

Contents

How to Use This Resource	v
About the Editor	ix
Introduction	xv
PART 1: PRESENTATION AND DISCUSSION RESOURCES	1
1. The Art of Creative Fighting <i>H.B. Karp</i>	5
2. Conflict-Resolution Strategies <i>Joan A. Stepsis</i>	19
3. Win/Lose Situations <i>Gerry E. Wiley</i>	25
4. A Taxonomy of Intergroup Conflict-Resolution Strategies <i>Daniel C. Feldman</i>	29
5. Developing Collaboration in Organizations <i>Udai Pareek</i>	39
6. Constructive Conflict in Discussions: Learning to Manage Disagreements Effectively <i>Julia T. Wood</i>	67
7. Dealing with Disruptive People in Meetings <i>John E. Jones</i>	75
8. Confrontational Communication <i>Merna L. Skinner</i>	81
9. A Positive Approach to Resistance <i>H.B. Karp</i>	87

10. Breaking Down Boundaries: Breaking Through Resistance <i>Ron Ashkenas</i>	93
PART 2: EXPERIENTIAL LEARNING ACTIVITIES	101
<i>Experiential Learning Activities: Conflict and the Team</i>	103
1. What to Look for in Groups: An Observation Guide <i>Philip G. Hanson</i>	105
2. Conflict Styles: Organizational Decision Making <i>Donald T. Simpson</i>	113
3. Win As Much As You Can: An Intergroup Competition <i>W. Gellerman</i>	123
4. Power Poker: What's in It for Me? <i>Linda Raudenbush and Steve Sugar</i>	129
5. Trouble in Manufacturing: Managing Interpersonal Conflict <i>John E. Oliver</i>	145
6. Dynasell: Hidden Agendas and Trust <i>William W. Kibler</i>	155
7. Current Status: A Feedback Activity on Trust <i>Robert N. Glenn</i>	161
<i>Experiential Learning Activities: Conflict and the Individual</i>	165
8. Retaliatory Cycle: Introducing the Elements of Conflict <i>Daniel Dana</i>	167
9. Alter Ego: Saying What You Mean <i>Duane C. Tway</i>	173
10. Conflict Role Play: Resolving Differences <i>Robert P. Belforti, Lauren A. Hagan, Ben Markens, Cheryl A. Monyak, Gary N. Powell, Karen Sykas Sighinolfi</i>	177
11. Resistance: A Role Play <i>H.B. Karp</i>	189
12. Neutral Corner: Deciding on an Issue <i>Linda Raudenbush and Steve Sugar</i>	197
13. Communication Games: Eliminating Unproductive Behavior During Performance Reviews <i>Don Morrison</i>	205
14. The Company Task Force: Dealing with Disruptive Behavior <i>Suzanne W. Whitcomb</i>	227

<i>Experiential Learning Activities: Conflict and the Organization</i>	237
15. Budget Cutting: Conflict and Consensus Seeking <i>Terry L. Maris</i>	239
16. Winterset High School: An Intergroup-Conflict Simulation <i>Charles E. List</i>	255
17. Crime-Fighting Task Force: Understanding Political Tactics in Groups <i>R. Bruce McAfee and Robert A. Herring III</i>	265
18. Piccadilly Manor: Improving Decision Making in a Political Milieu <i>A. Carol Rusaw</i>	279
19. Merger Mania: Understanding Intercultural Negotiation <i>John Chesser</i>	295
20. Lindell-Billings Corporation: A Confrontational Role Play <i>Thomas H. Patten, Jr</i>	313
PART 3: INVENTORIES, QUESTIONNAIRES, AND SURVEYS	319
1. Conflict Management Climate Index <i>Bob Crosby and John J. Scherer</i>	321
2. Cornerstones: A Measure of Trust in Work Relationships <i>Amy M. Birtel, Valerie C. Nellen, and Susan B. Wilkes</i>	335
3. The Team Effectiveness Critique <i>Mark Alexander</i>	347
4. Trust-Orientation Profile <i>Myron R. Chartier</i>	355
5. Conflict-Management Style Survey <i>Marc Robert</i>	371
6. Communication Audit: A Pairs Analysis <i>Scott B. Parry</i>	381
7. Inventory of Anger Communication (IAC) <i>Millard J. Bienvenu, Sr.</i>	395
8. The Defensiveness Inventory <i>Beverly Byrum-Robinson and B.J. Hennig</i>	405

