

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 (KOI) — 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 Manoussos

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