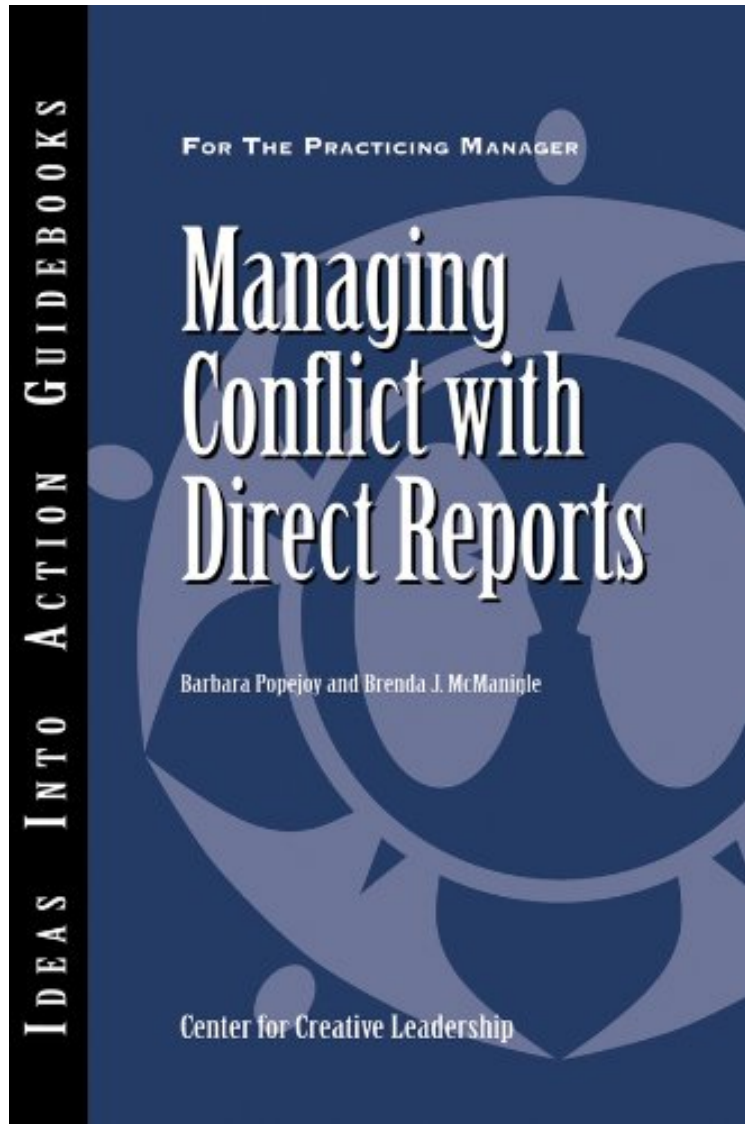


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Managing Conflict with Direct Reports (J-B CCL (Center for Creative Leadership))

Barbara Popejoy, Brenda J. McManigle
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Barbara Popejoy, Brenda J. McManigle : Managing Conflict with Direct Reports (J-B CCL (Center for Creative Leadership)) before purchasing it in order to gauge whether or not it would be worth my time, and all praised Managing Conflict with Direct Reports (J-B CCL (Center for Creative Leadership)):

Conflict is inevitable when people work together, and it's one of the most difficult challenges facing managers.

But it's a challenge that successful leaders learn to address. Managers who develop an understanding of difference without judgment and are willing to see more than one perspective or solution are in a good position to manage conflict with their direct reports. Conflict between managers and direct reports highlights a power relationship and affects the work itself—the tasks for which managers and direct reports share responsibility. Managers who look to see both sides of conflict can resolve it, but it means assessing the differences between themselves and their direct reports and finding out how those differences affect the conflict. After assessing those differences, managers can devise a plan to use before, during, and after a conflict resolution session. They will be better prepared to understand emotions that can trigger conflict, to clarify performance expectations so their direct reports know what's expected of them, and to provide ongoing feedback for the support and development of their direct reports.

About the Author This series of guidebooks draws on the practical knowledge that the Center for Creative Leadership (CCL) has generated, since its inception in 1970, through its research and educational activity conducted in partnership with hundreds of thousands of managers and executives. Much of this knowledge is shared in a way that is distinct from the typical university department, professional association, or consultancy. CCL is not simply a collection of individual experts, although the individual credentials of its staff are impressive; rather it is a community, with its members holding certain principles in common and working together to understand and generate practical responses to today's leadership and organizational challenges. The purpose of the series is to provide managers with specific advice on how to complete a developmental task or solve a leadership challenge. In doing that, the series carries out CCL's mission to advance the understanding, practice, and development of leadership for the benefit of society worldwide. Barbara Popejoy is a trainer for several of CCL's leadership development courses, including Foundations of Leadership, Leadership Development Program (LDP), and The Women's Leadership Program. She has more than twenty years of experience in psychotherapy, training, and executive coaching, and was a founding member of the Institute for Career Advancement Needs. Barbara holds an M.A. in social work from the University of Nebraska. Brenda J. McManigle is responsible for the quality and delivery of the Foundations of Leadership program at CCL's San Diego campus. Before joining CCL she served as an education director for a managed care company and was manager of the training department of a Fortune 50 aerospace firm. She holds a Ph.D. from the University of Southern California in instructional technology and psychology.