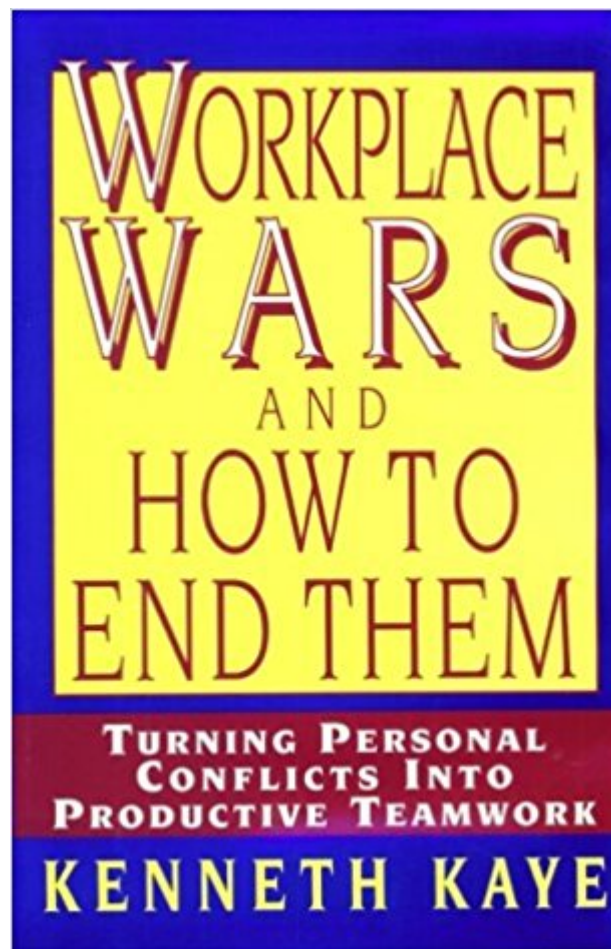




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# Workplace Wars And How To End Them: Turning Personal Conflicts Into Productive Teamwork



## Synopsis

Sometimes, it is personal. This book is for anybody who is affected by or involved in personal vendettas, animosities, or grudges that can make a workplace environment pure hell. For these situations, where people work together daily and depend on each other, but don't get along, ordinary conflict resolutions aren't enough. The problem needs to be unearthed at its root level and cured. This book shows exactly how to do that. Filled with many insightful scenarios and examples, the book explains how to: analyse the dispute and solve the real problem; educate those involved about the "internal blinders" that distort others' actions, words and gestures; encourage honesty and toleration of differences; use conflict as an opportunity for growth; make a conflict-solving system part of the company culture. Kenneth Kaye is the author of "Family Values".

## Book Information

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## Customer Reviews

Kaye, a developmental psychologist turned organizational consultant, has applied a problem-centered, family-therapy approach to conflict resolution. Kaye stresses that conflict, when dealt with openly and appropriately, represents an ideal opportunity for personal and organizational growth. The reader will encounter no rope climbing, fence scaling, or psychodrama exercises. Instead, Kaye presents a five-step method for handling the inevitable conflict that arises in work situations. Although written in a conversational fashion, this book demands a certain degree of psychological sophistication and as such will be of particular interest to seasoned consultants, mediators, human resource personnel, and psychologists. A valuable addition to organizational

conflict-resolution literature; recommended for business collections. Alan Farber, Northern Illinois Univ., DeKalb Copyright 1994 Reed Business Information, Inc.

"Sometimes, it IS personal. This book is for anybody who is affected by or involved in personal vendettas, animosities, or grudges that can make a workplace environment pure hell. For these situations, where people work together daily and depend on each other but don't get along, ordinary conflict resolution isn't enough. The problem needs to be unearthed at its root level and cured. This book shows exactly how to do that. Filled with many insightful scenarios and examples, the book explains how to: \* analyze the dispute and solve the real problem \* educate those involved about the ""internal blinders"" that distort others' actions, words, and gestures \* encourage honesty and toleration of differences \* use conflict as an opportunity for growth \* make a conflict-solving system part of the company culture"

Kenneth Kaye's background in therapy and counseling is evident throughout the book. He supplies us with good insights into why conflict exists and how to reframe conflict so that we seize the opportunity presented by conflict to examine how things are and create ways of doing things better. Throughout the book, he provides authentic examples of the types of conflicts present in work places and focuses the reader on learning how to present ideas and observations so that effective dialogue is established and participants are better able to assume responsibility for creating and maintaining effective relationships at work. The Appendix coaches readers on how to engage in "active listening," a skill that is essential for reducing conflict at work. Mr. Kaye helps the reader begin to focus on desired outcomes or goals rather than on difficult behaviors. A real strength of the book is the author's inclusion of various techniques for helping members of work groups examine difficult issues or behaviors such as "springing the finger trap" or using "unilateral disarmament." Anyone committed to being a change agent in his/her organization will use the information in this book just about every day and be tempted to carry it around in a purse or pocket. Mr. Kaye's ideas are equally useful for managing conflict in any group such as a family or sports team.

When my company's Database Administration resorted to hostage-taking in the "Toner Wars" of the late 90s, Kenneth Kaye's book provided the framework for a peaceful settlement which minimised collateral damage. Too late, sadly, for Anton from Human Resources, but his martyrdom will not be forgotten.

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