## **INDEX**

Page references followed by *f* indicate a figure. loss aversion, impact, 143 acceptance (Moving Beyond stage), 205, 207-209 observation, 181–183 management, strategies, 217-218 beliefs, 103 Acme Foods, Triangle of Satisfaction model Best Alternative to a Negotiated Agreement (cs), 59-66 (BATNA), 214 diagnosis/worksheet, 61 analysis, 50 strategic direction, 62–64 confrontation, 155 amiables, interaction, 189-191 usage, 36 amiable social style, 183 bias Loss Aversion Bias model, 20, 21f, 144 analyticals, interaction, 189-191 analytical social style, 183 self-serving bias, 98–99 anger (Moving Beyond stage), 205, blame, attribution (correlation), 206-207, 223-225 102-104, 103f listening/acknowledgement, 220, Bolton, Robert and Dorothy, 8-9 222-223, 224 boundaries management, strategies, 216-217 clarification/reestablishment, 165 assertiveness clarity, absence, 163 indicators, 182 elements. 161–162 attribution enforcement (identification), acceptance assumptions/perceptions, (absence), 162 factors, 103-104 expansion, 163 blame, correlation, 102-104, 103f jurisdiction, acceptance (absence), 164 formation process, 103-104 workplace boundaries, 165 Boundary model, 21, 21f, 161 intentional/hostile attribution, 102 intrinsic nature attribution, 101–102 assessment/application, 170 procedural trust, relationship, 110f background, 161 scenarios, 104-107 conflict, cause (quide), 163–165 situation attribution, 99-101 conflict, definition, 163, 163f crisis, definition, 163, 163f types, 100f attributional retraining, 112–114, 210–211 diagnosis, 165-166 usage, 115-117, 124 diagnosis (cs), 163-164 Attribution Theory, 98–99 Mutiny at the Office (cs), 172-178 authority (boundary element), 162 practitioner worksheet, 170-172 challenge, 163-164 strategic direction, 167-168 clarification/reestablishment, 165 strategic direction (cs), 168–170 authority problems (Circle of Conflict brainstorming, 50, 78, 217 model structural problem), 72 Bridges, William, 203-205, 207, 208 behavior chain of command, following, 166, 167,

169 (cs)

change, stages, 204

defined standards (boundary

element), 161–162

234 | Index

Circle of Conflict model, 19, 19f, 68	micro-skills, 213
assessment/application, 79–81	reactions, Stairway model (usage), 29-31
background, 67	constructive reciprocation. See positive
data, 68, 70–71, 74	reciprocation
points, 70f, 71f	control, decrease, 30
problems, strategies, 76, 77	control responsive, 183
strategy questions, 82	cooperation, approach, 131
diagnosis, 67–72, 68f	Coworker's Dilemma (Dynamics of Trust
diagnosis (cs), 72–74	model) (cs), 120–126
externals/moods, 68, 69, 73	diagnosis/worksheet, 122
interests, identification/ focus, 78–79	strategic direction, 123–126
interest strategy questions, 83	crisis, definition (Boundary model),
party interests, interaction (strategies), 76	163, 163f
practitioner worksheet, 81–84, 81f	100, 1001
relationships, 68, 69, 73	data. See Circle of Conflict model
dispute, 84	attribution factor, 103
Spanish Estate (cs), 85–94	denial (Moving Beyond stage),
strategic direction, 75–76, 75f	204, 205–206
strategic direction (cs), 76–79	management, strategies, 214–216
structure, 68, 74	destructive reciprocation. <i>See</i> negative
problems, 71–72	reciprocation
problems, 71–72 problems, strategies, 76, 78	diagnosis
strategy questions, 83	impact, 9–10
0, 1	simplicity/complexity,
structure/relationship dynamic, 80–81	contrast, 10
values, 68–69, 73 dispute, 84	dispute resolution approaches, 27–28
values/data dynamic, 80	downward spiral, 124–136, 135f
coaching (Social Styles intervention), 187	cycle, breaking, 138
collaborative problem solving, 50	drivers, interaction, 189–191
common interests, focus, 49, 56, 57	
communication	driving social style, 183 Dynamics of Trust model, 19–20, 19f, 95
problems, Social Styles model	
focus, 184, 185	assessment/application, 118–119
translation (Social Styles	attribution
intervention), 187	blame, correlation, 102–104
competitive bargaining, 50	scenarios, 104–107 types, 100f
compromise, 50	attributional retraining, 112–114, 124
confidence-building measures	usage, 115–117
(CBMs), 111–112	AttributionTheory, 98–99
procedural trust, relationship, 110–112	background, 95–99
conflict	Coworker's Dilemma (cs), 120–126
costs, increase, 29–30	data points, 113f, 114f
definition (Boundarymodel), 163, 163f	diagnosis, 99–104
intervention, 167	diagnosis (cs), 104–107
occurrence, reasons, 163, 165	intentional/hostile attribution, 102
post-conflict vision, building, 217–218	intrinsic nature attribution, 101–102
root causes, finding, 4–6	motives/intentions, 97
story (cs), 23 understanding,	personal trust, 108–112
framework, 10	practitioner worksheet, 119–120
conflict analysis models, range, 9–11	procedural trust, 108–112
conflict maps, 8	risk, 96
conflict resolution	tolerance, 97–98
daily resolution, 3–4	self-serving bias, 99

Index | 235

situation attribution, 99–101 strategic direction, 107–114	loop back, 34, 36 refocusing, 216
strategic direction (cs), 115–118 trust, types, 108–109	types, usage, 49–50, 56 intrinsic nature attribution, 101–102
emote responsive, 192	job, start/finish times following,
emotional energy, drain, 29	166–167 (cs)
emotional interests, focus, 212	norms, expansion, 164
emotional loss, 147	jurisdiction (boundary element), 162
emotion (psychological) interests, 44–45, 50, 59	challenge, 164 clarification/reestablishment, 167
emotion (psychological) interests, 44–45, 50, 59	Kubler-Ross, Elizabeth, 203–204, 206
enforcement (boundary element), 162	
expressives, interaction, 189–191	Landau, Daryl, 10
expressive social style, 183	Lang, Michael, 11, 231, 232
externals/moods. See Circle of	Law of Reciprocity (model), 20, 20f,
Conflict model	129, 131f
c 1 4.5	diagnosis, 134–136
face, loss, 147	downward spiral, 134–135, 135f
false bargaining, avoidance, 215, 216–217	cycle, breaking, 138 natural laws, background, 129–130
focus, loss, 29	outcomes, 131–132
Foundational Problems, Loss Aversion Bias	principles, 133
model (cs), 158–159	reciprocity
gains and losses	diagnosis (cs), 136–137
analysis, 146f	strategic direction (cs), 137–138
reframing, 151–153	Shooting for the Moon (cs), 141–142
goals (reference point), 150	strategic direction, 137–138
Greek Social Club, Stairway model	upward spiral, 137–138, 137f
(cs), 38–42	leverage, 139
diagnosis/worksheet, 39	legitimacy (boundary element), 162
strategic direction, 40–42	"Let It Go," necessity (exploration), 218
	limited resources (Circle of Conflict model
help, accepting help, 133	structural problem), 71–72
	listening, focus, 216
impasse, avoidance (party movement),	loss. See gains and losses
50–52, 56	amplification, 146f
information, attribution factor, 103	aversion, impact, 144
intention (trust element), 97	Loss Aversion Bias model, 20, 21f, 143
intentional/hostile attribution, 102	assessment/application, 157
interest-based process (dispute resolution	background, 143–145
process), 28	behaviors, 143–144
failure, rights only direction, 35–36	diagnosis, 146–148
strengths/weaknesses, 31	diagnosis (cs), 146–148
usage, default, 33–34, 35	Foundational Problems (cs), 158–159
worksheet, 37 interests	strategic direction, 150–155
	strategic direction (cs), 156–157
appearance, 45–48 common interests, focus, 49	lowest-cost rights/power process, usage, 34
development, 57	Mayor Rornard 10
exploration/focus, 214	Mayer, Bernard, 10
CAPICIAGOII/10040, 211	micro-skills, 213

236 | Index

micro theories, development, 12	natural laws, background, 129–130
models	negative (destructive) reciprocation, 132f
conflict analysis models,	negative reciprocity, diagnosis, 135–136
range, 9–11	negotiation, 218
definition, 7	norms
overview, 17	boundary element, 162
requirements, 10–11	boundary expansion, 163, 164
theories, contrast, 6–9	clarification/reestablishment, 167
types, 18–22	,
usage, 13–14	organizational structures (Circle of Conflict
reasons, 17–18	model structural problem), 72
usefulness, 9	others
monetary loss, 147	attribution, 98–99
	help, 131
Moore, Christopher, xiii (Foreword), 8, 43,	outcomes
67, 75	judgement, reference points (usage), 150
morale, reduction, 30	, ,
motive (trust element), 97	Law of Reciprocity outcomes, 131–132
Moving Beyond Conflict model, 22, 22f,	nost experiences 102
203, 205f	past experiences, 103
acceptance, 205, 207–209	personal trust, 108
management, strategies, 217–218	positive (constructive) reciprocation, 132f
anger, 205, 206–207	post-conflict vision, building, 217–218
listening/acknowledgement,	power-based processes (dispute resolution
220, 222–223	process), 28
management, strategies, 216–217	strengths/weaknesses, 32
assessment/application, 225	usage, rights-based process failure, 36
attributional retraining, 214, 215	worksheet, 37
background, 203–205	preconceptions, attribution factor, 103–104
BATNA, 214–215	Prevost, Larry, 21, 161
change/transition, stages, 204	procedural trust, 108–109
denial, 204, 205–206	attribution, relationship, 110f
interests, exploration, 219	characteristics, 109
management, strategies, 214–216	confidence-building measures,
diagnosis, 205–209	connection, 111–112
diagnosis (cs), 205–209	focus, 109-112, 117-118,
false bargaining, avoidance,	process impasse, psychological solutions, 52
215, 216–217	process (procedural) interests, 44, 50, 58
interests, exploration/focus, 214	focus, 213
practitioner worksheet, 225–226	productivity, loss, 29
reality test, 214–215	psychological impasse
skills, application, 213, 214f	process solutions, 52
strategic direction, 213–218	result/process solutions, 51–52
strategic direction (cs), 218–225	psychological interests. See emotion
Workplace Assault (cs), 222–226	(psychological) interests
Mutiny at the Office, Boundary model	(psychological) interests
(cs), 172–178	questions, asking, 216
diagnosis/worksheet, 173–175	queenens, deming, 210
	reality
strategic direction, 175–177	simplification, model (usage), 9
Mutiny at the Office, Boundary model, (cs)	test, 214–215, 229
(Continued)	
strategic intervention options, 175–177	usage, 219, 221–222
mutual problem statements, 217	reciprocity. See Law of Reciprocity
Myers-Briggs, 22, 179, 180	reciprocity diagnosis (cs), 136–137

Index | 237

reference points, 150	strategic guidance, 189f
reframing, 151–152f	The Vision Thing (cs), 197–201
reset, 154f	translation, 192 versatility, 187–191
shift, 153–155, 154f	Spanish Estate, Circle of Conflict model
reflection, process, 11	(cs), 85–94
reflective practitioner	diagnosis, 86–87
approach, 11–13	strategic direction, 88–90
competence, foundation, 12	Stairway (interests/rights/power) model,
reframing, usage, 216	18, 18f, 27
relationships. See Circle of Conflict model	assessment/application, 36–37
strain/termination, 30	background, 27
reputation, damage, 30	diagnosis, 29f diagnosis (cs), 32–33
resolution, 218. See also conflict	Greek Social Club (cs), 38–42
resolution	practitioner worksheet, 37–38
respect, 166	strategic direction, 33–35, 34f
loss, 147	strategic direction (cs), 35–36
responsiveness, 181	status, loss, 147
indicators, 182	status quo (reference point), 150, 151f–153f
result impasse, psychological	stereotypes, 103
solutions, 52	stock market, loss aversion bias
result (substantive) interests,	behavior, 144, 145
43–44, 50, 58	strategic guidance, 11
results impasse, process solutions, 51	stress, increase, 30
rights-based process (dispute resolution	structure. See Circle of Conflict model
process), 28	style versatility, 187
failure, power only direction, 36	substantive interests, focus, 217
strengths/weaknesses, 31	taxes/rewards, loss aversion bias
worksheet, 37	behavior, 143, 144
risk (trust element), 96	Taylor, Alison, 11, 231, 232
Rummel, R.J., 10	The Vision Thing, Social Styles model
satisfaction (model). See Triangle of	(cs), 197–201
Satisfaction model	diagnosis, 198–199
self, attribution, 98	strategic direction, 199–200
self-serving bias, 98–99	theories definition, 6
Shooting for the Moon, Law of Reciprocity	micro theories, development, 12
model, (cs), 141–142	models, contrast, 6–9
situation acceptance	transition, stages, 204
meaning, 207–209	Triangle of Satisfaction model, 18,
situation attribution, 99–101	18f, 43, 44f
situation contextualization, 147–148	Acme Foods (cs), 59–66
skills improvement, 118	assessment/application, 55–57
Social Styles model, 22, 22f, 179	background, 43
assertiveness, indicators, 182	common interests, focus, 49
background, 179–181	diagnosis, 43–45
coaching, 192	diagnosis (cs), 45–49
diagnosis, 181–185, 184f	emotion (psychological) interests,
diagnosis (cs), 185–187	44–45, 54, 59
interventions, 187	impasse, 56
practitioner worksheet, 195–197	finterests focus/exploration, 57–58
responsiveness, indicators, 182	practitioner worksheet, 57–59
strategic direction, 187–191	process (procedural) interests, 44,
strategic direction (cs), 193–194	54–55, 58

238 Index

Triangle of Satisfaction model (Continued) values, 103. See also Circle of result (substantive) interests, 43-44, 55, 58 versatility (Social Styles intervention), strategic direction, 49-52, 51f steps (cs), 53-55 definition, elements, 96-97 model. See Dynamics of Trust model. personal trust, 108-112 procedural trust, 108–112 self-serving bias, impact, 99 upward spiral, 137-138, 137f

leverage, 139

187-191 style versatility, 189 wins/losses, coding, 145 workplace behavior, respect, 166 boundaries, 163-164 Workplace Assault, Moving Beyond Conflict model (cs), 226-230 diagnosis/worksheet, 227-228 strategic direction, 229

Conflict model