303–305
- Mediators: locating, 303; use of, 246–247, 285, 293–294, 296, 302
- Medium, as an element of communication, 39
- Meetings: audiotaping or videotaping, 229; closure ceremony during, example of, 329; group, and circles, 314; informal, having, 293; minutes of, availability of, 296; problem-solving, regular, scheduling, 299; process observer for, 229; responding to difficult behaviors in, 234–239; stopping, to improve communication, 283; team, creating inclusion in, example of, 231–232
- Memories, stimulation of, 109
- Mental models, of learning organizations, 18
- Mentoring, 313, 314
- Messages: altered, 42–43; contradictory, 45; distortion of, 117; as an element of communication, 39; hidden, 40, 84, 115–116. *See also* Communication
- Metaphor of the iceberg. *See* Iceberg, the
- Metaphors: and beliefs about the meaning of conflict, 78–84; hidden framework of, 40, 66; of journey, 82–84; of opportunity, 81–82; of war, 79–80, 81, 82
- Millemann, M., 324
- Mintzberg, H., 193, 227–228
- Mirroring, 58, 219, 262
- Miscommunication: consequences of, 30; emotional, 99; escalation

INDEX

- of, 34; estimating the cost of, 319; minor, and unclear commitment, effect of, example of, 48–49; phrases for, 46–48
- Misplaced concreteness, fallacy of, 194
- Mission, questions about, for strategic planning, 193
- Mistrust. *See* Distrust
- Modeling behavior. *See* Role models
- Monitoring, 312
- Morale, improving, 318
- Motivation: anger destroying, 127; behind difficult behaviors, questions for examining, 213–214; and emotional intelligence, 95; and intention, 145, 236; to solve problems, examining the source of, 179–180; time spent on, 139
- Motorola Corporation, 309–310
- Movement, of emotions and feelings, gaining insight into the, questions for, 108
- Murder, 207–208, 289
- Murray, W. H., 268
- Myths and assumptions, 102–103, 105–107
- N**
- National Cash Register Corporation, 310
- National languages, 75
- Native American cultures, 240
- Needs: basic, not meeting, resentment for, 145; in coaching, communicating, 264; collateral, discovering, 281–282; emotional, satisfying, 102; as an underlying issue, 66, 69, 218, 219; unmet, xxxiv, 145, 218, 219
- Negative emotions: persistence of, as an obstacle to an attitude shift, 173; triggering, 97. *See also* Strong emotions
- Negative responses, 11–14
- Negative words, using, to describe conflict, 78, 84
- Negotiation: alternative methods of, researching, 294; continuing, on an ongoing basis, 299; designing, to reach consensus, 316; as an element that can block change, questions for addressing, 324–325; extending the, 297; international, importance of process in, 156–157; opening the door to, 118; opening up, to observation and feedback, 296; past experiences with, discussing, 293; reopening, 293; separating emotions from, 154–156. *See also* Collaborative negotiation
- Negotiation, environment, 289, 295
- Negotiation team members, choosing, 294
- Neutral settings, 295
- Neutralization, 109, 237
- Nietzsche, F. W., xxix
- Normalizing technique, 57
- Norms of organizational culture. *See* Cultural norms
- Notification, 195, 196
- Nuremberg trials, 269–270
- Nurses' Health Study, 253
- O**
- Objections, anticipating and addressing, 53
- Oe, K., 100–101
- Office environment, arrangement of the, 37, 38–39
- Official organizational messages, issue with, 45
- Old culture, asking questions about the, 325, 326
- Ombudsman offices, 314
- One-on-one negotiations, 291
- On-the-job coaches, 217–218
- Open-ended questions: difficult behaviors suggesting the need for

INDEX

- Open-ended questions: (*continued*)
 asking, 212–213; starting with,
 51, 71, 72–73
- Openness: in addressing emotions,
 effect of, 110; in collaborative
 negotiation, 287, 288, 293, 296;
 desire for, 71; increasing, 224; of
 leaders, 244, 245; maintaining,
 330; modeling, 216; obstacles to,
 209; organizational cultures and,
 4; and risk, 88, 97; shifting to an
 attitude of, 173; suppression
 postponing, 100; in talking about
 problems, 150
- Opponents. *See* Others
- Opportunities: of collaboration,
 23–24; conflicts as, xxi–xxii,
 xxiii, xxvii, xxix, xxxvi, 10–11,
 14, 15, 16, 18, 23, 25, 27, 75,
 81–82, 173, 330, 331; difficult
 behaviors as, 239; discovering
 hidden, 200–201; finding, role of
 emotional expression in, 98; for
 learning, being cheated out of,
 xxv, xxvi, 88, 310; listening as
 the opportunity of, 15; loss of
 important, 311; in resistance,
 279; seeing problems as,
 176–177; unique, in coaching,
 267. *See also* Learning
- Opposites, unity of, 240. *See also*
 Polarities
- Optimism, shifting to an attitude of,
 173
- Options: in conflict resolution
 systems design, 313; generating,
 and testing them against criteria,
 165; involving everyone in
 selecting, 197; jointly generating,
 benefits of, 163, 285, 297;
 prioritizing or selecting, agreeing
 on criteria for, importance of,
 163; questions about, to prepare
 for negotiation, 290; separating,
 from choices, 160–163
- Ordering, phrases that are examples
 of, 47
- Organizational conflicts: disguised as
 personal conflicts, exposing,
 191–192; sources of interpersonal
 and, coaching people to examine,
 255–256. *See also* Conflict entries
- Organizational cultures: changing
 difficult behaviors in, 226–232;
 common myths and assumptions
 about emotions in, 105–107;
 cross-cultural conflicts in, 8;
 current state of, 3–4; elements in,
 that can block the change
 process, addressing, 324–325;
 hidden framework of, 40; as
 holographic, 324; identifying key
 elements in, that are obstacles,
 186; one definition of, 227;
 popular culture's affect on, 6–7;
 of “public compliance and private
 defiance,” 245; response to
 difficult behaviors in, 212; staying
 power of, 227; successful,
 linkages in, 286; that are
 emotionally supportive, creating,
 220; that deny conflict, xxv, 220;
 that embrace emotional
 expression, possibility of, 101,
 110; that justify dishonesty, 90;
 that suppress emotions, 99–100;
 types of, 3; understanding,
 benefits of, 124; unspoken rules
 about conflict in, 3; weight of the
 past on, 152. *See also* Cultural
 change; Cultural norms; Culture
 shift
- Organizational negotiations, forms
 of, 291
- Organizational systems: cracks in,
 and fear of meltdown in,
 311–312; designing, for conflict
 resolution, 312–318
- Organizing Genius: The Secrets of
 Creative Collaboration* (Bennis
 and Biederman), 175–176



INDEX

- Orientation programs, 299, 316
Orientations, organizational. *See*
Control orientation; Learning
orientation
Origination of emotions: analysis of,
shifting to an, 113; gaining insight
into the, questions for, 108
Others: as enemies, defining and
treating, 5, 13, 80, 152, 177;
externalizing feelings and
attributing them to, 203, 204;
separating self from, 165–168
Outcomes: best, agreeing on criteria
for deciding, importance of, 164;
lose-lose, acceptable, 286;
ownership of, 269; satisfaction
with, questions about, to prepare
for negotiation, 290. *See also*
Win-lose outcomes; Win-win
outcomes
Ownership: of anger, 127;
commitment signifying, 269; of
cultural change, need for,
322–323; of decisions, 195, 197,
defusing, in meetings, 237; group
creating, in meetings, 237;
intervention addressing, 266
Oxytocin, 15, 16
- P**
- Pacifism, popular culture's message
about, 5
Paradigm shifts: conflict revealing,
xxiii, 311; in paradoxical
problem solving, 182–183
Paradigms, new, revealing, 179
Paradox: acceptance of, 171, 181,
182; of aggression, xxvii, 13;
involving anger, 119, 121;
meaning of, 181; of problems and
solutions, 171; in separating
commonalities from differences,
151; in separating people from
problems, 147; in separating self
from others, 165; of stereotyping,
208; underlying problems, 176,
177, 179
Paradoxical problem solving:
described, 179–185; importance
of, xxxiii–xxxiv
Parental influence, 219–220. *See*
also Families
Partnership, coaching as a, 262
Pascale, R., 324
Passing it through, as a response, 16
Passion, expressing, different ways
of, 235
Passivity, xvii, 116, 269. *See also*
Inaction
Past, the: focusing on, 82; letting go
of, 153, 171, 267, 269; power of,
68; separating the future from,
152–154; trapped in the, 111;
unresolved issues from, as an
underlying layer, 66, 68, 69, 70,
113–114, 218, 219
Patience, xxxiv, 239
Patterns of emotions. *See* Emotional
patterns
Peace, xvii, xxvi, 2, 5
Peace accords, 157
Peer counseling, coaching, and
mentoring, 314, 316
Peer influence, 103
Peer mediation, 313, 314, 315, 316,
317
People: concern for, 19, 20, 25;
difficult, identifying problems as,
205, 206, 207–209, 210;
evaluation applied to, 232;
separating, from problems,
145–148, 266, 296, 328; shifting
focus from, 15, 16
Perceptions, 2, 12, 52, 66, 70, 109,
127
Perpetrator, refusing to be the, 17
Perseverance, xxxiv, 239, 329
Personal satisfaction, greatest
sources of, xxviii
Personal strategic plans, 262



INDEX

- Personalities: difficult, identifying problems as, 205, 206, 209–211; evaluation applied to, 232; as an underlying issue, 66, 69
- Personalizing, 47, 74, 145, 191, 194, 266, 317
- Physical environment, of offices, arrangement of the, 37, 38–39
- Piggybacking, 160
- Pinter, H., 132
- Playfulness, shifting to an attitude of, 174
- Polarities, 151, 177, 181, 182, 200
- Poor communication, cost of, 30, 33–35, 307. *See also* Miscommunication
- Popular culture, conflict messages in, influence of, 5–7
- Positions: developing, in collaborative negotiation, 293; versus interests, 133–135, 286; reassessing priorities and, taking a minute of silence for, 284; separating, from interests, 137–145; stating interests instead of, 53–54
- Positive attitude, shifting to a, toward problem solving, 171, 172–174
- Positive emotions, triggering, 97
- Positive reinforcement, balancing, with critical insight, 261
- Positive responses, 15–17
- Positive words, using, to describe conflict, 78, 84
- Power: of conflict and strong emotions, xxiii–xxiv; and corruption, 138; covert, of conflict, increasing the, xxv; as an element that can block change, questions for addressing, 324; of empathy, 84; equality of, 139; in the “fight or flight” response, 13; gaining a sense of, in relationships, 222; holding on to, shifting from, 25–26; indicated by the physical office environment, 37, 38; of listening, 29; negotiating for, 288; of the past, 68; position of, in sympathy, 85; resolving conflict based on, 137–138, 139, 313; of selfless action, 267; in the “tend and befriend” response, 16; transformational, of conflict, xxix–xxx
- Power of Positive No, The* (Ury), 137
- Power sharing, indicated by the physical office environment, 38
- Preaching, phrases that are examples of, 47
- Prediction, fallacy of, 193
- Priorities: false, 281; merging, 280; reassessing positions and, taking a minute of silence for, 284; unable to focus on, 155
- Privacy issues, 220, 303
- Private agendas, 60
- Problem solving: approaches to, comparing, 177, 178, 288; decision-making methods for, 195–199; informal, using, 292, 312, 313, 316; made easier, by focusing on identifying and prioritizing the problems, 149–150; method of, for resolving chronic workplace conflict, 191–194; one-sided, 170; paradoxical, xxxiii–xxxiv, 179–185; positive force for, 94, 96, 101; refocusing on, 317; research on, and effectiveness of solutions, 149; returning to, after asking more questions to reduce resistance, 284–285; transformation and, 199–201; turning into commitment, 269; using, as a method for changing difficult behaviors, 217; as a watershed point, 170. *See also*

INDEX

- Collaborative negotiation;
Creative problem solving
- Problems: admitting and recognizing, and accepting they need to be solved, 188; attitude toward, shift in, 218; coaching to understand, 264; collaboratively defining, and clarifying, 188–189; commitment to, degree of, 269; as complex and paradoxical, 176, 177; conflict revealing unsolved, xxiii; continuing to solve, 298–299; focusing on, 15, 16, 128; and how to solve them, orientation toward, shifting the, 171, 176–179; jointly investigating, analyzing, categorizing, and prioritizing, 189; nature of, 199–200; outgrowing, 200–201; redefining, 177, 210, 211; reframing, 112; remembering the, 298; separating, from solutions, 148–150, 266; separating people from, 145–148, 266, 296, 323; transferring, effect of, 207; way of defining, as part of the problem, 205–212
- Problem-solving meetings, regular, scheduling, 229
- Process: emphasis on the, 82; issues involving the, resistance stemming from, 277; ownership of, 269; separating, from content, 156–160, 266–267; shifting our, 133; stopping the, to improve the communication, 283. *See also* Journeys
- Process agreements, 157, 158–159
- Process awareness, 216
- Process change, 296
- Process improvement: in conflict resolution systems design, 313; making joint suggestions for, 295, 297
- Process improvement teams, forming, 291
- Process interventions, encouraging, 296
- Process observers, use of, 229, 296
- Proposal rejection, examining reasons for, 280
- Prying, phrases that are examples of, 48
- “Public compliance and private defiance” culture, 245
- Public forums, holding, 294, 314
- Publicizing accomplishments, 297
- Quality, of emotions and feelings, gaining insight into the, questions for, 108
- Quantities and qualities, negotiating for, 287–288
- Questions: approach to asking, 72; asking more, to reduce resistance, 284–285; asking risky, in coaching, 264; clarifying, asking, 128, 237, 266; follow-up, use of, 226; for leaders as conflict coaches, 258–260; open-ended, starting with, 51, 72–73; powerful, 72; starting with, 71; using, as a leadership competency, 248

R

- Racial discrimination, 316
- Racial diversity, surfacing conflict involving, example of, 243–244
- Racism, 208, 277–278
- Rage, as withdrawal, 116. *See also* Anger
- Rationalizations: for being honest, 91–92; for not being honest, 90–91
- Reality testing, 50, 290

INDEX

- Receiver, as an element of communication, 39
- Recipe approach, problem with the, xxxii
- Recognition, using, to reduce resistance, 282, 283
- Reconciliation: emotional expression leading to, 101; reducing capacity for, 79; and separating people from problems, 146
- Recorders, use of, in meetings, 237, 238, 296
- Reductionism, fallacy of, 194
- Reflection, on emotional experiences, 110
- Refracted messages, 42
- Reframing, xxxiii, 16, 59, 84, 94, 97, 98, 101, 111–114, 224, 237
- Reframing Organizations* (Bolman and Deal), 185–186
- Refusing to budge, as a response, 12, 13
- Regulation negotiation process, 316
- Reinforcement, positive, balancing, with critical insight, 261
- Reinterpretation, 110
- Reinventing government, efforts at, example of, 205–206
- Relationship: conflict defined as a, 219; between speakers and listeners, 40, 41; with your opponent, emphasis on the, 82, 83, 84
- Relationships: anger testing, 125; building, intervention addressing, 267; common goals for, agreeing on, 291–292; difficult, identifying problems as, 205, 211–212; as an element that can block change, questions for addressing, 324; gaining a sense of power in, 222; goals for, identifying, 150; improving, role of listening in, 61; as living things, 232; mediating difficult, 224–226; ownership of, 269; questions about, to prepare for negotiation, 290; role of empathy in, 86; successful, building and sustaining, 286; in systems, 306; transforming, 133; unresolved issues in, resistance stemming from, 277; valuing, over being right, 129. *See also* Coaching relationships
- Relaxation, shifting to an attitude of, 174
- Repression and suppression. *See* Suppression
- Requests: resistance interpreted as, xxxiv, 276; transforming insults into, 77–78
- Resistance: to a change process, 23–24; in coaching, 262; effect of, 273, 274; to emotions and feelings, gaining insight into the, questions for, 108; exploring the reasons for, xxxiv, 274, 275–278; meaning of, 275; reducing, and overcoming impasse, techniques for, 279–286; as a request, xxxiv, 276; sources of, as disguised, 279–286; time spent on, 139; understanding, to change, 278–279
- Resolution: avoidance versus, 88; benefits of, xxvi; versus closure, 327; emotions as a positive force for, 101; institutionalizing, designing systems for, xxxiv; moving to, xxvii, 137, 330; new international culture of, need for a, 8; organizational cultures that discourage, 4; organizations favoring settlement over, reasons for, 100; settlement versus, xxv–xxvi, 88, 327; suppression versus, 88; the truth of, xxiii. *See also* Conflict resolution
- Resolution alternatives, expanding, 313
- Respect: for boundaries, 38; for diversity, 217; questions about, to

INDEX

- prepare for negotiation, 290; and reaching closure, 327, 328; request for, resistance as a, 276; responding with, to other people's concerns, 52; speaking with, 52
- Responding technique, 59
- Response trigger, 102
- Responses, emotional. *See* Emotional responses
- Responses to conflict. *See* Conflict response strategies
- Responsibility: lack of, 65, 89, 206, 222; locus of, shifting the, 148; taking, 18, 31, 82, 129, 155, 166, 167, 206, 222, 244, 269–271, 288. *See also* Shared responsibility
- Restorative justice techniques, 314
- Results: concern for, 19, 20, 25; evaluating, in creative problem solving, 190–191; producing the best and most satisfying, 22–23. *See also* Outcomes
- Retaliation: fear of, 6; likelihood of, 288–289. *See also* Counterattack, as a response
- Revenge, 208
- Review boards, 314, 315, 317
- Rewarding difficult behaviors, xxxiv, 3, 17, 74, 80, 206, 212, 214–215, 226, 243, 322
- Rewarding honesty, 216
- Rewards and punishments: conflict cultures generating, 321; redesigning, need for, 327
- Riddles, 171, 181, 182
- Rights: resolving conflict based on, 138, 139, 313; universal, 241, 242
- Rilke, R. M., 1
- Risk: in acknowledging emotions, 97; associated with cultural change, 322; in being honest, 88, 97; committed action as a, 268, 269; of disease, 96–97, 253; willingness to accept, 71, 318
- Risky coaching interventions for, 265–267
- Rituals and ceremonies, use of, for closure, 329
- Role models, 173, 216, 242, 243, 326
- Role-playing, 84, 85, 293
- Role-reversing dialogue, 85–87, 236
- Roles, listening within, 36, 61
- Rolling over, as a response, 12
- Roosevelt, E., 241
- Round-robin method, 161, 162, 238, 292, 295
- Rucker, R., 41
- Rumors, 13, 45, 122, 139, 152, 294. *See also* Gossiping
- Running away, as a response, 12, 13, 22. *See also* Withdrawal
- Rushdie, S., 93

S

- Sabotaging, 124, 127, 197
- Sadness, as a distraction, 115
- Saving face, allowing for, 295–296
- Schools, influence of, xix, 3, 23, 103, 218
- Scottish Himalayan Expedition, The* (Murray), 268
- Secrecy, 88, 322
- Secret attraction, 117
- Secret ballots, 161, 162
- Security, issue with, 1, 2
- Selection, separating criteria from, 163–165
- Self: authentic, journey in search of an, 84; focusing on, starting with, 71; separating, from others, 165–168
- Self-assessment: as coaches, 260–261; as leaders, 249–252; as a negotiation participant, 299
- Self-awareness, 95
- Self-confidence, 274
- Self-defense, and honesty, 88–89

INDEX

- Self-esteem: low, projection of, 120;
reducing capacity for, 89; as an
underlying issue, 66, 70
- Self-fulfilling prophecies: about
hostile attitudes, 55, 146, 208;
creating, myths and assumptions
resulting in, 102–103; ongoing,
155
- Self-honesty, 89
- Self-improvement, 83
- Self-knowledge, as a leadership
competency, 247–248, 250
- Selfless action, power of, 267
- Self-management, capacity for,
improving, 318
- Self-managing teams, transitioning
to, efforts at, 45, 133–134,
174–175, 316
- Self-perceptions, as an underlying
issue, 66, 70
- Self-regulation, 95
- Self-reinforcing conflict spiral,
6–7
- Senge, P., 18
- Separations: of commonalities from
differences, 150–152; of criteria
from selection, 163–165;
delineating a number of, goal of,
136–137; of emotions from
negotiation, 154–156; of the
future from the past, 152–154;
importance of, xxxiii, 135, 136,
168; of options from choices,
160–163; of people from
problems, 145–148, 266, 296,
328; between planning and doing,
fallacy of, 194; of positions from
interests, 137–145; of problems
from solutions, 148–150, 266;
of process from content,
156–160, 266–267; of self from
others, 165–168; truth about,
136
- Settlement: focusing efforts beyond,
26, 137; organizations favoring,
reasons for, 100, 243; versus
resolution, xxv–xxvi, 88, 327;
results of, xxvi; splitting the
difference to reach, 281; stopping
a conflict versus, 327; superficial,
55; training oriented toward, xxi
- Sexism, 208
- Sexton, A., 331
- Sexual harassment, 67–68,
245–247, 280, 307–308
- Shakespeare, W., 131
- Shaming, anger and, 127
- Shared interests: focusing on, 27,
244, 280; multiple, 150–151. *See*
also Commonalities
- Shared responsibility: Creating a
sense of, 267; for meetings, 238;
as a method for changing difficult
behaviors, 217; and risk, 88;
shifting to, 25–26, 73, 83
- Shared values: core, identifying, 151;
developing, 292; emphasis on,
288; identifying and clarifying,
228–229, 280; that define the
new culture, reaching agreement
on, 326. *See also* Commonalities
- Shared vision, 18, 292, 316
- Shaw, G. B., 30
- Sibling rivalry, reenacting, 74
- Sidebar mediations, 317
- Silence: anger and, 121; acquiescent,
17; conspiracy of, 87–88, 270;
culture of, changing a, 245–247;
encouraging, 322; fueled by fear,
89; in meetings, 235, 237; minute
of, taking a, to reassess positions
and priorities, 284; and risk, 88;
and settlement, xxvi; suffering in,
120; web of, breaking the, 71
- Slaikue, K., 309
- Smith, D., 178
- Social change, way to, xxvii
- Social networks, resolving conflicts
through, 253–254
- Social skill, 95
- Social ties, 253
- Soliciting technique, 58

INDEX

- Solutions: better, holding out for, 198, 274; effectiveness of, 198, 274; focusing on, 17; inventing, that satisfy everyone's interests without attachment, 190; narrow, that are tailored, looking for, 280; perceptions of, as unpleasant, addressing, 282–283; potential, questions to help identify, 162–163; separating problems from, 148–150, 266
- Speakers: effective communication for, 50–54; relationship between listeners and, 40, 41
- Speed, of communication, 41
- “Squeaky wheels,” 44, 212
- Status quo, preserving the, 312
- Stereotyping, 10, 207, 208–209, 212. *See also* Labeling
- Stopping conflict, differences in, 327
- Strategic action planning, 262
- Strategic planning: in conflict resolution systems design, 314; democratic versus hierarchical, 192–194; last step in the process of, 268
- Strategic planning fallacies, 193–194
- Strategies: of a control orientation versus learning orientation, 178; questions about, for strategic planning, 193
- Strategies in response to conflict. *See* Conflict response strategies
- Strategy*, meaning of, xxxii
- Straw votes, 237
- Strengths: leaders understanding their, 247; perceived, relying on, 103
- Stress: release from, 83; triggered by conflict, 96–97
- Strong emotions: accumulation and release of, 111; feeling weaker by succumbing to, 10; lacking the skills to respond to, xxvi; learning to manage, 114; misplaced, managing, example of, 114; power of, xxiv. *See also* Anger; Fear
- Subconscious associations, stimulation of, 109
- Subconscious beliefs, 123–125
- Subconscious suggestion, 161, 162
- Subjective lenses, seeing through, 153–154
- Subjective questions, using, for conflict audits, 319–321
- Sublanguages, 75
- Success and failure, meaning of, in conflict resolution, 274–275
- Successes: celebrating, 190, 191, 299; of collaboration, continuing to communicate about the, 299; of mediation, 302–303; multiplying, 330–331; periodically acknowledging, 283
- Summarizing technique, 59–60, 76, 236
- Superficial communication, xxv, 6, 71, 88, 90
- Superficial issues, 64, 65, 69, 70, 143, 274
- Supervisory teams, and cultural change efforts, 322, 323
- Supplementing technique, 58
- Supportive behaviors, listing, 229, 230–231
- Supportive confrontation, 314
- Suppression: discouraging, 275; of dissent, 243; of emotions and feelings, 94, 97, 98, 99–100, 101, 102, 109; as an initial response, xx; intervening to stop conflict versus, 327; organizational cultures and, 3; price of, xxvi, 90, 101, 152; versus resolution, 88; resulting in difficult behaviors, 212; training oriented toward, xxi
- Supreme Court decisions, 155
- Surprises, eliminating, 295



INDEX

- Surrender, 22, 55, 122, 170, 174, 197
- Survival, securing, 96
- Swindoll, C., 240
- Symbols, 40, 78, 79
- Sympathy, empathy versus, 85
- Systemic approach, costs savings from a, 309–310
- Systemic meltdown, fear of, 311–312
- Systems: difficult, identifying problems as, 205; dysfunctional, way of adapting to, difficult behaviors as, 212, 215; relationships in, 306
- Systems design, reasons for, 311–312. *See also* Conflict resolution systems design
- Systems thinking, 18
- T**
- Tactical approach, issue with a, xxxii, 192
- Tao Te Ching* (Lao-tzu), 254
- Team cultures, creating, 220
- Team meetings: creating inclusion in, example of, 231–232; process observer for, 229
- Team members, negotiating, choosing, 294
- Teams: building, in conflict resolution system design, 314, 315; for conflict audits, 319; for conflict culture analysis, 325–326; cross-functional, 193, 319, 325–326; and decision making, 196; fast-forming, 219–220, 316; leadership and supervisory, for cultural change efforts, 322, 323; process improvement, forming, 291; self-managing, transitioning to, efforts at, 45, 133–134, 174–175, 316; staff-volunteer, 317; for strategic planning, 193
- Teamwork: organizational goals based on, 289; using, as a method for changing difficult behaviors, 216. *See also* Collaboration; Collaborative negotiation; Collaborative problem solving
- Temporary cease-fires, 286
- “Tend and befriend” response, shifting to the, 15–17
- Theory X and Theory Y, 183–184
- Thinking: guide to, 96; new way of, need for a, 169, 170; shift in, as preparation for creative problem solving, 171–179; systems, 18
- Third parties, use of, 128, 285, 294, 302. *See also* specific type
- Thomas-Kilmian Instrument, 19, 22
- Thoreau, H. D., 307
- Threatening, phrases that are examples of, 47
- Time investment, xxi, 309
- Time keepers, appointing, 296
- Time-outs, taking, 128, 280
- Timing, of communication, 41
- Tone of voice: emotional, perception of, as a trigger, 109; hidden framework of, 40
- Toyota, 176
- Trade-offs, 281–282, 295
- Training: in collaborative negotiation, receiving, 293, 299; common, in conflict resolution, issue with, xxi–xxii; in conflict coaching, receiving, 317; in conflict resolution systems design, 313–314, 316, 317; in diversity, lack of, cost of, 308
- Transcendence, xxiv–xxv, xxvii, 130, 179, 183, 199, 200, 201
- Transformation: compromise versus, xxvi; conflicts transformed into sources of, 110; designing systems for, 307; emotions as a positive



INDEX

- force for, 94, 97, 101; how empathy and honesty lead to, 84–90; method essential to, 23; moving toward, xx, xxvii, 330; and problem solving, 199–201; requirement for, xxxii. *See also* Change
- Trapped feeling, 6, 14, 83, 111, 115
- Triggers: actions or events as, of emotional responses, 109; of anger, 119–120, 122–123, 206; routine, of negative and positive emotions, 97; that push emotional buttons, 120, 220–222; words and phrases as, for miscommunication, 46–48
- Trust: ability to, 92; anger destroying, 127; encouraging, in listeners, 53; increasing, 165; leaders inspiring, 244; maintaining, through integrity, as a leadership competency, 248, 251–252; meeting regularly to continue building, 299; rebuilding, 274, 300; withholding information due to perceived lack of, 70, 71. *See also* Distrust
- Trustworthiness, valuing, 248
- Truth: about responsibility for conflict, 269; appearance of, 131, 132; in conflict, 132–133; deepest, 136; distortion of, 155; inner, listening to our, xxx, 69; between the lines, 63, 64; protecting ourselves from, taking steps toward, 89. *See also* Honesty
- Truths: deeper, searching beneath the surface for, 64; hidden, revealing, 64, 204; multiple, 133, 179
- Turnaround feedback, providing, 261
- Turnover, increasing, 127
- Twain, M., 63, 64
- ## U
- Ueland, B., 29
- Unanimity, 195, 196–199
- Underlying issues: accessing the deepest, 84; addressing, by separating positions from interests, 144; coaching to uncover, 264; committing to resolving, 26; distraction from, 115; getting to the, steps to, 71–73; as layers of the iceberg, 66; revealing the, to our opponents, 69, 70; that are unspoken, 65; uncovering, examples of, 67–68, 74–75; using questions to reveal, as a competency, 248. *See also specific underlying issues*
- Undermining, as a response, 12, 13, 124, 127
- Unexpressed emotions, and how they create conflict, 98–102
- Unifying visions, creating, 248
- Unilateral decision making, 195–196
- U.S. Air Force, 310
- U.S. Constitution, 138–139
- U.S. Defense Mapping Agency, 310
- U.S. government agency, changing difficult behaviors at, methods of, 216–218
- Unity, xxvii, 136, 139, 195, 197, 240, 286, 289, 301
- Universal human rights, 241, 242
- University of California at Riverside, 96
- Unmet needs, xxxiv, 145, 218, 219, 275
- Unresolved conflicts: costs of, 307–309, 310–311; downward spiral of, difficulty halting, 306; emotional and physical price paid for having, 96–97, 98–99, 127;



INDEX

- Unresolved conflicts: (*continued*)
at home and at work, as barriers to social networks, 253–254. *See also* Chronic conflict
- Unresolved issues: keeping track of, and returning to, 298–299; from the past, as an underlying issue, 66, 68, 69, 70, 113–114, 218, 219; resistance stemming from, 277
- Ury, W., 137, 164, 289, 312
- V**
- Validating technique, 60
- Values: and committed action, 268, 269; establishing, 96; modeling, 326; negotiating coaching relationships based on, 261; promoting without imposing, 247; questions about, for strategic planning, 193; and the reasons for honesty and empathy, 92. *See also* Shared values
- Victim role: claiming the, justifying, 209; dropping the, intervention on, 267; innocent, appearing in the, 13; receiving sympathy or attention in the, 85; refusing the, 17
- Vidal, G., 55
- Videotaping, use of, 229, 296
- Vietnam War, negotiations that ended the, 156–157
- Vision: creating a, for the future, as a leadership competency, 248, 250–251; as an element that can block change, questions for addressing, 324; inciting collaboration through, 242; for a new culture, creating a, 327; questions about, for strategic planning, 193; shared, 18, 292, 316
- Voting: in meetings, 237; as a method of decision making, 195, 196
- Vulnerability: appearance of, 100; being open to, 71, 118, 221, 226; fear of, 71; focusing on, in coaching, 264; and honesty, 89; increasing, 224; in meetings, 236; and risk, 88
- W**
- “Walking the talk,” 242
- War crimes, responsibility for, 269–270
- Warlike approach, 13, 80. *See also* Aggression
- Warlike metaphors, 79–80, 81, 82
- Wars, xvii, 4, 156, 330
- WATNA (worst alternative to a negotiated agreement), 290, 293
- Weaknesses: ignoring our, 103; leaders understanding their, 247; noticing our, 331
- Weber, M., 227–228
- Whitehead, A. N., 194
- “Why” questions, unasked, difficult behaviors suggesting, 212–213. *See also* Open-ended questions
- Wilde, O., 117
- Willingness: to accept responsibility, 166, 167; to accept whatever underlying issues are found, 71; to be honest, lacking in the, 89; to change, 92; to engage conflict, xxviii; to examine assumptions, 82; to reach closure, 327; to take off masks, 118; to take risks, 71, 318
- Win-lose outcomes, 79–80, 81, 133, 137, 138, 140, 171, 196, 286, 330
- Win-win outcomes, 133, 138, 140, 286, 288
- Wisdom, 84, 96
- Withdrawal, 13, 100, 116, 146, 209. *See also* Running away, as a response



INDEX

- Wittgenstein, L., 169
Women's friendships, 253
Words and phrases, hidden
 framework of, 40
Work environment: dysfunctional,
 response to, difficult behaviors
 as a, 212, 215; that embraces
 conflict resolution, xxxv.
 See also Organizational
 cultures
"Working Paper" (Smith), 178
- Workplace: chronic conflicts in the,
 xxii–xiii; conflicts in the,
 xxi–xxii; unspoken rules about
 conflict in the, 3
World War II, 4
Worldwide environmental changes,
 effect of, 176
- Y**
- Year-round negotiations, 297
Yourcenar, M., xix