

The Managing Your Appraisal Pocketbook The Pocketbook

Grievances and disciplinary matters are immensely disruptive and time-consuming, and most managers struggle to know how to deal with them. The Discipline & Grievance Pocketbook offers practical help. It stresses the importance of understanding the root causes of conflict and identifies the management practices that need to be in place in order to help prevent problems arising. The book first looks at how staff issues can be resolved informally, through mediation, and then goes on to describe the formal procedures for both grievance and disciplinary cases before finally dealing with the dismissal process. Informative case studies bring author Ruth Sangale's advice sharply into focus.

The Telephone Skills Pocketbook covers every aspect of using the telephone to improve business performance. It highlights the importance of good communications skills, the need to build rapport, favourite bad habits and how to avoid them, how to take control of a call, how to keep customers happy, and more. There are separate chapters on

New and recently appointed headteachers in particular will appreciate the wealth of practical advice in the Primary Headteacher's Pocketbook. From establishing and maintaining credibility with children, parents, staff and governors to ways of motivating and energising staff, the book is full of refreshing ideas and suggestions. It tackles how

Failure to delegate or failure to delegate effectively is costly - to you, your colleagues and, ultimately, your employer. There are both morale and productivity issues. It's enough to make you cry unless, that is, you adopt the 'onion' approach which lies at the heart of the delegation process as described by Jon Warner in The Delegation Pocketbook. Think of your workload in layers, like those of an onion: tasks at the core need to be retained and more personal control exercised; those in the outer layers can be delegated, the more so the further from the core. To delegate effectively you need to understand your own attitude to delegation (a questionnaire in the pocketbook will help you here), what you can delegate and why you should do so (beware the wrong reasons!), who to delegate to, how to prepare properly and what briefing style to adopt - controlling, tentative, participative or collaborative. Warner recommends aiming for the latter style, collaborative, which is achievable using the principles outlined in his book. There is advice too on setting goals/milestones, using controls to minimise risk, how to monitor the process, warning signs to look out for and how to react, and maintaining responsibility and accountability. Recognising the contribution made by others and learning from the experience are also covered. How well do you delegate and what style do you adopt: controlling, tentative, participative or collaborative? This pocketbook looks at the what, when and how of delegation - an insightful and practical overview.

People in business are conditioned to believe they must communicate in a rational, objective and logical manner, without emotion, if their point is to be accepted. The reality is, however, that stories engage both hearts and minds and are the most effective means to engage and persuade. The Storytelling Pocketbook shows readers how to use stories to get their ideas across and make a deeper connection with their audience. With practical exercises throughout, the book shows you how to create your own story frameworks, and explores the different settings in which you might use them, eg to ignite organisational change, to transfer knowledge, to build brands, to develop people.

Written for leaders at all levels - strategic, organisational and team level - the Leadership Pocketbook explains how to inspire, influence, deal with change and achieve objectives. Illustrated throughout, the book adopts a practical approach, setting out the principles of leadership, the role of the leader, the skills required for effective leadership and the key challenges facing leaders in today's business environment. This 2nd edition sees the addition of a new section about leaders and social responsibility. "Contemporary business leaders must be aware of the major forces shaping society today and understand how their organisations need to respond and contribute to these challenges", author Fiona Dent writes. She is Director of Faculty Development at Ashridge where she is also Programme Director for the Influencing Strategies and Skills Programme. A focus of the book, described by the author as 'perhaps the most necessary skill for any leader', is self-awareness - to know yourself, to realise what your leadership strengths and weaknesses are and when you must continue to develop. "With admirable clarity, Fiona Dent distils the salient leadership issues and skills. Every potential leader and every leader with potential should find a place for this book in their pocket or bag." Philip Hodgson, Director of Leadership Programmes, Ashridge "A practical, easy to use guide for all levels of leadership. It covers a broad range of topics in sufficient detail to make it usable both for fresh learning and for reference." Richard Nicholson, Management Development Manager, Novartis Pharmaceuticals UK Ltd

"We cannot manage time. All we can do is learn how to use the time that we have, as well as we can", says Dr Mike Clayton, author of the all-new Time Management Pocketbook. Illustrated throughout, the book begins by explaining how to plan your time, how to balance the advantages of feeling in control against the necessity of remaining flexible, and how to adapt to changes. It then deals with ways of working that will make you more productive and looks at strategies for tackling one of the biggest problems you face: the challenge of 'too much'. A summary of the eight most popular time management systems in use comprises the penultimate section of the book. The author does admit, though: "I'm no fan of systems. Instead, I prefer broad principles, and a well-stocked box of tools to apply to different situations. To me, a system is a principle applied rigidly. And at some point, it won't apply. That's why I filled this Pocketbook with ideas to try; not just a single system." The book concludes by looking at how organisations can treat time as a strategic asset, systematically making better use of it for the greatest possible return. The Meetings Pocketbook reveals all the do's and don't's needed to make meetings successful. Updated and now in its 3rd edition, this popular pocketbook covers advance preparation, chairing, controlling discussions, effective participation and use of minutes. Essential reading for both organisers and participants. 'Don't arrange or attend another meeting without reading it', recommended one reader. A 'straightforward reminder of the rules' said another.

Recruiting successful candidates leads to improved performance, increased customer satisfaction, enhanced organisational reputation, greater staff morale and a positive reflection on those involved in the recruitment process. The Managing Recruitment Pocketbook explains how to plan recruitment, attract the right candidates, assess CVs and application forms, get the most out of the interview, use different methods of selection and how to make the job offer. Under 'attracting the right candidates', the pocketbook looks at advertising methods, using the internet, employing recruitment agencies and recruiting internally. Selection methods addressed include psychometric tests, personality questionnaires, assessment centres, presentations and work sample exercises. The final chapter covers how to pull all the selection information together, references, medicals, handling unsuccessful candidates and making the eventual offer.

Complementing this new title are two other existing pocketbooks, The Interviewer's Pocketbook and The Succeeding At Interviews Pocketbook.

Resilience is about an individual's readiness to meet the world in a resourceful state. It means being equipped to deal calmly and confidently with challenging circumstances while being able to bounce back or recover quickly from setbacks. With improved resilience comes less stress, less stress-related illness and, ultimately, better performance – and that's good news, not just for the person concerned but for the organisation as a whole. The Resilience Pocketbook is packed with coping strategies, tools and tips to show people how to draw out, strengthen and put into practice their inbuilt resources. It includes a questionnaire to identify strengths and weaknesses, and there is a section on building resilience within teams – invaluable advice for team leaders, HR/OD practitioners and trainers.

For those who do business overseas, this book is a valuable insurance policy', commented The Good Book Guide on The Cross-cultural Business Pocketbook. 'It sets out not only examples of local attitudes and thinking but a whole way of planning and executing international communication and business dealing', continued the Guide. This Pocketbook is for anyone doing business outside his or her country, whether attending or organising a multinational conference, making a presentation to a group of managers from different countries, or being relocated abroad. Starting with a look at culture and its effects on working behaviour, the book then reviews ways of developing communication skills across the culture gap. Finally there is a section of specific material covering, amongst others, Europe, the Arab world and North America. A review of this book on Amazon.co.uk states: 'This little pocketbook is a gem. It is written clearly and has an easy to use section for identifying problem areas'.

Another popular title from Ian Fleming on ways to manage difficult people and their problems. The People Manager's Pocketbook uses a practical and effective 'Signs/Reasons/Solutions' structure. Problem areas include: the poor performer, difficult individual, reluctant team player, persistent late-comer, slow learner, isolated individual and unsupportive boss. '...practical and rich in common sense', reported Management Today journal.

The Mentoring Pocketbook - now in its third edition - shows how to design and manage a mentoring scheme, how to prepare to be a mentor, how to conduct mentoring sessions, how to maintain the relationship through the different stages and how to evaluate mentoring. Before looking at the actual mentoring process, the authors deal with the uses of mentoring within organisations (particularly in the context of managing change and mission/value statements) and explain how mentoring differs from coaching, training and appraisals. The process of mentoring is explained with the aid of a 3-stage model. This can be used to assess yourself as a mentor, as a map to guide you through the process, as a review tool and as a means to develop the mentee's ability to use the model independently. Subsequent chapters explore the mentor-mentee relationship and address key issues and questions. Although primarily aimed at the mentor, The Mentoring Pocketbook is also helpful to mentees. A consistently best-selling title within the Management Pocketbooks Series! "Mentoring is probably the most powerful developmental process people can experience. And when it works, it develops two for the price of one. The Mentoring Pocketbook is a no-nonsense primer for the first-time mentor or mentee." Prof. David Clutterbuck, Co-founder, The European Mentoring and Coaching Council "The Mentoring Pocketbook is the basis of the Mentoring Programme at Mövenpick Hotels & Resorts. Mentoring has been fundamental to supporting our approach to talent development throughout the company. Not only is it providing our top talent with the support they need to make the challenging transition to more senior leadership roles but it also supports our current generation of business leaders. Mentoring has greatly enhanced their unique contribution to the company and the company's learning and development culture." Bruce Harkness, VP Learning & Development, Mövenpick Hotels & Resorts Management AG

The 'facilitraining rainbow' won't lead you to a pot of gold but it will enable you to decide on the most suitable approach for your next facilitation session. This innovative decision-making model is central to The Facilitator's Pocketbook - a comprehensive guide covering all stages of facilitation, from planning through to implementation. Interpersonal skills (including attitudes and values) and session skills (including energising and problem solving) are dealt with at length. This second edition contains significant new material, notably the addition of a detailed case study and examples of six typical facilitation sessions. "John and Paul provide a quick route to a practical understanding of facilitation. This book should be compulsory reading for all managers handling change." Teresa Kilmartin, Executive Manager Training & Development, Irish Life Assurance plc "This book is the perfect illustration of what facilitation is all about - making things easy. Reflecting on the methods, skills and techniques described, it is easy to understand what it takes to become a skilled facilitator. Read it and you will undoubtedly do it better and get better results!" Karin Priarollo, Director, Human Resources, Novartis Consumer Health

The Manager's Pocketbook is aimed at team leaders, supervisors and people managers of all levels. The 5th edition of this popular title in the Pocketbook Series will be published in March 2014. Using the acronym POLCA, the pocketbook teaches the five essential management skills: 'P' for 'planning'; 'O' for 'organising'; 'L' for 'leading'; 'C' for 'coaching/correcting'; and, 'A' for 'achieving'. There is a separate chapter on each of these five skills, preceded by an overview of the manager's role. The Manager's Pocketbook is extensively illustrated and concisely presented, reflecting the lively, right-brained approach that author John Townsend has developed throughout his long career in helping managers excel and deal with the many challenges they face.

The Managing Your Appraisal Pocketbook is written from the appraisee's standpoint. It encourages people to take charge of their own career development by preparing for and properly using appraisals. Its author is Max Eggert, a management psychologist who specialises in assisting organisations and individuals to achieve their best. He looks at the dangers and benefits of appraisals, how to prepare for them, performance measurement, feedback, the appraisal interview structure, and types of questioning. For hints and tips on setting up and running an appraisal system, see The Appraisal's Pocketbook.

The Handling Complaints Pocketbook looks at why and how people complain, and the key types of complaint: aggressive, passive, constructive and professional. The author explains that all businesses should welcome complaints because they provide direct feedback and an immediate opportunity to improve the service to customers. The next sections cover a strategy for handling complaints, and the use of transactional analysis in understanding complaint behaviour. The final section looks at ways to turn complaints into compliments and create loyal customers. From the author of The Problem Behaviour Pocketbook.

The Appraisals Pocketbook adopts a strongly practical approach in explaining how to set up and run an appraisal system. Using a helpful 5-stage model, the book shows how to identify the job objective and key result areas, how to set clear achievable goals, and how to structure and conduct the performance discussion. The 2nd edition of this popular title has been brought up-to-date by the author and there are new illustrations throughout. Reviewing the Appraisals Pocketbook, Management Today concluded: 'This little book provides a lot of help. It challenges managers to ask themselves whether they understand what an appraisal is for, and what questions they should be asking'.

This book covers a broad spectrum from job evaluation systems and how they help staff to understand different job benchmarks, to a range of financial incentive schemes and other benefits which are important to employees - helping you to build loyalty, motivation and productivity. The author highlights the pitfalls of some schemes, using real case studies and offers advice and guidance on packages that work.

Being an effective communicator is hard work, but it is the single most important part of a manager's role. Many of us think we are good at it - it's all those people who don't listen who are the problem! The Communicator's Pocketbook covers the dynamics of communication, how to be effective, likely barriers, styles of communication and technology at work. The book concludes with a series of checklists that will enable you to take stock of your communications skills and shortcomings and to put these into context at both an organisational level and a group or team level.

Empowerment is often confused with delegation and, wrongly, is often seen as a form of power or authority over another person. The authors of The Empowerment Pocketbook prefer to liken empowerment to a licence that is issued only after those concerned have proven their ability and only when the scope and conditions of the activity to which the licence applies are clearly defined. This Pocketbook explains what empowerment is, what can be gained when it is in place and how to put it there and keep it there. It will be helpful to managers, trainers, consultants and all those people who are concerned with getting the best from their workforce. Areas covered include: identifying the need for empowerment, enabling the individual, implementation (nine steps to get empowerment in place) and, finally, monitoring and feedback.

Performance Management is about getting results, getting the best from people and helping them to achieve their potential. Employee engagement has an important role to play in this, it is about the emotional commitment to the organisation and its goals. In this second edition of the Performance Management Pocketbook, readers will find plenty of tips and techniques to enhance their performance in the following areas: leading others to achieve results; understanding the impact of their own style; engaging and motivating others; creating high performance teams; setting clear objectives; managing performance difficulties and coaching and delegating effectively. The book contains illustrative case studies and each chapter has a helpful review and actions section. The author Pam Jones is a member of the Ashridge Business School open programme management team. Her responsibilities cover a suite of programmes encompassing performance management, influencing and general management skills. "In an ever-demanding and competitive world, OK and average simply aren't enough - performance matters. If you want to get the best out of your people, then this book is packed with advice and ideas on how to do that." Lydia Hatley, Leadership Change Manager, Argos "Very useful - a practical and comprehensive guide for all leaders who truly value their team." Claire Dobbs, Managing Director, Havas Life London.

Central to the Advanced Coaching Pocketbook is SPACE, a 5-step model enabling coaches to reflect on and assess their own approach to coaching, and deepen their awareness of the coaching process. HR and OD professionals wanting to create a coaching culture will also find the tips and tools beneficial. Each step of the model is described in a separate chapter, and for each step the author recommends appropriate tools designed to put the theory firmly into practice. Exercises and graphic devices help to embed the understanding. SPACE was tested by practitioners across the UK and further afield. How they applied the model in practice was subsequently surveyed and their responses used to inform the model and its description in this pocketbook. "The survey results give real insight into the different aspects of coaching", an enthusiastic Lynne Walley declares.

Flexible working recognizes individuals' differing needs, lifestyles and life stages. It's about creating an environment in which people can achieve a work-life balance that leads to fulfilment inside and outside their place of work. The Flexible Working Pocketbook looks at the reasons for creating a flexible working environment and at the benefits for the individual and for the employer and its customers. Flexible working options are many and varied. They involve an organisation changing where, when and how their employees work. The Flexible Working Pocketbook explores the different options for flexible working, looks at how to introduce flexibility across the organisation, how to encourage 'flexible behaviour' and how to measure its success.

The latest research suggests that 33% of people lie deliberately to achieve employment. The costs of mis-hires are significant in terms of management time, selection and reselection costs and potential legal costs. There are 101 opportunities for applicants to economize with the truth, exaggerate or simply lie, both on their CV and at interview. They may be desperate in a competitive job market; they may think that exaggeration is an expected part of the process or they just rely on the fact that many employers still fail to make the most rudimentary of checks of what they are told. Max Eggert's Deception in Selection will help you, the recruiter, to understand how and why candidates deceive. The book examines proven techniques and tactics to balance the interview game, to restore equity in the face of the clever approaches that sophisticated candidates bring to the interview. Although there is no foolproof way of identifying deception, you can, with practice, become amazingly accurate if there is a commitment to master the basics. The object of this book is to learn how to detect more effectively the fabrications that candidates present in selection situations that would have a direct adverse effect on their performance in the job. Reading it will encourage you to look at lying and truth telling in a new

light and discover how pervasively lies and self-deception influence selection decisions. This is a must read guide from a best-selling business author for all those who participate in the selection process.

Anyone you might want to contact in the world is only 5-6 people-contacts away from you, maintains Jon Warner in the Networking Pocketbook. He sees networking as a major social and life skill that can benefit both our working and personal life. The Networking Pocketbook details the four basic steps that lead to effective networking relationships, the so-called LINK: Learning (about needs, ours and other people's) Investing (making strong contacts) Nurturing (achieving a deeper relationship) Keeping (maintaining the momentum) As the author leads readers through these four basic steps he progressively describes the seven key competencies needed for effective networking. These competencies relate to temperament/disposition, strategic planning, organisation, nurturing, communications, socialising and persistence.

Sixty practical suggestions for reducing absenteeism are detailed in this title, followed by a look at the legal aspects of employment and advice on how to introduce an absence control policy. The author - management psychologist Max A. Eggert - also looks at the costs of absenteeism (monetary and psychological) and five ways of measuring absence. This is a new edition of "The Controlling Absenteeism Pocketbook" (978 1 870471 64 0), first published in 2000. Other pocketbooks by the same author include: "Assertiveness"; "Managing your Appraisal"; "Motivation"; and, "Resolving Conflict".

Engaging your audience and holding their attention is the principal focus of the Webinars Pocketbook. It will show you how to design, set-up and deliver internet-based meetings, presentations and training workshops that harness technology for maximum impact and effectiveness. The pocketbook begins by describing the different webinar tools available – such as web cams, polls, messaging windows, whiteboards and breakout rooms – and how and when they can be employed to your advantage. It then goes on to explain how you need to adapt your communication style and method of delivery to suit the virtual environment, including making good use of attractive visuals to support your message. An explanation of how to gain participant buy-in, several case studies, a troubleshooting section (problems and solutions) and the authors' top 21 tips for successful webinars end the pocketbook on a practical note. Virtually the best advice there is! The Teamworking Pocketbook has long been at the heart of the successful Management Pocketbooks Series. Now in its third edition, this popular title looks at the differences between groups and teams and between teambuilding and teamworking, the types of problems preventing teams from being effective, and offers plenty of practical advice for countering such difficulties. Leadership, conflict management and understanding group behaviour are among the many subjects covered in this illustrated 'hands-on' guide. Also available in the series: Teambuilding Activities Pocketbook, Team Coaching Pocketbook

The Project Management Pocketbook is a practical, step-by-step guide to managing a project through to completion. It looks at each key stage and identifies the management techniques that can be applied. From objective-setting through to implementation, the book stresses the importance of good communication, teamworking and influencing skills. All too often, books on this subject cover the process of project management and not the people aspects. This Pocketbook addresses both. "Project management requires a multitude of skills - from vision and planning, to monitoring, communication, leadership and, of course, delivery. This pocketbook pulls together best practice from these diverse areas into one simple, easy-to-read booklet. Refreshingly, it has been written from a general business perspective (rather than I.T.), and is therefore applicable to anyone managing change." Adrian Guttridge, Vice President UK & Ireland, EDS "A lively guide based on real events that any of us may encounter in our everyday life at work or (as I found out after reading this) at home." Johann de Waal, Director, International SOS Insurance Services Ltd

The Motivation Pocketbook examines the many different theories of motivation, drawing out the key points and offering management tips for each one. A useful problem-identifier points the way to the best theories to use in particular situations. For example, when people complain a lot the author recommends the 'ERG Theory', and when they lack direction he puts forward the 'Goal Theory'. There is also a review of the different character and personality types and what they are most likely to find motivational. In conclusion, the book lists nine basic rules of motivation, ten ways in which to keep yourself motivated and 100 ways in which to say 'well done'. To coin one of these expressions, 'sheer class' Max.

Managing Your Appraisal Pocketbook Management Pocketbooks

Some books on the topic of confidence offer a 'quick-fix' approach which could be summarised as 'believe in yourself'. This Pocketbook is different; it suggests that you need to arrive at a position of justified self-belief. In other words get good at something then believe in yourself. It contains tips and techniques to help you grow in confidence, grasp life's challenges and fulfil your ambitions. Confidence matters because a lack of it can stop you going after what you really want in life. The focus of this book is on acquiring real confidence, that is substantial and justifiable. Discover how to take on more challenging tasks through graded exposure, managing your mindset and tapping into your sub-personalities. The author Peter English set up his own training company almost two decades ago and over the years has found that a lack of confidence is an issue for many course participants. The advice and tips in this Pocketbook are based partly on working with those people, hearing their stories and finding ways to help them, as well as on research he has undertaken and his own experience of having once been a shy person. The Confidence Pocketbook sets out a range of confidence-building strategies and then pulls these together into an action plan. There is advice too on how to boost your confidence at short notice when faced with specific challenges (e.g. tackling a difficult conversation or making an important presentation.)

p>How to find, keep and get the best from the people who can make an enterprise thrive is the subject of the Talent Management Pocketbook, now in its 2nd edition. It features checklists and self-assessment tools to gauge current talent management strategy and pinpoint where improvements can be made. Included too are examples of outstanding talent management practices. How do you judge with confidence that someone will succeed in a bigger role? The book describes how the 'potential profiler' can help identify potential talent in the key performance areas. It is one of several helpful models described. Blending talent in order to build talented teams is another focus of this illustrated pocketbook. It deals with its subject in clear, concise terms with the emphasis on providing practical solutions. The Talent Management Pocketbook has been written for trainers, HR and recruitment professionals, and for line managers with responsibility for retaining and developing talented team members.

The Interviewer's Pocketbook has had a major overhaul in this new third edition and now focuses exclusively on the recruitment interview. The opening chapters look in detail at the necessary skills for conducting an interview: questioning techniques, listening skills and interpretation of body language. Types of question are explored, with ways in which to use them, as well as questions to avoid asking, while a helpful example interview shows the techniques in action. Later chapters cover preparing for and conducting the interview, including looking at job descriptions and specifications, preparing evidence questions, and evaluation of candidates.

Memory is fundamental to our very existence. This title looks at the structure of memory, distinguishing between sensory memory and short- and long-term memory. It describes the causes of poor memory (tiredness, cognitive overload and poor concentration) and the key principles for improving it (attention, effort, motivation and meaning).

Fully engaged and motivated people perform better, enjoy greater job satisfaction, are more loyal and bring the manager and team leader the outcomes they have targeted. Doug Miller, author of the Engagement Pocketbook, has distilled decades of theory on the topic of engagement to produce the SPARC model designed to help managers on a day-to-day basis get the best out of their people. HR professionals, coaches, mentors and trainers will also find the model insightful. SPARC comprises five elements: Self-determination (degree of individual autonomy) Purpose (role clarity) Authenticity (scope for self-expression) Reward (spiritual, emotional & financial gain) Challenge (need for learning & development) For each element five management interventions are described, bringing the model to life and underscoring the pocketbook's practical approach.

At some stage or other we all have to deal with difficult conversations. This work helps you learn how to communicate with authority, clarity and persuasiveness, and - through active listening, mirroring body language and other techniques - how to empathize with the other person and how to interpret what they are saying, feeling and thinking.

The Trainer's Pocketbook - the title that launched Management Pocketbooks and with worldwide sales approaching 100,000 copies! - has been fully updated and is now available in its 11th edition. This best-seller takes a succinct, practical approach to all aspects of structuring and delivering a training course or workshop. It covers learning theory, learning environment, techniques for opening and closing the session, the right equipment and how to use it, preparation, delivery and group activities. Author John Townsend writes: "This new edition has been totally revised in light of the advances in training technology, especially in the audio-visual field, but retains all the still-valid classics that have made it a favourite with trainers all over the world for so many years. And in comes lots of fun interactive stuff you can do on the web in front of the class - dreams come true for veteran trainers like me!" "As always, this new edition of the Trainer's Pocketbook is a must-have resource for any trainer. The new additions are insightful and complete an already indispensable guide to training practice. I love it!" Fabbio Grassi, Executive Learning Director, IMI, Ireland

The Managing Change Pocketbook is for all those people responsible for managing change or wishing to understand an imposed change. Now in its 4th edition, this popular title in the Pocketbooks Series explains what change is and why it is necessary, why some change needs proactive management, the effects of change on people, how to gain commitment, how to manage change, the tools available, ways to communicate, and examples of success and failure.

Early intervention in a dispute, before the disagreement escalates, is often the most effective form of mediation. Consequently, the line manager or supervisor responsible for those individuals at loggerheads is frequently the best person to spot a growing problem and then to intervene. The Mediation Pocketbook will help such managers to understand what creates and sustains conflict and describes a step-by-step approach for dealing with it. The book sets out the skills that are required and what tools and techniques are available and how they can be deployed to achieve positive outcomes. The ideas and methods featured will also be helpful to HR specialists and those people with training in the subject, for when a problem demands formal mediation procedures. Individuals facing conflict and the need to persuade others to see their point of view will also benefit from the practical advice. Conflict in the workplace causes dissatisfaction and demotivation which in turn leads to greater absenteeism and affects performance. Resolving disputes constructively, rather than simply persuading people to 'agree to differ', will impact positively throughout the organisation.

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