
CONTENTS

Figures and Tables	ix
Acknowledgments	xi
Introduction	xiii
PART ONE Conflict Management Knowledge and Skills	1
ONE Manager Know Thyself	5
TWO Theory to Practice	33
THREE The Power of Negotiation	69
FOUR The Alternative Dispute Resolution Process Continuum	97
PART TWO Preventing and Resolving Internal Conflict	131
FIVE Causes and Cures for Employee Turnover	133
SIX Building Successful Teams and Organizations	165
SEVEN Conflict Management in Unionized Environments	199
EIGHT Designing Disputing Systems for Organizations	227
PART THREE Preventing and Resolving External Conflicts	267
NINE Prevention and Resolution of Conflicts with Clients, Customers, and Vendors	269
TEN Case Studies of Organizational Success Through Exemplary Customer Conflict Management	293

PART FOUR Collaboration and Conflict Management Between Regulators and the Regulated	315
ELEVEN Public Policy Decision Making and Collaboration	317
TWELVE Designing and Facilitating Effective Large-Group Processes	353
Conclusion	391
Glossary	401
References	423
About the Author	445
Index	447