

CONTENTS

Acknowledgments	ix
Introduction	xi
CHAPTER 1: VICTIMS, VILLAINS, AND HEROES	1
Fairy tales of conflict	1
Roles we play	3
Beyond the drama triangle	7
CHAPTER 2: LESSONS FROM THE SANDBOX	13
Grow up, already	13
My PhD advisor can beat up your PhD advisor	14
Themes from the playground	14
It's hard to see the picture when you're in the frame	17
Conflict as its own reward	18
The roots of defensiveness	19
CHAPTER 3: JUST LIKE THE MOVIES	21
Elements of conflict stories	21
What drives us?	25
Our conflict dramas	28
When did the knife go in?	30
The journey from confrontation to collaboration	31
CHAPTER 4: WELCOME TO TURM-OIL INC.	33
Co-workers in conflict	33
Black Friday	38
CHAPTER 5: THE ASSUMPTION ICEBERG	44
Book 'em, Dinah	44
Motive and impact	47
Book 'em, Dinah (revisited)	50
CHAPTER 6: THE WOBBLY STOOL OF CONFLICT	53
The three legs of conflict	54
Big Bob goes bananas	55
Diagnosing resistance	58

Identifying the problem	58
Respecting process needs	59
Stabilizing the emotion	62
Big Bob goes bananas (revisited)	63
CHAPTER 7: THE PERILS OF ANGER MOUNTAIN	68
Responses to anger	69
Significance of the anger arousal cycle	73
Strategies to defuse others' anger	74
The time and place for apologies	80
CHAPTER 8: BEWARE THE CONFLICT GREMLINS	82
Strategies to manage our own anger	82
Get to know your gremlins	84
What to do about our gremlins	89
Listen to your inner coach	90
CHAPTER 9: THE POWER OF LISTENING	93
The North Wind and the Sun	94
Why listen?	94
Silence <i>is</i> golden	98
Proving you understand	99
How to get the full story	100
A metaphor is worth a thousand words	103
The importance of being genuine	104
CHAPTER 10: SPINNING THE STRAW OF DEFENSIVENESS	107
The chain reaction of defensiveness	107
Defining defensiveness	108
Spinning the gold of understanding	109
Forms of defensiveness: more lessons from the sandbox	109
Warming the climate	112
Doug separates the person from the problem	113
When you hit bedrock	115
CHAPTER 11: ESCAPING THE TRAP OF POSITIONS	117
No room at the inn for Vic	117
Trapped by positions	118
Naming the topic	119
The key to collaboration — interests and needs	121
Shifting from positions to interests	121

CHAPTER 12: PROBING THE DEPTHS OF CONFLICT	128
Shifting judgment to curiosity	128
All questions are not created equal	129
Peeling the onion for the real story	131
I'll show you mine if	134
Ask only if you really want to know	135
CHAPTER 13: STANDING UP FOR OURSELVES (WITHOUT KNOCKING THE OTHER PERSON DOWN)	137
An alternative to fight or flight	137
Passive behavior	138
Aggressive behavior	139
“I” statements	139
The difficult person story	141
“I’m okay. <i>They</i> need professional help”	145
Describing the difficult behavior	146
First within, then without	148
The D-E-S statement	148
When the other person doesn’t respond	150
A few tips	151
CHAPTER 14: THE ROAD TO RESOLUTION	153
Preparing to meet	154
Doug’s preparation to meet with Marko	155
Steps to collaboration	157
The conflict resolution two-step	162
CHAPTER 15: TIPS FOR THE TRAVELER	165
Being a warrior of the heart	165
The inner work	166
Active curiosity	172
Focusing on specific skills	173
Changing the dance	175
Don’t go it alone	181
Other tips	183
Resources	187
Bibliography	188
Index	189
About the Author	195