



现代人生存方略丛书(中英对照)

皆大欢喜
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How to Manage Conflict —Turn All Conflicts into Win-Win Outcomes

Peg Pickering

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How to Manage Conflict

3rd Edition

Turn All Conflicts into
Win-Win Outcomes

by Peg Pickering

**Career Press
Franklin Lakes, NJ**

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Career Press endorses nonsexist language. In an effort to make this handbook clear, consistent, and easy to read, we have used "he" throughout the odd-numbered chapters, and "she" throughout the even-numbered chapters. The copy is not intended to be sexist.

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Introduction

As the pace of life and business continues to accelerate, the opportunities for conflicts multiply. Yet, the ability to work well with others is the single greatest determinant^① of success in the 21st century. Therefore, learning to disarm and defuse confrontational situations and people is essential. One cannot work effectively with others with clenched fists.

Managing conflict effectively requires developing competency^② in five areas:

1. Understand the critical ingredients for collaborative thinking.

① determinant [dɪ'tɜːmɪnənt] *n.* 决定物, 决定因素
② competency ['kæmpɪtənsi] *n.* 能力

2. Align responsibilities to the needs of others.
3. Build into daily interactions the practices necessary for support.
4. Have conflict resolution skills and negotiation skills to resolve various types of challenges.
5. Begin developing personal tools and systems for dealing with tensions and pressures.

One's ability to build these competencies hinges on^① four success factors:

- Personal responsibility for one's own learning and skill development.
- Flexibility of style.
- Ability to listen and provide feedback on what is heard.
- A positive attitude toward change.

Read this handbook carefully and refer to it in the future. Be sure to complete each set of Reflections to immediately put these critical concepts and principles to work in your life.

① hinge on: 依……而定,以……为转移

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Chapter 1

Fundamentals of Conflict

Understanding conflict—its causes and effects—is fundamental to personal and professional success. Your ability to deal effectively with people, to elicit cooperation even in trying situations, has never been more important than it is today. When you have completed this chapter, you'll be able to more clearly define conflict, identify both its positive and negative effects, and dispel^① the five most common misconceptions about it.

What is Conflict and Why Do We Have So Much of it?

Daniel Webster defines conflict as:

① dispel [dispel] *vt.* 消除 (疑虑等)

1. competitive or opposing action of incompatibles
2. antagonistic^① state or action (as of divergent ideas, interests or persons)
3. struggle resulting from incompatible needs, drives, wishes or demands
4. hostile encounter

In essence, conflict exists when two or more competing responses or courses of action to a single event are considered. Conflict does not necessarily imply hostility, although hostility can certainly become part of the situation.

Conflict is merely the existence of competing or incompatible options.

That's simple. Maybe too simple. Conflict in today's fast-paced, contentious society is inevitable and rampant^②. Everywhere you turn, there's "the existence of competing or incompatible options."

- Your perfume allergy places you in conflict with many individuals daily.
- You struggle with the same idiots on the freeway going to and from work each day.

① antagonistic [æntæɡə'nistik] a. 对抗的,敌对的
 ② rampant [ræmpənt] a. 无约束的,猖獗的

- Your career and family create constant time and commitment conflicts.
- A neighbor is threatening to sue you over some trivial disagreement.
- There are so many things you want to accomplish that you're at a loss where to start.
- Your values and ethics cause perpetual internal re-examination as you face situational ethics^① throughout society.
- Your children have decided they know everything and you know nothing.
- Some days you fear your boss agrees with your children!

Sound all too familiar? Unfortunately, there's more bad news. The potential for conflict will continue to grow exponentially^② as the pace of our society continues to accelerate. With explosive technological advances comes an avalanche of change. Change brings uncertainty, fear, and discomfort which is fertile ground for conflict. As a result, conflict resolution skills that were an advantage in the late 20th century are *essential* for mere survival in the 21st.

① situational ethics: 道德观应变论(指道德观念须以情况而定)

② exponentially [ˌɪkspəʊnənʃəli] *adv.* 指数地

There is good news, however. Contrary to popular belief, conflict is not always a bad thing. In fact, properly handled conflict can provide numerous benefits to both the individuals involved and their organizations.

Potential Positive Effects of Conflict

- Increased motivation
- Enhanced problem/solution identification
- Group cohesiveness
- Reality adjustment
- Increased knowledge/skill
- Enhanced creativity
- Contribution to goal attainment
- Incentive for growth

These benefits cannot be realized, however, if the conflict is ignored or poorly handled. In such instances, conflict becomes detrimental^① or even destructive.

Potential Negative Effects of Conflict

- Decreased productivity
- Erosion of trust

① detrimental [ˌdetrɪˈmentəl] *a.* 有害的,不利的

- Coalition formation with polarized positions
- Secrecy and reduced information flow
- Morale problems
- Consumption of mass amounts of time
- Decision-making paralysis^①

Obviously, learning to handle conflict effectively is critical. Before immersing yourself in conflict management techniques, five common misconceptions about conflict need to be addressed.

Common Misconceptions About Conflict

1. Conflict, if left alone, will take care of itself.
2. Confronting an issue or person is always unpleasant.
3. The presence of conflict in an organization is a sign of a poor manager.
4. Conflict among staff is a sign of low concern for the organization.
5. Anger is always negative and destructive.

Misconception #1: Conflict, if left alone, will take care of itself.

Wouldn't that be nice! Typically, the longer a

① paralysis [pə'relɪsɪz] *n.* 瘫痪

conflict is ignored, the more difficult it becomes. It escalates to higher and higher levels of intensity until it becomes so unbearable that it can no longer be ignored.

Unfortunately, a conflict will dissipate^① by itself on occasion. Why, you ask, is that unfortunate? If you've ever had a conflict disappear on its own accord, you increase your tendency to hold back, refrain from facing the issues and avoid dealing with the next conflict in the hope that it, too, will magically dissipate. And while you're waiting, the conflict is gaining a life of its own, rising like bread dough, and becoming more and more unmanageable.

Misconception #2: Confronting an issue or a person is always unpleasant.

Many people would almost rather be shot than have a confrontation! Just the word makes the hair on the back of the neck stand up. But confronting something does not have to involve a nasty exchange. To confront simply means:

1. To face, especially in challenge
2. To oppose
3. To cause to meet

① dissipate ['disipeit] *vt. & vi.* 使消散; 消失

4. To bring face to face

Confronting an issue or person simply means putting the items in question on the table to be addressed. Without this examination, the conflict cannot be successfully resolved. But once the problem(s) have been properly identified and well-defined, they are already half-solved.

Keep in mind: Behavior not confronted will not change. If someone is doing something or behaving in a way that is unacceptable to you, you must bring it to their attention. You must confront the issue. Specific techniques to do so can be found in Chapter 6.

Misconception # 3: The presence of conflict in an organization is a sign of a poor manager.

The mere existence of conflict means nothing. It in no way:^① reflects on a manager's ability. How well the manager deals with conflict when it arises and how he anticipates potential future problems are the true measures of the strength of his management skills.

Willie Shoemaker, the jockey^② who rode the winning Triple Crown horse in the 1960s, was an ex-

① in no way 绝不

② jockey ['dʒɒki] n. 职业赛马骑师, 驾驶员

traordinary jockey in part because of his excellent control. The horse never felt his hand on the rein unless it was needed. A good manager has this “soft set of hands” during conflict.

Misconception #4: Conflict among staff is a sign of low concern for the organization.

Why would people invest enormous amounts of time and emotional energy on things of no consequence to them? People tend to be emotionally involved in things they care about. Therefore, conflict can be a sign of genuine concern. Conflict can help clarify emotions and serves to identify underlying values.

Misconception #5: Anger is always negative and destructive.

When aired at lower stages of conflict, anger can be cathartic^①, helping the parties more clearly identify the issues and values involved. At higher levels of conflict, however, explosive anger can have the opposite effect.

Anger itself is neither positive nor negative. How we choose to utilize that anger, however, is vital to

① cathartic [kəˈθɑ:tɪk] a. 导泻的,有宣泄作用的,净化的

our success in managing conflict. How well we control that anger and our overall stress level will dramatically impact our ability to effectively handle life's conflicts.

Below are 25 situations in which conflict and anger are likely to arise. Think carefully about each situation, rate on a scale of 1-5 the volatility of your typical reaction, and circle your response. (1 indicates a relatively calm reaction and 5 indicates a major eruption.)

1. As you're about to leave home for an important appointment, you spill coffee on your clothing.

1 2 3 4 5

2. A car pulls out^① in front of you, causing you to slam on your brakes, and the other driver gestures at you as if you've done something wrong.

1 2 3 4 5

3. You miss a deadline at work because information to be supplied by someone else arrives late.

1 2 3 4 5

① pull out: 驶离路边,(为超车而)驶离车辆行列