

1. Record Nr.	UNINA9910460308403321
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Titolo	The conflict paradox : seven dilemmas at the core of disputes // Bernard S. Maye
Pubbl/distr/stampa	San Francisco, California : , : Jossey-Bass, , 2015 ©2015
ISBN	1-118-85295-8 1-118-85285-0
Edizione	[First edition.]
Descrizione fisica	1 online resource (335 p.)
Classificazione	BUS047000
Disciplina	303.6/9
Soggetti	Conflict (Psychology) Interpersonal conflict Conflict management Negotiation Electronic books.
Lingua di pubblicazione	Inglese
Formato	Materiale a stampa
Livello bibliografico	Monografia
Note generali	Description based upon print version of record.
Nota di bibliografia	Includes bibliographical references and index.
Nota di contenuto	Cover; Title Page; Copyright; Contents; Preface; Acknowledgments; Chapter 1 The Art of Conflict; What We Bring to the Table, and What the Table Brings to Us; How Contradictions Make Us Who We Are; A Developmental Perspective; How Conflict Promotes Less Complex Thinking-and Simpler Thinking Promotes Conflict; How We Promote More Complex Thinking; Reflections from Practice; Chapter 2 Competition and Cooperation; Influential Approaches to Cooperation and Competition; The Thomas-Kilmann Model; Lax, Sebenius, and the Negotiator's Dilemma; Evolution and the Prisoner's Dilemma The Evolution of CooperationEvolutionary Lessons from the Prisoner's Dilemma; Limits of the Prisoner's Dilemma; A New Approach to Cooperation and Competition; Reflections for Practice; Chapter 3 Optimism and Realism; The Faces of Optimism and Realism; Optimism and Realism: the Emotional Dimension; Embracing Uncertainty: Realistic Thoughts, Optimistic Attitudes; The Ethics of Optimism and Realism; Integrating Optimism and Realism, Clarity and Doubt; Further Reflections from Practice; Chapter 4 Avoidance and Engagement; The

## Dimensions of Avoidance and Engagement

Behavioral Elements of Avoidance and Engagement; Emotional Elements of Avoidance and Engagement; Attitudinal Aspects of Avoidance and Engagement; Avoiding and Preventing, Engaging and Escalating; The Ethical Challenge; The Conflict Specialist's Challenge; Reflections from Practice; Chapter 5 Principle and Compromise; Principle Without Compromise Is Seldom Principled; Principles Are Pragmatic; The Power of Principle and Compromise; Values, Interests, and Resources; Compromising with Evil; Reflections from Practice; Chapter 6 Emotions and Logic

## The Response of Conflict Specialists to the Emotion-Logic

Paradox; Emotions, Logic, and Decision Making; Emotions and Logic in Conflict Work; The Language of Feeling and Thinking; Feelings About Thoughts, Thoughts About Feelings; Sequences and Iterations; Narratives; Observations; Identifying Feelings and Thinking; Venting; Making Use of Tension in Our Own Experience of Emotion and Logic; Follow Others' Lead; What We Feel, How We Think; Gender and Culture, Emotions and Logic; Reflections from Practice; Chapter 7 Neutrality and Advocacy; What We Mean by Neutrality; Structural Neutrality; Behavioral Neutrality; Emotional Neutrality; Cognitive Neutrality; Perceptive Neutrality; Aspirational Neutrality; How the Elements Interact: A Case Example; The Dimensions of Advocacy; Advocacy as a Role; Advocacy as a Set of Attitudes; The Goals of Advocates; The Advocate's Skills; Emotional Skills; Communication Skills; Strategic Skills; Advocates and Third Parties; Susskind and Stulberg: A Classic Debate on Neutrality and Advocacy; The Advocate Neutral; (Further) Reflections from Practice and Life; Chapter 8 Community and Autonomy; Identity, Community, Autonomy; Integrating Community and Autonomy: The Challenge for Conflict Interveners

## Sommario/riassunto

"Find the roadmap to resolution at the heart of the conflict. The Conflict Paradox is a comprehensive guide to overcoming conflict to arrive at a satisfying resolution. Written by one of the founders of the professional conflict management field and co-published with the American Bar Association, this book outlines the seven major dilemmas that conflict resolution practitioners face every day. Readers will find expert guidance toward getting to the heart of conflict, along with practical tools and techniques for more successful intervention. Using stories, experiences, and reflective exercises to bring these concepts to life, the author provides actionable advice for resolving disputes. Even contradictions that initially seem insurmountable can be overcome. The key is to help disputants change their approach to the seven dilemmas; instead of just seeing each as a duality where one must choose sides, they need to accept them as paradoxes in order to reach agreement. The Conflict Paradox provides a framework with which to analyze conflict and pinpoint the true issues being faced in order to facilitate the implementation of the best possible solution. Examine the contradictions at the center of almost all conflicts. Explore the seven dilemmas: Competition and Cooperation; Optimism and Realism; Avoidance and Engagement; Principle and Compromise; Emotions and Logic; Impartiality and Advocacy; Autonomy and Community. Understand that the sides of each paradox are interdependent, and learn how to move forward with that knowledge. Discover the tools and techniques that make conflicts less of a hurdle to overcome. Conflict is everywhere, and conflict resolution skills are valuable far beyond the professional and legal realms. With insight and creativity, solutions are almost always possible. For conflict resolution professionals looking for a better conflict analysis framework, The Conflict Paradox provides a

