Contents

Contributors —— IX

Acknowledgements —— XXVII

Preface ---- XXIX

Section 1: Interpersonal Conflict Management

LaVena Wilkin

Chapter 1

Shining a Light on Organizational Conflict --- 3

Christopher T. H. Miners, Laura Rees

Chapter 2

Emotional Intelligence in Workplace Negotiations --- 11

Sandore (Sandy) Zehr

Chapter 3

Psychological Safety: Creating a Healthy Conflict Culture --- 27

Ralph H. Kilmann

Chapter 4

Thomas-Kilmann Instrument (TKI) and the Kilmann Organizational Conflict Instrument (KOCI) —— 39

Ekaterina Denkova, Costanza Alessio, Jordan Barry, Anthony P. Zanesco, Scott L. Rogers, Katsiaryna Matusevich, Amishi P. Jha

Chapter 5

Mindfulness Training in Organizational Settings: An Empirical Look at the Research —— 57

Section 2: Organizational Conflict Management

Creighlynn D. Thoele

Chapter 6

Understanding Culture to Resolve Conflict: An Introduction of the ADVANCE Through Conflict™ Model —— 71



Neil H. Katz, Michael A. Wahlgren

Chapter 7

Utilization of Frames and Reframing for Organizational Leadership and Conflict Management Effectiveness —— 103

Kenneth Cloke, Joan S. Goldsmith

Chapter 8

10 Separations in Conflict Resolution —— 113

Robin Cooper, Terry Morrow Nelson

Chapter 9

Collaborative Practices in Organizations: Managing Conflict and Leading

Constructive Change —— 123

Brian Polkinghorn, Brittany Foutz

Chapter 10

Shifting the Focus from Stand-Alone Dispute Systems Design Elements to Creating Self-Correcting and Fluid Organizations —— 133

Kuryakin C. Rucker

Chapter 11

Stereotypes, Bias and Microaggressions in Organizational Conflict

Management (OCM) --- 149

Section 3: Intercultural, International, and Ethic Conflict Management

Charity Butcher, Maia Carter Hallward

Chapter 12

Managing Workplace Conflicts: Considerations of Ethnicity and Religion —— 163

Yashwant Pathak

Chapter 13

Hindu Philosophy and the Resolution of the Roots of Conflict:

Adi Shankaracharya's 'Nirvana Shatakam' — 173

Alisa V. Moldavanova, Frederic S. Pearson

Chapter 14

Political Conflicts in the Workplace: What are Their Effects,

and Can They be Avoided? ---- 185

Section 4: Methods for Managing Organizational Conflicts

Jack Nasher, Leigh Thompson
Chapter 15
Detecting Deception in Negotiation: From Natural Observation to Strategic Provocation —— 201

Barbara Sunderland Manousso
Chapter 16
The HearT of Mediation —— 217

Alexia Georgakopoulos, Barb Allen, Eileen Petzold-Bradley
Chapter 17
Managing Organizational Conflicts Through Innovation, Creativity, and Inclusion:
Implementing a Conflict System of Shared Leadership —— 233

Hyacinth Guy
Chapter 18
Coaching and Organisational Development: Lessons and Themes
from 360 Degree Feedback —— 249

Neil H. Katz, Neal J. Powless, Gayle Hardison
Chapter 19
Functions and Benefits of an Organizational Ombuds —— 269

Teresa A. Daniel
Chapter 20
Managing Workplace Conflict: The Role of Human Resources as "Organizational
Toxin Handlers" —— 281

Section 5: Special Topics in Organizational Conflict Management

Loraleigh Keashly, Leah P. Hollis
Chapter 21
Workplace Bullying: Not Just Another Conflict —— 291

Jessica Senehi, Michele Lemonius

Chapter 22

Women and Organizational Conflict Management: Promoting Human Rights and Challenging Gender Bias —— 309

Pavel Mischenko, Neil H. Katz, Gayle Hardison

Chapter 23

Making the Invisible Visible: Uncovering the Mystery of Personality

Conflicts at Work —— 317

Haleh Karimi

Chapter 24

Organizational Conflict Management: Driving Innovation and Organizational Success Through Leadership Management and Human Connection —— 329

LaVena Wilkin

Chapter 25

Create a Space to Forgive: Letting Go of Blame and Anger Can Move Us from Victim to Survivor —— 339

List of Figures ---- 347

List of Tables --- 349

Index ---- 351