

MODULE THREE - ADDITIONAL RESOURCES

American Council on Education. "Dealing with Challenging Faculty," *Academic Leader* 18(10) (October 2002): 1, 7. From http://www.acenet.edu/resources/chairs/docs/Dealing_Challenging_Faculty.pdf This article describes the causes of difficult behavior, how to determine whether chair intervention is necessary, and the best ways to approach challenging faculty members.

Babcock, Linda and Sara Laschever. *Women Don't Ask: Negotiation and the Gender Divide*. Princeton University Press, 2003. "*Women Don't Ask* does an amazing job in identifying and providing solutions to a very real issue: the challenges women face in negotiating. Linda Babcock and Sara Laschever have done a superb job not only in highlighting the problem of gender differences in negotiation but also in providing ways to begin fixing it. Example after example of the financial and emotional impacts make this issue extremely compelling. Any senior manager needs to be aware of the significant ramifications both in and out of the workplace. I highly recommend *Women Don't Ask* as a must read for executives—female and male." — Jim Berrien, President and Publisher, *Forbes* Magazine Group. See website for more, related resources: <http://www.womendontask.com/>

Babcock, Linda and Sara Laschever. *Ask For It: How Women Can Use the Power of Negotiation to Get What They Really Want*. Bantam, 2009. "According to Babcock and Laschever (*Women Don't Ask*), women don't ask for what they want and need in the workplace and end up suffering financially, earning less than their male counterparts who are more likely to bargain successfully for higher salaries and timely raises. To help women learn to negotiate, the authors have devised a four-phase program of strategies and exercises to determine what you want, what you're worth and how to increase your bargaining power. An appendix on teaching girls to negotiate offers hope that the next generation's women will be better prepared to ask for-and receive-what they're worth. Peppered with personal accounts of women bargaining their way to career and personal fulfillment, this book is a practical and empowering resource, invaluable to anyone, male or female, looking to gain an advantage at the negotiation table." (Excerpt from http://www.amazon.com/Ask-Women-Power-Negotiation-Really/dp/0553384554/ref=sr_1_7?ie=UTF8&s=books&qid=1264624215&sr=1-7 Copyright © Reed Business Information, a division of Reed Elsevier Inc. All rights reserved.)

Fisher, Roger and William Ury. *Getting to Yes: Negotiating Agreement Without Giving In*. Penguin Books, 1983. *Getting to Yes* offers a concise, step-by-step, proven strategy for coming to mutually acceptable agreements in every sort of conflict—whether it involves parents and children, neighbors, bosses and employees, customers or corporations, tenants or diplomats. Based on the work of the Harvard Negotiation Project, a group that deals continually with all levels of negotiation and conflict resolution from domestic to business to international, *Getting to Yes* tells you how to: separate the people from the problems; focus on interests, not positions; work together to create options that will satisfy both parties; and negotiate

successfully with people who are more powerful, refuse to play by the rules, or resort to “dirty tricks.”

Fisher, Roger and Daniel Shapiro. *Beyond Reason: Using Emotions to Negotiate*. Penguin, 2006. In *Beyond Reason*, you will discover how to use emotions to turn a disagreement - big or small, professional or personal - into an opportunity for mutual gain. The book offers straightforward, powerful advice for dealing with emotions in even your toughest negotiations, whether with a difficult colleague or your angry spouse.

Harvard Business Review. *Management Essentials Blog*: Straightforward, actionable advice for novice managers, seasoned leaders, and people at all levels in between.
<http://blogs.harvardbusiness.org/hmu/>

Heifetz, Ronald A. and Marty Linsky. *Leadership on the Line: Staying Alive Through the Dangers of Leading*. Harvard Business Press, 2002. Renowned leadership authorities Heifetz and Linsky marshal a half century of combined teaching and consulting experience to show that it is possible to put ourselves on the line, respond effectively to the risks, and live to celebrate our efforts. With compelling examples including the presidents of countries and the presidents of organizations, everyday manager and prominent activists, politicians and parents, the authors illustrate proven strategies for surviving and thriving amidst the challenges of leading.

Kroeger, Otto with Janet M. Thuesen and Hile Rutledge. *Type Talk at Work (Revised): How the 16 Personality Types Determine Your Success on the Job*. Dell Publishing, 2002. “Written by noted consultant Kroeger and his colleagues, this entertaining and informative volume is aimed at anyone trying to navigate the challenging social setting of the workplace. The Myers-Briggs Type Indicator (MBTI) on which it is based was originally developed by Katherine Briggs and Isabel Myers Briggs, who drew on the work of Swiss psychologist Carl Jung. This method has been widely used as a tool in both education and business. Originally published in 1988 and now fully revised and updated, the book is designed to help readers identify their own type and gain insight into the learning and operating styles of their colleagues. Its three sections are an introduction to typewatching (determining types), putting typewatching to work (leadership, team building, and conflict resolution), and understanding the 16 type profiles.” (Excerpt from <http://www.amazon.com/Type-Talk-Work-Revised-Personality/dp/0440509289>, citation: Rona Ostrow, Lehman Coll. Lib., CUNY, Bronx. Copyright 2002 Cahners Business Information, Inc.)

Puder-York, Marilyn and Andrea Thompson. *The Office Survival Guide: Surefire techniques for Dealing with Challenging People and Situations*. McGraw Hill, 2006.

Shell, Richard G. *Bargaining for Advantage: Negotiation Strategies for Reasonable People*. Penguin, 2006. This updated edition includes: a "Negotiation I.Q." test designed by Shell and used by executives at the Wharton workshop that reveals each reader's unique strengths and weaknesses as a negotiator, a concise manual on how to avoid the perils and pitfalls of online negotiations involving e-mail and instant messaging, and a detailed look at

how gender and cultural differences can derail negotiations, and advice for putting talks back on track.

Stone, Douglas, Bruce Patton and Sheila Heen. *Difficult Conversations: How to Discuss What Matters Most*. Penguin Books, 2000. Whether you're dealing with an underperforming employee, disagreeing with your spouse, negotiating with a difficult client...we attempt or avoid difficult conversations every day. No matter how competent we are, we all have conversations that cause anxiety and worry. Based on fifteen years of research at the Harvard Negotiation Project, *Difficult Conversations* walks you through a step-by-step proven approach to having your toughest conversations with less stress and more success. It shows you how to prepare yourself; how to start the conversation without defensiveness; and how to keep it constructive and focused regardless of how the other person responds.

University of Wisconsin, Office of Quality Improvement and Office of Human Resource Development. <http://www.ohrd.wisc.edu/onlinetraining/resolution/index.asp> This website on Conflict Resolution offers a variety of information and exercises on conflict and mediation.

Ury, William. *Getting Past No: Negotiating In Difficult Situations*. Bantam Books, 1993. In *Getting Past No*, Ury presents a five-step strategy for negotiating with an uncooperative, intransigent opponent.

Weeks, Holly, "Taking the Stress Out of Stressful Conversations." *Harvard Business Review OnPoint Article*, (2002). Using vivid examples of the three basic stressful conversations that people bump up against most often in the workplace, the author explains how managers can improve those interactions unilaterally.

