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# The Elephant in the Boardroom

Edgar Papke

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"It's not just enough to be a good leader—we must face change, complexity, and conflict with strength and wisdom. Papke's perceptive guide will lead you through conflict to the innovation that will follow. No book prepares you better!"


—MARSHALL GOLDSMITH, author of the #1 New York Times best-selling *Triggers* and global best-sellers *MOJO* and *What Got You Here Won't Get You There*

## THE ELEPHANT IN THE BOARDROOM



How Leaders Use and Manage Conflict  
to Reach Greater Levels of Success

EDGAR PAPKE

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**Edgar Papke : The Elephant in the Boardroom** before purchasing it in order to gauge whether or not it would be worth my time, and all praised The Elephant in the Boardroom:

0 of 0 people found the following review helpful. EDGAR PAPKE DOES IT AGAIN: Drilling Deep into Bedrock Leadership Issues By Doug Gertner, Ph.D. "Show me a leader who fails to confront conflict, and I'll show you the 'biggest elephant' in the room." With this starting premise, Edgar Papke follows his seminal first book, True Alignment: Linking Company Culture with Customer Needs for Extraordinary Results, by drilling deep into the

bedrock issues and solutions to the greatest leadership challenge of this and any time. "The lack of constructive conflict management..." Papke contends "undermines [the] ability to lead effectively." And with his vast executive coaching and organizational knowledge and experience, Papke offers authentic case studies and tested tools to identify, manage, and resolve disagreement in any form, at any level, and for a positive outcome. As with all of his work, we are reminded that "it's all about relationships." Indeed, this foundational concept carries forward Papke's signature approach to the 'human art of business,' with key insights and strategies for knowing oneself as the first step to addressing a conflict situation. Leaders - and that includes all of us - must begin with intention, and resist "the lure of avoidance," to create a shared understanding and establish and test commitments to resolve any difference. This book has made a difference in my practice and I commend it to readers without reservation. 1 of 1 people found the following review helpful. Edgar takes us through a wonderful exploration of the power and importance of consciousness in ...By ClaudiaEdgar clearly articulates the impact of human behavior on an organization. While the book speaks to the role of the leader it is applicable to any person wanting to participate in a culture evolution. The hardest truth is that it starts with our own awareness and capacity to understand the impact of our own behavior in the workplace. Edgar takes us through a wonderful exploration of the power and importance of consciousness in the change or transformation setting. My advice is read Part 2 then Part 3 which are more HOW and conclude with the slightly more WHY orientation of Part 1.0 of 0 people found the following review helpful. Five StarsBy CustomerVery self reflective and self analysis to take your leadership skills to the next level

ldquo;When leaders fail to confront conflict, they become the lquo;biggest elephantsquo; in the room.rdquo; In a survey of more than 4,000 CEOs, executives, and managers, more than 90 percent admitted they were uncomfortable confronting or engaging in conflict. Yet leaders must realize that every conflict presents an opportunity to reach higher levels of performance. In *The Elephant in the Boardroom*, award-winning leadership psychologist Edgar Papke explores the unique and challenging relationship that leaders have with conflict, and offers the know-how needed to use conflict as the engine of innovation and creativity. As a result, you will learn how to act courageously and be better equipped to lead and win in today's complex and turbulent world. *The Elephant in the Boardroom* will help you: Better understand the unique relationship leaders have with conflict. Gain the self-knowledge required to confront conflict and attain higher levels of leadership performance. Learn how to foster cultures of openness and higher accountability. Identify the sources of dysfunctional conflict to create constructive change effectively. Learn to use a proven, seven-step model for effectively managing and leveraging conflict. Are you ready to confront the lquo;big elephant in the room,rquo; and manage the elephants living and thriving in your organization?

"If you want an organization that owns teamwork and drives true innovation--this book is required reading. In typical Papke fashion, Edgar brings the deepest ideas to the surface in a pure, readable, easy-to-use fashion. *The Elephant in the Boardroom* is one of the most powerful books you will find on leadership."--Dan Barnett, global speaker/consultant on "Make or Break Execution""It's not just enough to be a good leader--we must face change, complexity, and conflict with strength and wisdom. Papke's perceptive guide will lead you through conflict to the innovation that will follow. No book prepares you better!"--Marshall Goldsmith, author of the #1 New York Times best-selling *Triggers* and global best-sellers *MOJO* and *What Got You Here Won't Get You There*About the AuthorEdgar Papke is a student and teacher of leadership and the human art of business. He coaches and consults with leaders and their teams in a wide range of industries and institutions. Edgar is a globally recognized, award-winning speaker and author known for his authenticity and innovative approach. He is the author of *True Alignment: Linking Company Culture to Customer Needs for Extraordinary Results*, and has written extensively about conflict management and resolution. He has degrees in organizational psychology, international business administration, and the culinary arts. Edgar resides in Louisville, Colorado.