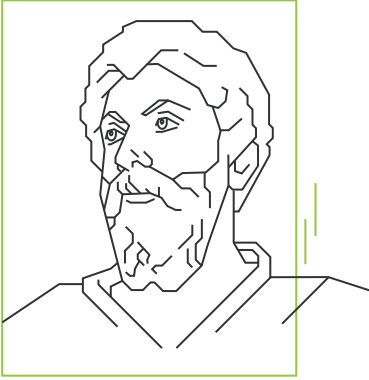


# The Stoic Leader's Guide to Conflict Management



**"When you wake up in the morning, tell yourself:  
The people I deal with today will be meddling,  
ungrateful, arrogant, dishonest, jealous and surly."**

Like it or not, there are people who will make your life difficult simply because they're only concerned with making theirs easier. Expect push back, and it won't rile you as much.

**"Keep in mind how fast things pass by and are gone—  
those that are now and those to come."**

In the grand scheme of things, nothing lasts. Why waste precious time and energy getting upset over things that don't truly matter?



**"The value of attentiveness varies in proportion to its  
object. You're better off not giving the small things  
more time than they deserve."**

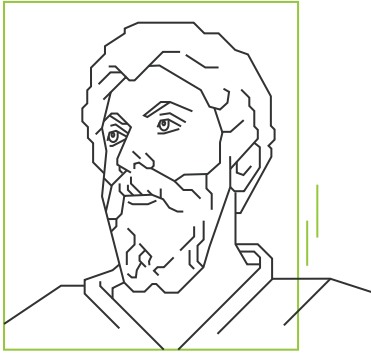
Anger only makes a bad situation worse. Being pissed off that someone talked down to you during a meeting doesn't help—it's just agitates you more.



**"It never ceases to amaze me: we all love ourselves  
more than other people, but care more about their  
opinion than our own."**

You answer to only a handful of people. Draw confidence from the fact that the people whose opinions truly matter — yours and your manager's — are confident in your performance.



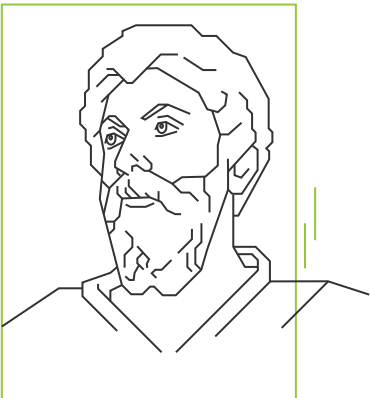


**"Choose not to be harmed—and you won't feel harmed. Don't feel harmed—and you haven't been."**

Don't create a conflict out of a critique. Honest self-reflection is a vital part of improving, so welcome criticism as constructive.

**"If anyone can refute me—show me I'm making a mistake or looking at things from the wrong perspective—I'll gladly change. It's the truth I'm after, and the truth never harmed anyone."**

People aren't disagreeing with you because they don't like you, or because they're argumentative, or because they're wrong. They're simply fighting for what they see as the best solution.



**"Our actions may be impeded by them, but there can be no impeding our intentions or our dispositions. Because we can accommodate and adapt. The mind adapts and converts to its own purposes the obstacle to our acting. The impediment to action advances action. What stands in the way becomes the way."**

If conflict is preventing you from accomplishing what you want to achieve — then find another way. Use it as fuel for creative problem solving. Adapt.