

# INDEX

## A

Abstraction, 135–136  
Abuse, 187, 188  
Acceptance: mutual, 114–115; stage of grieving, 51–52, 210; of what cannot be changed, 210  
Adams, G., 119  
Addiction, 58–59  
Adversity: benefits of, 172–174; secure bases and, 67, 88–90, 91; self-esteem and, 208  
Afghanistan, 213  
Agitation, 184  
Agreement, 155, 164  
Ahold, 72  
Ainsworth, M., 75  
Alcoholics Anonymous, 58  
Alexithymia, 146  
*Alice in Wonderland* (Carroll), 153  
American Psychological Association (APA), 89–90  
*America's Most Wanted*, 163  
Amygdala hijack, 5–6, 199–201, 202  
Andrew, J., 66–68  
Anger: male socialization and, 82; nature of, 186; stage of grief, 49–50  
Animal rights conflict, 125  
Animal training, 164–165  
Antidepressants, 59  
Anxious attachment style, 90, 92–93  
Apple, 34  
Arafat, Y., 118  
Arieti, S., 58  
Arizona Cardinals, 212, 213  
Armstrong, L., 25–26  
Arrogance: authority versus, 171; nature of, 211–212; reward power

and, 168; self-esteem and, 96, 209, 211–212; style of, 96  
Atlantic Ocean swim, 19–20  
Attachment: concepts of, 42, 44–47, 64–65; forming new, 52–53; grieving and, 47–56; to jobs, 45–46; loss of, 105; to people and goals, 63, 72–74, 79–87, 170; styles of, 91–96.  
*See also* Bonding; Bonding cycle; Detachment; Loss  
*Attachment and Loss* (Bowlby), 75  
Attachment avoidance, 49, 90  
Attachment theory, 42, 69  
Attacks, during negotiation, 160–164  
*Authentic Leadership* (George), 41  
Authenticity: in conflict management, 114, 121; in dialogue, 129, 131–132, 136; emotional influence and, 194; emotional intelligence and, 4; in negotiation, 8, 131–132, 172  
Authority and authority figures: distrust of, 29–30; female, 80–81; influence and, 171; informal, 169–175; rebellion and, 219; as secure bases, 69, 70–71, 75, 80–81  
Automatic influence, 178–179

## B

Bargaining, 155  
Benefits, focus on. *See* Mind's eye; Positive focus  
Bennis, W., 35  
Berlin, I., 218–219  
Berne, E., 25, 32, 73, 117, 132  
Best-case scenario, 95  
Bidwell, M., 213  
Blair, C., 38

- Blair, T., 119
- Blood pressure, 143, 144, 145, 146, 151, 183
- Boadella, D., 180
- Boarding school children, 49
- Body movement, 194
- Bonding: as antidote to powerlessness, 14–16, 17; assessment of, 65; change and, 63–64; concepts of attachment and, 44–47, 64–65; in conflict management, 116–119; defined, 42; in dialogue, 136; energy of, 46–47, 59; in hostage negotiation, 14–16, 43–44, 68–69, 128, 149–150; importance of, 40–42; leadership and, 15–16, 40–41, 62, 64; in negotiation process, 152, 162–163; organizational, 15–16, 61–62; reciprocity and, 165; styles of attachment and, 91–96. *See also* Attachment; Secure bases
- Bonding, broken: conflict and, 60, 61–63, 90–91, 102–108, 110–112; manifestations of, 56–63; reasons for, 111–112; violence and, 43, 57–58, 103, 105–108. *See also* Detachment
- Bonding cycle: assessment of, 65; breaks in, 56–63; change and, 63; concept of, 40–44; modeled in story, 37–39; overview of, 64–65; secure bases and, 68–69; stages of, 42–56. *See also* Attachment; Grieving; Secure bases; Separation
- Boredom, 141
- Boundary setting, 186
- Bowlby, J., 42, 69, 71, 75, 76, 79, 146
- Boyatzis, R., 27, 29
- Brain wiring: amygdala hijack and, 5–6, 199–201, 202; attachment styles and, 79; danger orientation and, 28, 35, 70, 201, 222; dialogue and, 136; emotion and, 183; hostage mentality and, 4–6, 18; secure bases and, 79, 83; traumatic events and, 77–78. *See also* Physiology
- Branch Davidians, 13–14
- Branson, R., 81
- Brashear, C., 88–89
- Brevity, 139
- Bridges, W., 63
- British Association for Counseling and Psychotherapy, 194
- Broken bonding. *See* Bonding, broken
- Broken Heart, The* (Lynch), 56
- Bureau of Alcohol, Tobacco and Firearms (ATF), 13–14
- Burnout, 59–60, 93–94
- Burns, G., 52
- Business Case for Emotional Intelligence, The* (Cherniss), 193
- Business leaders: attachment/bonding styles and, 91–96; bonding and, 15–16, 40–41, 62, 64, 83, 90–91; competitive nature of, 3–4; conflict management for, 119–121; humility in, 212; informal authority for, 169–175; listening and, 141–142; mother figures of, 81; as secure bases, 76, 90–91; self-expression by, 35; vision and, 34–35
- Business settings. *See* Organizations

## C

- Cancer diagnosis disclosure, 30
- Cardiac-orienting reflex, 143–144, 147, 182–183
- Cardiovascular health, 142–146, 222
- Caretakers, 93–94
- Carroll, L., 153
- Carville, J., 102–103
- Celebration, 210–211
- Challenge, 220
- Change: bonding and, 63–64; resistance to, 111, 172–173; risk taking and, 215; selling, 172–174
- Character, 191
- Charge, emotional, 180–181, 184
- Cherniss, C., 193
- Chicago Mayor's Youth Foundation, 205
- Child development: attachment behavior and, 44, 75–76, 79, 83; secure

- bases and, 80–85; self-esteem and, 207; separation and, 53
- Children, as secure bases, 83–84
- Choice: amygdala hijack and, 201; finding freedom through, 217–219, 222; giving people a, 197–198
- Cialdini, R., 171–172
- Classical conditioning, 9–10, 143
- Coercion, 112, 114, 120
- Collaboration and cooperation: law of reciprocity and, 165, 167–168; secure bases and, 70, 76, 79, 80–84; win-win attitude and, 101–102, 112
- Collins, J., 109, 212
- Comfort: attachment and, 44; despair and, 59; people as source of, 58–59, 79; secure bases as source of, 67, 69
- Commitment, 61
- Communication: in conflict management, 113–114; as source of conflict, 111, 112. *See also* Dialogue; Listening; Negotiation
- Competence: emotional mastery and, 202; goal-related secure bases and, 74, 84–85, 87–88; high self-esteem and, 87–88
- Competitiveness, 3–4
- Complainers, 95–96
- Complex relationships, 76
- Compulsive caretaker style, 93–94
- Computers, 76, 140
- Concessions, 154, 159, 164–168, 174, 175
- Conclusion, of negotiation, 155
- Confession, 145–146
- Conflict: benefits of confronting, 99–102, 122; broken bonding and, 60, 61–63, 90–91, 102–108; complexity-simplicity paradox of, 116; defined, 102; hostile dependent people in, 94; of interests versus needs, 115–116; loss and, 102–105; nature and roots of, 102–105, 122; organizational effectiveness and, 61–62; overview of, 121–122; secure bases and, 90–91; sources of, 110–112
- Conflict avoidance, 95, 100, 101, 102, 107–108, 110
- Conflict management: art of, 99–122; bonding in, 116–119; in business settings, 119–121; deescalating emotions in, 194–199; dialogue and, 123–148; international examples of, 118–119; overview of, 121–122; principles of, 116–119, 156–157; “putting the fish on the table” approach to, 108–110, 137; relationship dynamics in, 112–115. *See also* Hostage negotiation; Negotiation
- Consensus, 158–159
- Consistency, 171
- Constraints, 219
- Continuous learning, 213–217, 220
- Contraction, 51, 182, 185
- Contrast effect, 168
- Control: loss of, 105; sense of, 221
- Cortex, 5, 6, 200
- Courage, 214–215
- Creative leadership, 62
- Credibility, 168
- Crying, 50–51, 185–186, 189
- Crying: The Mystery of Tears* (Frey), 185–186
- Csikszentmihalyi, M., 219–220
- Cynicism, 4, 8, 91, 95

## D

- Damasio, A., 178
- Danger orientation: brain physiology and, 28, 35, 199–201, 222; secure bases and, 70, 97. *See also* Fight-or-flight mechanism
- Daughters: father relationship and, 82–85; mother relationship and, 81
- Dayton Daily*, 170
- Death: fear of, 53, 216; grieving and, 47, 216; premature, 143, 146
- Debating, 126

Deescalation of emotions, 197–199, 201  
 Defensiveness, 134, 196–197  
 Delayed gratification, 191–192  
 Demonizing, 103–104, 117  
 Denial: detachment and, 146; moving out of, 194; stage of grief, 49  
 Dependency, 93, 94  
 Depression: broken bonding and, 59; learned helplessness and, 10; violence and, 57–58, 107  
 Derickson, U., 149–150  
 Desire, 190–192  
 Despair, 48–49, 59  
 Detachment: burnout and, 59–60; despair and, 48–49; in dialogue, 129–130, 135–136; emotional, 187, 189–190; grief and, 51, 64–65; health and, 146; impact of, 40, 43, 45, 65–66; showing interest versus, 117–118; violence and, 106–107; in workplace, 45–46. *See also* Attachment; Bonding; Bonding, broken; Bonding cycle  
 Dial, R., 11  
 Dialogue: analysis of, 132–133; blocks to, 132–137, 147, 189–190, 194–195; bonding in, 136; focused, 154; internal and external, 129–132; nature of, 123–125; negotiation and, 7–9, 128, 130–132, 150–151, 154; organizational bonding and, 61–62; overview of, 146–148; physiological effects of, 142–146; principles of, 139–140; seeking greater truth through, 125–129; unblocking, 137–138, 147. *See also* Negotiation  
 Differences, types of, 111–112. *See also* Conflict  
 Direction: clarity of, in negotiation, 153; loss of, 60, 105, 136  
 Disabled American Veterans, 171–172  
 Discharge, emotional, 182, 189, 194  
 Discounting, 133–134, 137–138  
 Discovery, 125–129  
 Displacement, 186

Disrespect, 157  
 Dissociation, 129  
 Diversity initiative dialogue, 128  
 Divorce, 52–53  
 Donohue, W., 115  
 Dorothy Lane Market, 170  
 Dress code conflict, 172–173

## E

Ego states, 25–27. *See also* Mind states  
 Einstein, A., 79  
 Emotion: awareness of, 129–132; cycle of, 180–184; dealing with, 194–197, 202; deescalation of, 197–199, 201; defined, 178; escalation of, 194–197; mood and, 194, 207; motivation and, 190–192, 202; nature of, 178–180; in needs conflicts, 116; overview of, 201–203; physiology of, 178, 180–190, 194, 199–201; rationality and, 112–113, 126–127, 178–179; stages of, 180–184, 202; types of, 184–187; ways of experiencing, 187–190  
 Emotional expression: bonding and, 44–45; in conflict management, 118; in dialogue, 129–132; in grieving, 50–51, 57; health and, 146; importance of, 183–184; overemphasis of, 135; patterns of, 187–190; verbal expression and, 126–127  
 Emotional intelligence (EQ): in business leaders, 3–4; business value of, 192–193, 202; competencies of, 193; defined, 193  
 Emotional management: father-daughter relationship and, 83; father-son relationship and, 82; mind-sets and, 176–178; secure bases and, 82, 83, 91; techniques of, 194–197  
 Emotional system, of the brain, 5–6  
 Empathy, 193  
 Enemies, transforming, 103–104, 117, 214  
 Enron, 72

Escalation and deescalation, 194–199, 201  
 Etzel, M., 106  
 Evaluating, as a listening skill, 141  
*Executive Instinct* (Nicholson), 199  
 Expansion, 182  
 Expectations, 219  
 Exploratory behavior, 75–76, 90

## F

Failure: fear of, 85–87, 91, 192, 209; self-esteem and, 208, 209  
 Family bonding and dialogue, 58, 140  
 Father figures, 82–85  
 Fear: awareness of, 129–130; bonding and, 47; of change, 63; in conflict avoidance, 108; of failure and success, 85–87, 91, 192, 209; focus on, 22; as motivator, 168–169, 192; nature of, 184–185; overcoming, 214–215; as persuasion tool, 168–169; secure bases and, 70; stage of grief, 51  
 Feedback, 220  
 Feinberg, M., 72  
 Female authority figures, 80–81  
*Fifth Discipline, The* (Senge), 101  
 Fight-or-flight mechanism, 5–6, 70, 186, 196, 199–201. *See also* Danger orientation  
 Films, 76, 117  
 Firefighting, 179  
 “Fish on the table” approach to conflict management, 108–110, 137  
 Fisher, J., 66, 68  
 Fisher, R., 152  
 Fisk University, 204  
 Fitness-for-duty evaluations, 129–130  
 Flexibility, emotional, 183  
 Flow, 183, 219–221, 222  
 Ford, 34  
 Forgiveness stage of grief, 54  
 Four-sentence rule, 138  
 Frame of reference, 134  
 France, 2005 riots in, 77  
 Freedman, J., 199

Freedom: meaning of, 17, 218–219; through choice, 217–219  
 Freezing, 185, 201  
 Freud, S., 115  
 Frey, W. H., 185–186  
*From the Gut* (Welch), 80  
 Future, loss of, 105

## G

Gallup, 45  
 Gantt, J., 143–144, 146, 182  
 Gap, The, 217  
 Gender differences, 50–51, 57  
 General Electric, 80  
 Generalizing, 135  
 George, B., 41, 83–84  
 Gilligan, R., 88  
 Goal-corrected partnership, 76  
 Goals: differences in, 111; emotional motivation and, 190–192; flow and, 220; focus on, in conflict management, 103; focus on, in negotiation, 154, 155, 160; positions versus, 154; as secure bases, 63, 72–74, 84–87, 170. *See also* Mind’s eye  
 Goleman, D., 5, 27, 29, 187, 191, 193, 200, 202  
*Good to Great* (Collins), 109, 212  
 Gorbachev, M., 103–104  
 Gossip, 129  
 Gratification, delayed versus immediate, 191–192, 218  
 Gratitude: happiness and, 222; self-esteem and, 208; stage of grief, 54  
 Great Britain, 119  
 Grice, P., 139  
 Grief, anticipatory, 52–53, 93, 104–105  
 Grief, unresolved: in hostage takers, 43; impact of, 47–49, 54–55, 56, 64–65; violence and, 54, 56, 57–58, 68–69, 105–108. *See also* Loss  
 Grieving: change and, 63; defined, 42; in goal achievement, 85–87; letting go and, 215–217; nature of separation and, 47–49; sadness

and, 50–51, 185–186; stages of, 49–56; in workplace, 55, 105. *See also* Loss; Separation  
Guilt, 48, 63, 216

## H

Happiness: choice and, 222; gratitude and, 54; mind's eye and, 22; self-esteem and, 208

Harlow, H. E., 75

Harvard Negotiation Project, 152

Harwell, J., 14

Health: dialogue and, 142–146; relationships and, 222. *See also* Psychosomatic illness

Hearst, P., 12

Hebron, M., 209

Heise, R., 106, 107

Hell's Angels, European, 123–124

Help, asking for, 211

High performers: flow of, 183; hostage-free mind-set of, 204–206; positive focus of, 19–22, 29, 35; positive state of mind of, 25–26, 29; visualization techniques of, 33, 34; willingness of, to endure pain, 191

Hill, N., 171

Hippocrates, 30

Hodson, P., 194

Honesty: in conflict management, 114; in dialogue, 136; in negotiation, 169. *See also* Authenticity

Hope, 90

Hormones, 44, 145–146, 183, 199

Hostage: defined, 4; emotional bonding of, 11–14

Hostage, being taken: blocked dialogue and, 137; brain physiology of, 4–6, 18, 199–201, 202; in business organizations, 3–4; conflict avoidance and, 100; by emotions, 5–6, 183–184, 188–189, 199–201; everyday examples of, 2–3; by fear of failure and success, 85–87; mind's eye and, 23–25; overview

of, 17–18; powerlessness and, 6–10, 17

Hostage-free mentality: case of, 204–206; components of, 205–223; overview of, 221–223

Hostage mentality: escape mind-set and, 16; powerlessness and, 9–10, 17; Stockholm Syndrome and, 11–14

Hostage negotiation: bonding in, 14–16, 43–44, 68–69, 128, 149–150, 161–162; concession making in, 165, 167; dialogue in, 7–9, 128, 130–131, 140; emotional management in, 181, 182, 184, 187; mind's eye in, 24–25, 77, 103; process of, 152–155; secure base in, 77, 161–162. *See also* Conflict management; Negotiation

Hostage takers: bonding with, 11–14, 43–44, 68–69; burnout in, 60; understanding mind's eye of, 24–25

Hostile dependent style, 94

Hotel reservation conflict, 194–196

Humility, 171, 211–213, 222

Hunter, J., 142

Hypertension, 144, 145, 146

## I

IBM, 34

Identity: bonding and, 51; conflict and, 111; loss of, 105

IMD, 70, 99

Immigrants, second- and third-generation, 77

Immune system, 183

Indecisive style, 96

Independent loners, 72, 93, 181, 184

Infant attachment, 44. *See also* Attachment

Influence, 168–174, 194

Informal authority, 169–175

Inner voice, 210

Insecurity: attachment style of, 90, 92–93; as source of conflict, 111

Intellectual intelligence (IQ), 3

Interest, showing, 117–118  
 Interests: conflict over, 112, 115–116;  
   identifying, in negotiation, 153–  
   154; needs versus, 115–116  
 Internal representation systems, 75.  
   *See also* Mental models  
 Interpreting, as a listening skill, 141  
 Intuition, 179–180, 220  
 Isaacs, W., 124–125, 139  
 Israel, 118–119  
*It's Not About the Bike* (Armstrong),  
 25–26

## J

Jackson, S. L., 24  
 Japanese negotiation style, 158  
 Jeans, 217  
 Joy, 7, 59, 186, 208, 210, 220  
 Judgment, suspending, 103–104

## K

Kets De Vries, M., 80–81  
 Killers, 106–107  
 Kirk, A., 179  
 Kolt, W., 115  
 Koresh, D., 13–14  
 Kübler-Ross, E., 49, 186, 216  
 Kuwaiti airline hijacking, 130–132

## L

Laing, R. D., 134  
 Lamarck, J. B., 155  
*Language of the Heart, The* (Lynch),  
 143  
 Lao Tzu, 9  
 Leaders. *See* Business leaders  
 Learned helplessness, 9–10, 18, 207  
 Lecomte, B., 19–20  
 Left brain, 5  
 Legion of Valor, Silver Cross medal,  
 150  
 Letting go, 215–217, 222. *See also*  
   Bonding cycle; Grieving  
 Level 5 leaders, 212  
 Levine, S., 49  
 Life script, 32, 73

Lifelong learning, 213–217  
 Liking, 171  
 Limbic system, 5, 183  
 Listening: active, 140–142, 147, 164;  
   components of, 141; in dialogue,  
   126, 140–142; exhaustion in, 134;  
   physiological reactions to, 142,  
   144–145, 147. *See also* Dialogue  
 Logos, 124  
 London bombings of 2005, 76–77  
 Loneliness and isolation: detachment  
   and, 45, 51; goal attachment and,  
   72; independent loner attachment  
   style and, 72, 93; premature death  
   and, 146; psychosomatic illness and,  
   56–57, 61; as stressor, 61; violence  
   and, 57–58, 107  
 Loners, 72, 93, 181, 184  
 Loss: anticipatory, 52–53, 93, 104–  
   105; conflict and, 102–105; despair  
   and, 59; goal achievement as,  
   85–87; grief and, 43, 47–56; of job,  
   54; letting go and, 215–217, 222;  
   of promotion, 55; of secure base,  
   50, 68–69, 70–71, 85–87, 98; as  
   stressor, 60; of team, 55; types of,  
   104–105. *See also* Grief, unresolved;  
   Grieving; Separation  
 Lottery winners, 26–27  
 Love, 186  
 Lynch, J., 56, 60, 127, 132, 139, 143,  
   144, 145, 146, 182, 194

## M

Mackey, J., 125  
 MacLean, P., 4  
*Magical Child* (Pearce), 2, 42, 78  
 Mahler, M., 75  
 Malaysian Indians, 28, 214  
 Mandela, N., 16, 81  
 Marathon running, 20–21  
 Maslow, A., 115  
 Matalin, M., 102–103  
 McGinnis, D., 213  
 McKee, A., 27, 29  
 Meaning, loss of, 105

Mediterranean fishermen, 108  
 Medtronic, 83  
 Meerkats, 165  
 Meetings, 136–137, 138, 166–167  
 Meier, B., 194  
 Mellor, K., 134  
 Memories: emotional, 178–179, 188–189, 200–201; of secure bases, 69, 77–78, 79, 97; self-fulfilling prophecies and, 30–31  
 Men: bonding and, 57, 93, 146; detachment of, 146; father relationship and, 82; grieving and, 50–51; independent loner style and, 93; mother relationship and, 80–81  
*Men of Honor*, 89  
 Mental imagery, 32–35  
 Mental models: feminine, 80–81; masculine, 82–84; secure bases and, 75, 77, 80–84  
 Mentors, 69, 70–71, 75  
 Mergers and acquisitions, 64  
 Middle East conflict, 118–119  
 Military training, detachment in, 107  
 Mind-body connection, 78–79, 178, 194. *See also* Brain wiring; Emotion; Physiology; Psychosomatic illness  
 Mind maps. *See* Mental models  
 Mind-set: in conflict management, 103–104, 116, 117; in dialogue, 124, 125–129; emotional management and, 176–178; of escape, 16; in negotiation, 152, 155–164; positive, 18; power of, 17; of powerlessness, 7–10, 17  
 Mind states: influencing, 27–29; power of, 25–27; switching, 27  
 Mind's eye: in conflict management, 103–104; dynamics of, 21–22; emotional memories and, 178; in emotional overwhelm, 198–199; focusing with, 22–24, 191, 214–215, 221; of high performers, 19–22; influencing others', 27–29, 77; overview of, 35–36; power of,

25–27, 35–36; secure bases and, 77–79; self-fulfilling prophecy and, 29–32; understanding others', 24–25, 161–162; visualizing with, 32–35. *See also* Goals

Mind-state lock, 194  
 Mischel, W., 191–192  
 Moloney, D., 15  
 Monkeys, 165  
 Mood, 194, 207  
 Mother figures, 80–81, 205–206  
 Motivation: choice and, 218; emotion and, 190–192, 202; fear as, 168–169, 192  
 Mountaineers, 66–68  
 Mulcahy, A., 140  
 Murphy (escaped convict), 163

## N

Native American pow-wows, 139–140  
*NBC News*, 213  
 Needs, conflict of interests versus, 115–116  
 Negative focus: burnout and, 59–60; of complainers, 95–96; mind's eye and, 22–23, 28, 59; self-fulfilling prophecies and, 29–32, 45  
 Negative secure bases, 76  
 Negative self-talk, 6–7, 209  
 Negotiation: bonding in, 152, 162–163; breakthrough, 163–164; defined, 131, 150–151; dialogue and, 7–9, 128, 130–132, 150–151, 154; overview of, 174–175; positive approach to, 155–164; principles of, 155–174; steps in, 152–155, 163–164. *See also* Conflict management; Dialogue; Hostage negotiation  
*Negotiator, The*, 24  
 Neocortex, 5, 6  
*New York Times*, 149  
*New Yorker*, 25  
 Newbury (escaped convict), 163  
 Nichols, B., 14–15, 24  
 Nichols, C., 25  
 Nicholson, N., 199

Nonverbal communication, 46–47, 160  
 North Dakota State University, 194  
 Northern Ireland conflict, 119

## O

Obstacles, focusing on, 22–23  
 Olympic gold medalist, 204–206  
*On Becoming a Leader* (Bennis), 35  
 Options generation, 154  
 Organizational change, 63–64  
 Organizational effectiveness, 61–62, 101–102  
 Organizations: attachment/bonding styles in, 91–96; bonding in, 15–16, 61–62; conflict management in, 119–121; failed, 72; ineffective dialogue in, 136–137; loss and grief in, 55, 105; secure bases in, 90–91  
 Ornelas, L., 125  
 Oslo peace accord, 118–119  
 Ostrich effect, 63–64  
 Overcompliant people, 95  
 Over-detailing, 134  
 Over-generalizing, 135  
 Overwhelm, emotional, 181, 198–199

## P

Pain: desire to avoid, 190, 202; focus on, 22, 35; persuasion with, 168–169; willingness to endure, 172–174, 191–192, 206–207, 218  
 Palestine, 118–119  
*Paradox of Choice, The* (Schwartz), 217  
 Parker, B., 11  
 Parmalat, 72  
 Passivity, 133, 141, 207, 218  
 Patience, 159–160, 161  
 Pavlov, I., 9, 143  
 Pearce, J. C., 2, 41–42, 78  
 Peck, M. S., 192  
 Pele, 220  
 Pennebaker, J. W., 145–146  
 People attachments, 63, 72–74, 79–84, 170  
 Perfectionism, 209

Performance pressure, 183  
 Person effect, 143–146, 171  
 Personal care, 90, 210–211  
 Personal needs, as source of conflict, 112  
 Personalizing, 16, 117  
 Perspective, providing, 198–199  
 Persuasion, in conflict management, 114, 168–174  
 Pet-a-Pet programs, 146  
 Pets, 43, 44, 48, 68, 146, 186, 222  
 Physiology: of dialogue, 142–146; of emotions, 5–6, 178, 180–190, 194, 199–201. *See also* Brain wiring; Psychosomatic illness  
 Playfulness, 74  
 Pleasure seeking, 168, 190, 202  
 Polaroid, 34  
 Police officers: detachment in, 107; fear in, 129–130  
 Positions, 154, 196–197  
 Positive focus: of high performers, 19–22, 35; with mind's eye, 20–24, 191, 214–215; in negotiation, 155–164; self-fulfilling prophesies and, 29–32  
 Postal, going, 6  
 Posttraumatic stress disorders, 51  
 Posture, 147, 194  
 Powerlessness: bonding as antidote to, 14–16, 17; passivity and, 207; poison of, 6–10, 17; violence and, 57–58, 107  
 Premature death, 143, 146  
 Presentations, over-detailing in, 134  
*Primal Leadership* (Goleman, Boyatzis, and McKee), 27, 29  
 Pringle, L., 170  
 Procrastination, 96  
 Promotion: fear of, 85–86; loss of, 55  
 Protest and anger stage of grief, 49–50  
 Proximity seeking, 42, 44, 75  
 Psychosomatic illness: broken bonding and, 56–57, 60; emotional tension and, 181; verbal expression and, 126. *See also* Health; Physiology

Punishment, 168–169  
 Purpose, loss of, 60, 105  
*Purpose-Driven Life, The* (Warren), 15

## Q

Quality and quantity, in dialogue, 139  
 Questioning: active listening and, 140–142; in hostage negotiation, 128, 140, 144–145, 151; in negotiation, 164; physiological reactions to, 144–145

## R

Rabin, Y., 118  
 Rage, 6. *See also* Anger; Violence  
 Rationality: emotion and, 112–113, 126–127, 178–179; overemphasis on, 135  
 Reactive emotion, 187–188  
 Reagan, R., 103–104  
 Reason. *See* Rationality  
 Rebellion, 219  
 Reciprocity, 164–168, 171–172, 174, 175  
 Red card game, 137  
 Redefining, 134  
 Reich, E., 181, 182, 186  
 Reich, W., 180, 181  
 Rejection sensitivity, 93, 209  
 Relationships: attachment styles and, 92–96; in conflict management, 112–115; dynamics of, 112–115; in negotiation, 162–163; secure bases and, 70, 76, 79, 80–84, 91  
 Relaxation: in cycle of emotions, 182–183, 186; not same as flow, 220  
 Relevance, in dialogue, 139  
 Reliability, in conflict management, 114  
 Remarriage, 52–53  
 Reptilian brain, 5, 199  
 Resilience: building, 89–90; secure bases and, 67, 88–90; self-esteem and, 88  
 Respect: in conflict management, 101–102, 114–115; in negotiation, 156–157, 164, 174

Responding, as a listening skill, 141  
 Reward power, 168–169  
 Right brain, 5  
 Risk taking, 215, 222  
 Rivalry, 111  
 Rogers, C. R., 115  
 Role confusion, 111  
 Roosevelt, E., 209  
 Rubberband emotion, 188–189  
 Rudolph, B., 204  
 Rudolph, E., 204  
 Rudolph, W., 204–206  
 Rutgers University, 193

## S

Sadness: nature of, 185–186; stage of grief, 50–51  
 St. George's Hospital, 142  
 Sardell, A. N., 30  
 Sauter, S., 9–10  
 Scarcity, 172  
 Schiff, J., 134  
 Schrauf, R. W., 7  
 Schwartz, B., 217, 219  
 Scott, H., 66  
 Secure attachment style, 92  
 Secure bases: assessment of, 97; attachment/bonding styles and, 91–96; business leaders as, 76, 90–91; children as, 83–84; defined, 69; father figures as, 82–85; forms of, 68, 69–70, 75; goals as, 63, 72–74, 84–87, 170; importance of, 66–77; internalization of, 75; lack of, 79, 90–91; loss of, 50, 68–69, 70–71, 85–87, 98; mind states and, 28; mind's eye and, 77–79; mother figures as, 80–81, 205–206; negative, 76; in negotiation, 77, 161–162; overview of, 97–98; people as, 63, 72–74, 79–84, 170; resilience and, 67, 88–90; risk taking and, 215; self-esteem and, 72, 74–75, 87–88, 91. *See also* Bonding; Bonding cycle  
 Self-awareness: for building self-esteem, 209–210; competency of,

- 193; dialogue and, 129–132; of emotions, 183
- Self-consciousness, 221
- Self-discipline, 191–192
- Self-disclosure, 91, 136, 145–146
- Self-esteem: arrogance and, 96, 209, 211–212; and coping with change, 63; development of, 207, 209–211; high, 87–88, 207–208; humility and, 211, 213, 222; low, 207, 208–209; secure bases and, 72, 74–75, 87–88, 91
- Self-expression, and leadership, 35
- Self-fulfilling prophecy, 29–32, 45
- Self-interference, 209
- Self-management, 193
- Self-regulation: in high-performance teams, 62, 170; of successful people, 201–202
- Self-talk, 6–7, 208, 209, 210
- Seligman, M., 9–10
- Senge, P., 34, 101
- Senoi Indians, 28, 214
- Sensing, as a listening skill, 141
- Sensory perception, 199–200
- Separation: defined, 42; grieving and, 47–49, 53; letting go and, 215–217. *See also* Grieving; Loss
- Separation protest, 76
- September 11 terrorist attacks, 146, 213, 217
- Sexual feelings, 186–187
- Singer, E., 163
- Sinn Fein, 119
- Skin conductance, 146
- Smith, A., 14–15, 24
- Smith, D., 72–74
- Social network, 211
- Social proof, 172
- Social skills, 193
- Sokolov, Y. E., 143
- Son: father relationship and, 82; mother relationship and, 80–81
- Spacey, K., 24
- Spouses: bonding of, 102–103; as secure bases, 83, 93
- Stanford University, 191
- Steinhauser, R., 106
- Stetham, D., 150
- Stockholm Syndrome, 11–14
- Stress hormones, 145–146, 183, 199
- Stressors, 60–61
- Structure, loss of, 105
- Substitute emotion, 189–190
- Success, fear of, 85–87, 91. *See also* High performers
- Suggs, C., 150
- Suicide bombers, 76–77
- Swiss hospital, violence management in, 123–124
- Symbionese Liberation Army, 12

## T

- Tagliabue, P., 213
- Talking, 126–129, 143–146. *See also* Dialogue
- Tarrant, J. J., 72
- Teams: bonding in, 15–16, 61–62, 170; conflict in, 101–102; negotiation in, 166–167
- Television, 76, 140
- Temper tantrums, 181
- Tension, emotional, 181–182, 186
- Territory, loss of, 105
- Texas prison escapees, 163
- Thalamus, 5–6, 199–200, 202
- Teresa, Mother, 46
- Thinking, 129
- Thorndike, E. L., 193
- Threats, 168–169
- Tillman, P., 212–213
- Time outs, 199
- Time sense, 221
- Timing, 159–160
- Tour de France, 25–26
- Transactional analysis: ego states in, 25; “I’m OK, you’re OK” principle of, 117; life scripts in, 32, 73; technique of, 132–133
- Trauma, secure bases and, 77–78. *See also* War trauma
- Trierweiler, S. J., 30

Triggers, 189, 202  
 Trust: of authority, 29–30; climate of safety and, 119; conflict of needs and, 116; secure bases and, 91, 92–93  
 Tunnel vision, 221  
 TWA hijacking, 149–150  
 Tyco, 72  
 Type A personalities, 144

### U

Uncertainty during periods of change, 63–64  
 Unconditioned positive regard, 115  
 Understanding: in conflict management, 113; of other's mind's eye, 24–25, 161–162  
 U.S. Army, 212–213  
 U.S. Naval Institute, 89  
 U.S. Navy, 89  
*Unlikely Angel* (Smith), 14–15  
 Unresolved grief. *See* Grief, unresolved  
 Ury, W., 152, 163–164

### V

Vacation planning negotiations, 157–158  
 Values, 111  
 Victim role, 196, 209  
 Video games, 76, 140  
 Violence: disrupted bonding and, 43, 57–58, 103; emotional charge and, 184; father-son relationship and, 82; listening and, 145; loss/grief and, 54, 56, 57–58, 68–69, 105–108; respect and, 156–157; sexual feelings and, 187  
 Vision, organizational, 34–35  
 Visual perception, 199–200

Visualization, 32–35, 214, 215  
 Viva! USA, 125  
 Voting, 158

### W

Waco, Texas, 13–14  
 War trauma: grieving process and, 51; influencing mental states to prevent, 28  
 Warren, R., 15  
 Weiss, R., 75–76  
 Welch, J., 80, 81  
 Western culture: absence of bonding in, 58; grief aversion in, 58  
 Whittaker, J., 26  
 Whole Foods Market, 125  
*Why Smart People Do Dumb Things* (Feinberg and Tarrant), 72  
 Wilma Rudolph Foundation, 205  
 Win-win attitude, 101–102, 112, 155, 157–159  
 Women: father relationship and, 82–85; mother relationship and, 81  
 Wong, P.T.P., 212  
 Wood, G., 45  
 Words, 126–127  
 Workaholics, 72–74  
 Worst-case scenario, 95, 215

### X

Xerox, 140

### Y

“Yes, but . . .”, 133, 137–138; game of, 138  
 Youth gang violence, 57

### Z

Zone, being in the, 183, 220