

accelerate the emergence of third-party consultation as an integral part of organizational development programs. Also, the insight gained by analyzing the constructive influences of third parties can be used by conflict principals themselves who want to break out of the conflict pattern.

More than intellectual understanding will be required, however. The effective use of the knowledge contained in this book depends upon a personal capacity to be open and confronting in human encounters when the situation calls for it. This is the quality that our child-rearing and other socialization processes have promoted in some, but not most, people. Many organizational development programs in business, government, and education, however, are currently operating to develop the interpersonal skills and to create the interpersonal climate conducive to the type of conflict resolution methodology treated here.

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