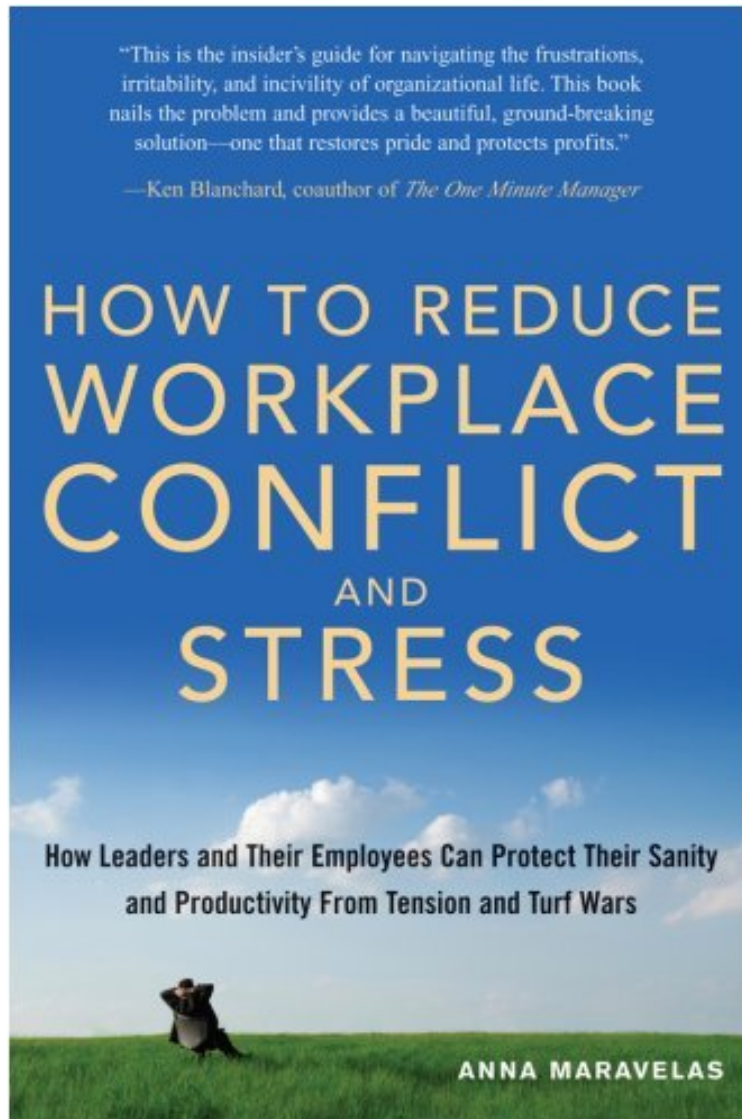


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# How To Reduce Workplace Conflict And Stress: How Leaders And Their Employees Can Protect Their Sanity And Productivity From Tension And Turf Wars

Anna Maravelas

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**Anna Maravelas : How To Reduce Workplace Conflict And Stress: How Leaders And Their Employees Can Protect Their Sanity And Productivity From Tension And Turf Wars** before purchasing it in order to gage whether or not it would be worth my time, and all praised How To Reduce Workplace Conflict And Stress: How Leaders And Their Employees Can Protect Their Sanity And Productivity From Tension And Turf Wars:

3 of 3 people found the following review helpful. Conflict becomes a Paper-Tiger By David Innes I have read several books on Conflict Resolution and Anna Maravelas' How to Reduce Workplace Conflict and Stress is among the best and is definitely my personal favorite. By carefully and simply explaining the PSYCHOLOGICAL underpinnings of conflict, in the context of SYSTEM THINKING, she "demystifies" workplace conflict, making it far less threatening, and far more manageable. Seen clearly, it becomes a PAPER-TIGER, inflated far beyond its true nature, by the very fear and uncertainty that it typically engenders. Uniquely, Maravelas' book left me feeling GOOD. Other conflict resolution books left me -- ?? knowledgeable / armored / armed ?? -- but her's left me feeling SAFE. \*\*\*\*\*PSYCHOLOGY: (Long-Story Short) Most common workplace conflict is anchored in simple frustration. We can react to it, from the mid-brain (limbic system, emotional stuff) - flood with adrenaline, and blame and attack someone, who then goes defensive, boundaries guarded and not open to change. OR We can reflect on it, from the fore-brain (prefrontal lobes, neo-cortex; rational thinking), and ask ourselves, "What might cause an intelligent capable person to act like that?" The other party is far more likely to listen and be open to change if they feel SAFE. What else may be happening, what is in the context, that we aren't seeing? Marevelas uses the iconic image of the "BIBS -- Baby In the Back Seat" (see the book for why - its a good story) to refer to this. The Mid-Brain reaction -- anger, aimed at others, or fear, which is anger turned inwards against ourselves -- ANGER MAKES US STUPID. As for the Fore-Brain reflection -- CURIOSITY MAKES US SMART. \*\*\*\*\*SYSTEM THINKING: (I'll let the book speak for itself)"Most workplace processes were never consciously designed, they just evolved." (p 169)"Situations have a huge effect on human behavior. Competitive systems with harsh economic norms result in aggressive, and sometimes unethical behavior. In contrast, systems that are seen as accessible, fair, rewarding, and cooperative bring out the best in people. In the book No Contest, Alfie Kohn documents this finding in detail." (p 164)"Dr. Deming, one of the most effective change agents of all times, believed that 85 to 93 percent of workplace waste originates in systems, not people. He became famous for witty harangues of managers who hounded employees to improve productivity when, in reality, most employees had zero authority to change systems and processes of their workflow." (p 169)"In his autobiography Long Walk to Freedom, [Nelson] Mandela tells how he was deeply influenced by the writings of Gandhi during the years he was incarcerated. He realized that blame and contempt, although 'justified,' would not move him closer to his goal of creating a healthy, viable government and society. Mandela focused on changing the system, not individuals" (p 198)"When I'm doing team building or conflict resolution, I often create a simple process map with clients. .... We create the process as it should be, and then how it really works. Lightbulbs flash when people see how much of their conflict is related to dysfunctional processes, not people." (p 168)"Whenever I enter a high-conflict situation, I always start with the assumption that the conflict's root causes are in the system, and act accordingly. The odds are in my favor. In resolving more than 120 conflicts, only twice have I found the root cause of the problem was a key person who lacked the capacity to do his or her job." (p 170)I note, even here, there is no suggestion of malice on the part of those people. Most likely, they lacked the proper knowledge or skills, and probably had positive intent. \*\*\*\*\*PAPER-TIGER: (Various other quotes from the book)"Behavior that appears aggressive and unreasonable is often the attempt of an unskilled and desperate person who is struggling to stay within the workplace community, to be heard, and therefore included." (p 16)"I always enter conflict situations with the assumption that I'm dealing with negative reciprocity, rumors, system problems, and misperceptions. Until proven otherwise I give people the benefit of the doubt, and its seldom that they didn't deserve it." (p 82)"Those skilled in conflict resolution don't just resolve negative situations and walk away. They replace negativity with positive attitudes, behavior, and energy that bond and sustain people." (p 120)\*\*\*\*\*So, having described how we typically deal with conflict - poorly, thru lack of understanding and experience, Maravelas then gives us the knowledge, the insight, and the skills, to deal with conflict WELL; to confront conflict with intelligence and compassion, dealing with the problem, without blaming and attacking the person. We can be self-righteous or effective. Pick one.

1 of 1 people found the following review helpful. Good ideas but repetitive By TChild The concepts in the book are great. It is very repetitive though. I almost feel like the book could be condensed into 15 pages (although then some of the great examples would be missed). Wording is repetitive, concepts are repetitive, it is difficult for me to keep reading because it's like, I GET IT! Now I understand why husbands hate nagging.

1 of 1 people found the following review helpful. good book with a great process to use and helpful information to use in any human interaction By Happy Nana This book provides and opportunity to build and re-build relationships with all the people we interact with everyday. I would have given it five stars, except I felt that the anecdotal was too long in the front. I felt that many of them could have been put after the ideas were presented to provide an opportunity to apply the new techniques. I will be using this in every interaction in home, work and any where I might be. I have not been a confrontational person, and this process takes the negativity of the confrontation out of the interactions and provides a well lighted path to reconciliation. Thank you for a well thought out and usable process.

An alarming 88% of Americans cite hostility, desk-rage, and workplace incivility as top concerns. How to Reduce Workplace Conflict and Stress will help executives, supervisors, and managers-and the people that work for them-

protect pride, profit and productivity from these disabling emotions. Protect your career and workplace from the hidden costs of workplace tension and hostility. With *How to Reduce Workplace Conflict and Stress*, you will learn how to:

- \* Handle the daily onslaught of frustration without losing momentum, mood or confidence.
- \* Avoid the conflict and cynicism that drains profits, resources, and relationships.
- \* Discover why anger makes people irrational, lonely, and depressed and how to quickly calm agitated colleagues and customers.
- \* Experience the fiscal and personal benefits of being "hard on the problem and soft on the people."
- \* Replace bitterness about the past with shared responsibility for the future.
- \* Create a blame-resistant, emotionally resilient workforce.

"This is the insider's guide for navigating the frustrations, irritability, and incivility of organizational life. This book nails the problem and provides a beautiful, ground-breaking solution - one that restores pride and protects profits." - Ken Blanchard, co-author of *The One Minute Manager* and *The One Minute Apology*.

About the Author Anna Maravelas, of [TheraRising.com](http://TheraRising.com), is an expert in restoring trust and enhancing profitability. She consults and delivers hundreds of keynotes and seminars in the U.S. and abroad. Her clients include Fortune 500 companies, police departments, government bodies, and family-owned businesses. Her work has been featured on numerous business radio shows and in a variety of print media. --

This text refers to the Paperback edition.