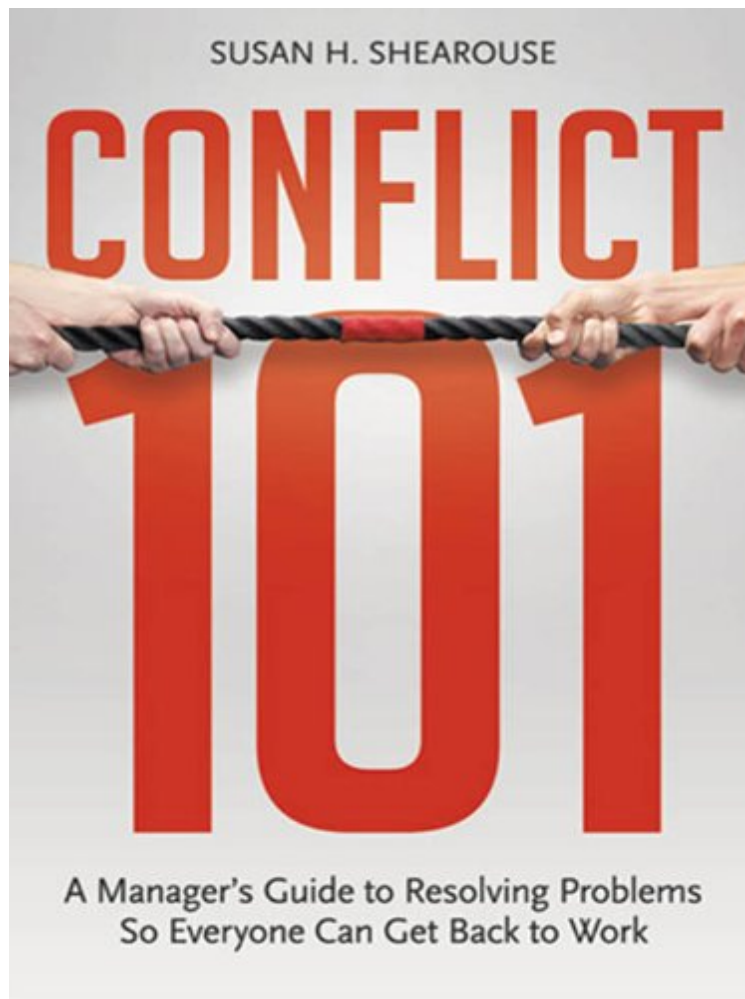


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Conflict 101: A Manager's Guide to Resolving Problems So Everyone Can Get Back to Work

Susan H. SHEAROUSE

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Susan H. SHEAROUSE : Conflict 101: A Manager's Guide to Resolving Problems So Everyone Can Get Back to Work before purchasing it in order to gauge whether or not it would be worth my time, and all praised Conflict 101: A Manager's Guide to Resolving Problems So Everyone Can Get Back to Work:

3 of 3 people found the following review helpful. Words of Wisdom Experience From One of the BestBy Mark C. HopsonI've had the privilege of working personally with Susan Shearouse on several different projects resolving conflicts and disputes in a workplace setting. Each time she has brought a considerable amount of experience, foresight, and wisdom to each of these situations. Before Susan got involved, these situations were seen by the people entangled in them as unsolvable, devastating, and catastrophic messes that leave professional and personal scars. Many books on conflict theory seem to be written with the express purpose of being confusing or with the intention of

seeming overly academic for the sake of complexity. But as the poet Charles Bukowski eloquently put it, "An intellectual says a simple thing in a hard way. An artist says a hard thing in a simple way." With a great artistry, Susan is able to convey revolutionary ways of framing situations and understanding complex human situations in a simple, accessible way. Whether you are a manager of people, an employee with very few or a great many co-workers, or even an experienced practitioner in the field of resolving conflicts; you will be able to garner some pearl of wisdom or way of seeing things that you did not have before reading this book. I would highly recommend it as a field guide to simplifying your 9 to 5 life for many years to come! 0 of 0 people found the following review helpful. This is an excellent and understandable shorter read that offers managers practical tips ...By Customer This is an excellent and understandable shorter read that offers managers practical tips based upon relational principles that are critical in resolving conflicts. I found it very useful and feel that my clients would actually use it from day one. 0 of 0 people found the following review helpful. Conflict 101 By Saskia I found this book extremely helpful even though my reason for referring to it was not for business purposes. Ms Shearouse has many very valid and practical points to offer.

When conflict brews at the office, it's a manager's job to cool things down. We all know conflict is unavoidable, especially in the workplace. Whether it's a fight over resources, a disagreement about how to get things done, or an argument stemming from perceived differences in identities or values, it's a manager's role to navigate relationships, and build compromises and collaborations. Conflict 101 gives readers the tools they need to ensure not only that employees get back on track, but that disagreements breed positive results. Readers will learn how to: **Build trust**; **Harness negative emotions**; **Encourage apologies and forgiveness**; **Use a solution-seeking approach**; **Say what needs to be said** Incorporating anecdotes taken from the author's twenty years of experience as a conflict resolution professional, the book helps readers more deeply understand how conflict is created, how to respond to it, and how to manage it more effectively.

From the Back Cover Whenever human beings interact, it's inevitable that conflict—when what one person wants, needs, or expects interferes with what others want, need, or expect—will bubble up to the surface; and no more so than at the office. Whatever the cause, it's your job as a manager to ensure that these ripples of discord don't lead to a lack of productivity, increased employee turnover and absenteeism, and other natural consequences of workplace friction. Conflict 101 gives you the tools you need to navigate relationships, build compromises and collaborations, and not only get your people back on track, but channel the energy of disagreements into positive results. You'll discover practical, immediately usable ways to: **build trust among coworkers**; **harness negative emotions**; **encourage apologies and forgiveness**, and **use a solution-seeking approach to resolving employee differences**; **say what needs to be said in any situation involving interpersonal tension**. Whether it's a disagreement about processes, factionalism over where money and staff will come from, or the byproduct of complicated relationships or differences stemming from identity, ties or values, it's imperative that you stem the tide of conflict and keep your people focused. Advance Praise for Conflict 101
"Susan Shearouse's magnificent Conflict 101 provides the essential tools for improving our working relationships. Her humor and wisdom make this book a powerful guide. A joy to read!" — Robert Maurer, Ph.D., Faculty, UCLA and University of Washington Schools of Medicine; author of One Small Step Can Change Your Life
"Workplace conflict is pervasive and effective skills to intervene are too often limited. This is an especially valuable resource for employees and supervisors facing the challenges of managing conflict. It is engagingly written, grounded with real experiences in the field." — Sandra I. Cheldelin, Vernon M. and Minnie I. Lynch Professor, Institute for Conflict Analysis and Resolution, George Mason University
SUSAN H. SHEAROUSE has a Masters Degree in Conflict Resolution and served as Executive Director of the National Conference on Peacemaking and Conflict Resolution. Her clients have included Lockheed Martin, Philip Morris, the IRS, the US Environmental Protection Agency, the US Army Corps of Engineers, and many others. About the Author
SUSAN H. SHEAROUSE has served as Executive Director of the National Conference on Peacemaking and Conflict Resolution and on the Advisory Board of the Institute for Conflict Analysis and Resolution at George Mason University. Her clients have included Lockheed Martin, Philip Morris, the IRS, the US Environmental Protection Agency, the US Army Corps of Engineers, and many others.
Excerpt. copy; Reprinted by permission. All rights reserved. Overview of the Book Part I sets the stage for understanding conflict, beginning with this chapter. Chapter 2, "What Gets in Our Way?" explores what happens when a working relationship has gotten off track—how fear, assumptions, blame, and habits get in the way of resolving conflicts. Part II, "Understanding the Dynamics of Conflict," provides an analysis of the dimensions of conflict, which points to the tools to understand differences and avoid needless contention. Chapter 3, "What We Need: The Satisfaction Triangle," describes three necessary components of satisfactory solutions. In Chapter 4, "Where We Are: Levels of Conflict," you will see how resolving conflict at the earliest opportunity is easiest—and strategies for dealing with conflicts that have escalated. Chapter 5, "How We Respond: Approaches to Conflict," enables you to gain a clearer understanding of your own approaches to conflict, and the

approaches others around you use. From there, you learn strategies for beginning to change those approaches when they are not useful and to deal more effectively with other approaches you encounter at work. Chapter 6, "Who We Are: Cultural Considerations," explores cultural differences and the role these differences play in creating and resolving conflict. Chapter 7, "What We Are Arguing About Matters: Sources of Conflict," analyzes five sources of conflict in the workplace: information, interests, structural conflicts, values, and relationships—; with a guide to using that understanding to resolve conflict more effectively. Part III, "Keys to Resolving Conflict," introduces five concepts managers can use to create a more positive climate for workplace relationships. Chapter 8, "Building Trust," considers behaviors that build or wreck trust and how to rebuild trust that has been broken. Chapter 9, "Apology and Forgiveness," addresses the role that apologies and forgiveness play, and provides steps to take to apologize effectively and to move toward forgiveness. Chapter 10, "Rethinking Anger," explores the physiology of anger, as well as ways to manage your own anger or respond to others's anger. Chapter 11, "A Sense of Humor," focuses on the importance of keeping the ups and downs of working relationships in perspective; and Chapter 12, "Time," reflects on the importance of time in decision making and the resolution of conflict. Part IV, "Putting It All Together," brings together concepts explored in earlier chapters, providing specific conflict-resolution tools and communication skills. Chapter 13, "Reaching Agreement: A Solution- Seeking Model," delineates a process for addressing differences, presents a solution-seeking model, and shows how to use it. Chapter 14, "Listening Is the Place to Start," focuses on listening skills and explores how managers can listen more effectively. Chapter 15, "Saying What Needs to Be Said," gives a guide and some tips for raising concerns and addressing issues so that others are more likely to hear your message. Chapter 16, "The Challenge of Electronic Communication," explores how to use electronic communication effectively in addressing workplace conflicts. Each of the concepts and skills presented here will enable you to resolve conflicts more quickly and effectively, which will have an immediate impact on morale, productivity, and ultimately the bottom line.