

THE INTERNATIONAL BESTSELLER BY THE AUTHORS OF
Leadership and Self-Deception

THE ANATOMY OF PEACE



*resolving the heart
of conflict*



The Arbinger Institute

The Anatomy of Peace: Resolving the Heart of Conflict

The Arbinger Institute

Download now

Read Online →

The Anatomy of Peace: Resolving the Heart of Conflict

The Arbinger Institute

The Anatomy of Peace: Resolving the Heart of Conflict The Arbinger Institute
NEW EDITION, REVISED AND UPDATED

Like Leadership and Self-Deception, The Arbinger Institute's first book, The Anatomy of Peace has become a worldwide phenomenon—not because of a media blitz, movie tie-in, or celebrity endorsement, but because readers have enthusiastically recommended it to colleagues, relatives, and friends.

The Anatomy of Peace asks, What if conflicts at home, conflicts at work, and conflicts in the world stem from the same root cause? What if we systematically misunderstand that cause? And what if, as a result, we unwittingly perpetuate the very problems we think we are trying to solve?

Through an intriguing story we learn how and why we contribute to the divisions and problems we blame on others and the surprising way that these problems can be solved. Yusuf al-Falah, an Arab, and Avi Rozen, a Jew, each lost his father at the hands of the other's ethnic cousins. The Anatomy of Peace is the story of how they came together, how they help warring parents and children come together, and how we too can find our way out of the struggles that weigh us down.

This second edition includes new sections enabling readers to go deeper into the book's key concepts; access to free digital study and discussion guides; and information about The Reconciliation Project, a highly successful global peace initiative based on concepts in The Anatomy of Peace.

The Anatomy of Peace: Resolving the Heart of Conflict Details

Date : Published July 13th 2015 by Berrett-Koehler Publishers (first published January 1st 2006)

ISBN : 9781626564312

Author : The Arbinger Institute

Format : Paperback 288 pages

Genre : Nonfiction, Self Help, Leadership, Psychology, Business

 [Download The Anatomy of Peace: Resolving the Heart of Conflict ...pdf](#)

 [Read Online The Anatomy of Peace: Resolving the Heart of Conflict ...pdf](#)

Download and Read Free Online The Anatomy of Peace: Resolving the Heart of Conflict The Arbinger Institute

From Reader Review The Anatomy of Peace: Resolving the Heart of Conflict for online ebook

Emily says

If I could have, I would have given this book 3 1/2 stars. It was good, but it wasn't my favorite book ever. It wasn't even a book that I would go around recommending to everyone.

I thought the message of the book was great. I liked the way they gave a good visual for the inner conflict of everyday choices. It was a great message to tell people who don't "get it."

However, halfway through the book, I was done. Firstly, I was done with the exhaustingly long train of thoughts that Lou goes through. Yeah, sure, he's the main character and we want to know what he's thinking, but do we have to know every single thought he thinks about minor comments? Do we have to go through all these flashbacks through his life every time a new concept is brought up? And it didn't help that most of the characters weren't exactly likeable. Even when their flaws were exposed, even when they realized where they were wrong, I still didn't care for them and I was glad I don't know them personally. The teachers, although they have deep, communicative stories about their own lives, didn't even seem like real people to me.

Of course, all these things are petty annoyances and could easily be overlooked. The true reason I didn't consider this book to be the best self-help book ever was because it wasn't a *solution*. It didn't actually show you how to choose a heart of peace over a heart of war. It tried, but who is really going to ever stop dead in their tracks and go, "oh yeah, heart at peace, gotta have a heart at peace"? Maybe, if the ideas in this book were completely revolutionary to them, then they would. But for me, it wasn't a radical change of thinking, it was just a very orderly way of thinking what I was always taught to think.

I found myself comparing this book with "The 7 Habits of Highly Effective People" by Stephen Covey. The difference, to me, was that "7 Habits" had an actual formula of what to do, actual steps to take. "Anatomy of Peace" tried to accomplish that, and in my mind, failed.

I definitely appreciated what this book was trying to convey, and I would recommend it to someone who desperately needed to turn their life around. But it just wasn't what I needed. Not that I'm perfect by any means, and I wouldn't be entirely truthful if I said that this book didn't help me some. It was a good reminder of the way I should be and the way I should be thinking. But I didn't feel like it totally changed my life, and I had this annoying feeling that the authors were waiting with baited breath for me to jump up and go, "Whoa! Now I understand!" ...Yeah, that didn't happen. But overall, the book was really good and I would recommend it.

David says

This book was highly recommended by a senior executive in my organization, so I felt compelled to consider it. The Arbinger Institute is a consulting group based in Utah, with a focus of helping "solve the problems created by self-deception." It's largely based on the ideas of C. Terry Warner, a philosophy professor at BYU.

This book presents a more direct application of ideas presented in the Institute's first book "Leadership and Self-Deception." In this second book, the ideas are taught in the context of a group of parents who bring their troubled children to an unusual rehabilitation center for juvenile delinquents, run by a Jew and a Muslim. But

we don't see much of what happens with the children. The book describes two days of seminars held with the parents, where the directors of the center try to help them understand how their own actions and reactions relate to the problems of their children.

I don't often find myself dealing with the depth of conflict described here. But I found some things of interest; good thoughts on how we interpret our motivation and our responsibility for things we're involved in. We often blame others for things that are really either caused by ourselves or under our control much more than we allow.

Rachel says

The idea that things that we do can feed into problems that we have with others is powerful, especially for people who like control. I really liked the concept that when we perceive others as being wrong, and ourselves as being right, we prevent ourselves from looking at different (and better or more effective) ways of approaching others.

This book has made a difference for good in one of my relationships, and I am grateful for that.

Beyond that, the book is corny. The setting for teaching is a Wilderness Camp for troubled teens. It is owned and operated by a Jew and Muslim who have found the keys to peaceful living and interaction. When parents come and drop their teens off to get their heads and their acts together, the parents also have a two day emotional issues boot camp, learning how things that they think and do may be as much a part of the problem as the various illegal and destructive things their teens are doing.

The ideas are useful, but the method of teaching feels completely artificial. I like self-help books that just lay out the plan, rather than using some silly narrative style to show me "Here is what you should be thinking and feeling at this point."

Marsha says

I read this for my master's program and we had a little mini seminar on it. I have to admit that even though I love to read, I am never very excited to read a self-help book. I dislike introspecting and am not very good at it, so concepts that require examining my motives or my sub-conscious issues don't resonate with me at all. I find that trying to figure myself out is tiring, confusing, and, frankly, quite boring.

Because of my prejudice against this particular genre, I approached reading The Anatomy of Peace with some slight trepidation. I was surprised to find that it was interesting and a fairly quick read. It isn't written in a textbook way, but instead tells a story, and the principles being taught unfold through the dialogue and actions of the characters. These principles go right along with my beliefs in the doctrines of Jesus Christ (the book is not religious) and the way that I am trying to be, anyway. Because I am more of an action person (application without introspection), I also liked the book because it gave concrete ideas on how to apply what it taught.

The basic premise is that we always have a choice as to whether we treat others as objects or as people (based on the I-thou, I-it philosophy of Martin Buber). Our actions don't matter as much as our "state of being" that we feel when we perform them. We can be doing the "right" thing, but if our heart isn't at peace and seeing others as people, we will be creating conflict. There is really a lot of wisdom in this book that

gave me some "Aha" moments.

Sunny says

7 stars again! Another paradigm shifting book. This is the sequel to the leadership and self deception book which i recently finished and loved. While that was marginally business included but essentially about relationships this is almost totally about relationships but can also be applied to the business setting of course. This book gives you a governance structure with which you can go about fundamentally changing some of the most troublesome relationship in your life, at work or at home. One thing that i realised about the book was that it mentally gets you to put your brakes on on the direction that you are travelling in. imagine you are zipping through on the motorway and suddenly have to do a handbrake 180 turn and start going in the other direction, those initial skidding moments will be accompanied by a lot of noise and most of all friction and heat. I'm trying to apply the brakes and about turn in the way that i have been applying myself to certain relationships and its very very tough, especially at this nascent stage of the "skid". The book gives you an incredible methodology that you can use to revolutionize your life and the onerous relationships you may have in them. I feel like buying (may do it) and handing out multiple copies of this book to lots of people that i know and care for because i'm sure it will have a huge impact on their lives. Here are the best bits:

"The secret of salads success in the war yousef answered, was that his heart was at peace ."

"In every moment we are choosing to be either like Seledine or like the crusading invaders. In the way we regard as children are spouses neighbours colleagues and strangers, which used to see others either as people like ourselves or as objects."

"In your conflicts with other people even if you are convinced you have been right in the positions you've taken, can you say with confidence that you have also been right in your way of being towards them?"

"Solution is possible only when at least one party begins to consider how you might be wrong. But what if I'm not wrong Lou blurted out. Well if you are not wrong then you will be willing to consider how you might be mistaken."

"Being in the world is what is most fundamental to human experience. He observed that there are basically two ways of being in the world: we can be in the world seeing others as people Or we can be in the world seeing others as objects. He called the first way of being there I-Thoul way and the second that I-it way and he argued that we are always in every moment being either I-thou or I-it."

"As painful as it is to receive contempt from another it is more debilitating by far to be filled with content for another. In this too I speak from painful experience. My own contempt for others is the most debilitating pain of all for when I am in the middle of it when I'm seeing resentfully and disdainfully I condemn myself to living in a disdained and resented world"

"it is possible to find peace once more even when much of my life has been a war zone. Although nothing I can do in the present can take away the mistreatment of the past the way I carry myself in the present determines how I carryforward the memories of those mistreatment's. When I see others as objects I dwell on the injustices I have suffered in order to justify myself keeping my mistreatment and suffering alive with me."

“This style of justification does not allow us to see others as people because we must see them prejudicially as less than we are, the less skilled perhaps or less important less knowledgeable less righteous and someone always less and therefore always objects.”-Unfortunately I have thinking akin to this :(

The book speaks about four boxes that anyone can often find themselves in unfortunately: the first box is called the better than box: In this box the view of yourself is superior important virtues right your view of others is inferior incapable irrelevant false/ wrong your own feelings are impatient disdainful indifferent. your view of the world is competitive trouble and needs me.

The second box is called that I deserve box. In this box the view of yourself is meritorious mistreated victim and unappreciated. Your view of others is mistaken mistreating Ungrateful. Your feelings are entitled deprived resentful. Your view of the world is unfair unjust and owes me.

The third box is called the must be seen as box. The view of yourself is need to be well thought off. And fake. The view of others is judgemental threatening my audience. Your feelings are anxious afraid needy stressed and overwhelmed. Your view of the world is dangerous watching and judging me.

The 4th box is called the worse than box. The view of yourself is not as good broken deficient fated. Your view of others is advantaged privileged and blessed. Your feelings are helpless jealous bitter depressed. Your view of the world is hard difficult against me ignoring me.

“While it is true we can’t make others change, we can invite them to change.”

The book also talks about an excellent peacemaking pyramid. It’s got six layers to it. The foundational layer asks you to get out of your own box and to obtain a heart of peace. The second layer asks you to build relationships with others who have influence on the individual or group with which you have a challenge. The third layer asks you to build the relationship with that person. The fourth layer asks you to listen and learn from them. The fifth layer asks you to teach and communicate with him. And ultimately the sixth layer is where you should work on correcting the issue in a cocreative way. Unfortunately people jump to that sixth layer and try to focus on what the corrections need to be without focusing on the five layers beneath that apex of the pyramid which is the correction itself. “If I’m correcting and correcting but the problems remain that’s the clue that the solution to the problem I’m facing will not be found in further corrections.”

The pyramid is based on three principles. Principal number one most the time and effort should be spent at the lower levels of the pyramid. Remember we want to spend most of our time in the levels of the pyramid below correction which is Exactly the opposite of what we normally do. Want to spend most of our time actively helping things go right rather than dealing with things that are going wrong.“

“Principal number 2 the solution to a problem at one level of the pyramid it’s always below that level of the pyramid.”

Principal number three. Ultimately my effectiveness at each level of the pyramid depends on the deepest level of the pyramid: my way of being.

“The Pyramid keeps helping me to remember that I might be the problem in giving me hints of how I might begin to become part of the solution. A culture of change can never be created by behaviour strategy alone. Peace weather at home work or between peoples is invited only when intelligent outward strategy is married to a peaceful Inward one.”

Bilal Y. says

Bu kitabın sizi aşırtacak, ok edecek bir çalma olduunu söylemeyeceğim ama sizin kendinize dönmenizi sağlayacak bir çalma olduundan eminim. Barış tesis etmek için önce kendimizden başlatmalıyız. "Ben haklıyım", "ben iyiyim", "böyle görülmeli" gibi anlayışlardan kurtulmalıyız öncelikle. Ötekiyle aramızda bir denklik sorunu olmadıkça göstermeliyiz. Kitaptaki srailli ve Filistinli arasında tarihsel soruna rağmen barış tesis edilmiş. Hatta birbirlerine güvenen iki dost onlar... Barış özümsemiği kişi olarak tarihsel bir kişilik olan Selahaddin Eyyubi'nin hakkı teslim edilmiş kitapta. Batı'lılar barış Selahaddin'den öğrendiklerini itiraf ediyor. İyi bir savaç olmasına rağmen Selahaddin'in tek amaç toplumsal barış.

Kitap bir roman gibi de okunabilir. Barış tesis etmek, yapmak ve yaymak kitapta bir kurgu şeklinde verilmiş. Kutular ve piramitler sayesinde mevzu efflaştırılmış ve özetlenmiş.

Darwin8u says

"We separate from each other at our peril."

? The Arbinger Institute, The Anatomy of Peace: Resolving the Heart of Conflict

"...whenever I dehumanize another, I necessarily dehumanize all that is human---including myself."

? The Arbinger Institute, The Anatomy of Peace: Resolving the Heart of Conflict

It is seldom I will actually praise a self-help or business-oriented book. They are usually pamphlets expanded, filled with bad writing, cliches, and seem destined to continually try to rebottle old wine. The Arbinger Institute's 'Anatomy of Peace' is a different bird in several ways. It isn't written by one person (although it is largely built from the work of philosopher C. Terry Warner), but rather by an organization. It has its faults and limitations, but is a constructive addition to conflict resolution. It builds on C. Terry Warner's ideas of self-deception, human emotions, and conflict resolution. C. Terry Warner is a PhD in philosophy and taught for years at BYU so it is natural that the foundations of a lot of Arbinger (a company he founded) is centered around philosophy, theology, and psychology. The foundations of this book look at how understanding others and treating them like humans and not as objects helps us to find peace within, and by doing so leads to better understanding in families, businesses, and nations. It sounds a bit squishier than it is.

Many of the models and even the setting used in this book are familiar to me. The book is set in Arizona (my home state) and is built around a fictional school, Camp Moriah (the book that seems roughly modeled on the Anasazi Foundation, a wilderness program for troubled youth). I should also add that I know the Warner family. I'm good friends with of of C. Terry's daughters and went to high school and university with several of his kids in Utah. He's the real deal, but I might also hold some proximity bias. But whatever bias I hold in favor towards C. Terry Warner should also be balanced by my usual contempt for this type of book. So, I guess it all balances out.

Wendy says

I'm responsible for my own feelings - CRAP! I hate it when that's true :-)

Ann says

Three reasons I wanted to hate this book: 1. Not written by a person but by an institute? 2. "Personal Growth" is the genre listed on the back--ugh! and 3. It just had cheesy corny all over it.

And then, when I began reading, and everything felt horribly contrived...ok, WAS horribly contrived, I thought, how am I going to get through this. And then. THEN.

The "teaching" characters in the book tell us this story of a military/political leader from 1187 AD who had remarkable successes and abilities. Why? They ask...what made him so admired? The answer:

"His heart was at peace."

I kid you not. How in the universe could they possibly know that? I might have put the book down after that if it weren't for the fact that this is a book club book for next month and I'm hosting.

So I plowed on. How did I get from 4 (or 5) strikes against to 4 stars? Somehow the personal interest of these fictionalized characters carried me along. Somehow the "suspense" of waiting to hear their answers to all of the world's worst problems kept me going until I began to find kernel after kernel of truth and insight. All of it building on itself. The book never moves past an idea until all of the "characters" understand it. Which is at once annoying and incredibly helpful.

In short, I learned from this book, and my brain is still working on what it will mean for me and my relationships, how it might apply. But it makes sense and rings true. All without preaching a particular religious creed or value system. All without condemning anyone or anything.

All just striving for peace in a very detailed, specific, and logical way. I don't know--in spite of myself, I'm convinced they have something here.

Jessica says

Well, I think this book has an important message. It made me re-think some aspects of my life and offers some very true advice. The diagrams are helpful for the visual learner.

Unfortunately, the book is quite painful to read. It is one of those books that tries to teach concepts via a story. But in my experience, this delivery method comes across contrived and somewhat condescending. If I am going to read a self help book, I would rather have the information set forth in a clear, well-written way. Let's not try to make fiction out of non-fiction. Instead, you have to wade through all these stock characters having their own constant epiphanies. It is not believable and really boring.

I would like to call for a revision. Find an author who can write, one who would actually be willing to claim the book (how does an institute write a book??), and try for non fiction self help. Then you might have something worth reading. Bad writing hampers good messages.

Sarah Jane says

The writing is awful.

I used to work for a wilderness therapy program but even if I hadn't had that experience I would still be able to sum up this book and Leadership and Self Deception: don't be a jerk. Or be a jerk, if you really want, but then don't be surprised when things don't go your way.

Steve Hemmeke says

If you are in a relationship of long-term conflict, read "The Anatomy of Peace." The main purpose of this book is to get the reader who is in conflict to reflect upon his own contributions to the conflict. Since our natural tendency is to blame the one we're fighting, we need to reconsider that our posture toward the situation and our "enemy" is a major factor. The longer we are in conflict, the more strongly we deny this, but it remains true.

We tend to objectify people instead of be at peace with them as people in relationship. We see ourselves as better (or worse) than them, or we have to be seen by them a certain way, or think we deserve better.

Instead, we need to apologize for what we can, sacrifice for our enemy out of empathy with them, give them space to thrive, and continue considering them from a perspective of peace.

The book does an especially good job dealing with skeptics, in the character of Lou, who assume this approach means compromising the truth or capitulating an important position. Being at peace with a person is different than giving them whatever they want. We don't have to be at war with people to maintain the truth or accomplish our goals.

Sammy Loves Books says

Bruises heal more quickly than emotional scars do.

There is a question I have learned to ask myself when I am feeling bothered about others: am I holding myself to the same standard I am demanding of them?

KareyLyn says

The Arbinger Institute came out with a book to precede The Anatomy of Peace, called, Leadership and Self-Deception. They both present a paradigm shift in the way we perceive those around us. The Anatomy of Peace has influenced how I interact with others within the walls of my own home more than any other book

save the Bible or Book of Mormon.

Adrianna says

I couldn't decide how many stars to give this. On one hand, I appreciated the narrative style of presenting self-help information. I often get bored reading non-fiction, so this was appreciated despite the very contrived feel of the story line. On the other, it *was* contrived, and like other reviewers have mentioned, the insights into Lou's mind were hit-or-miss on helpfulness. Also, if I'd known before I read it that the Arbinger Institute was Mormon-run, I may have skipped it entirely. In my experience, the self-help books written by Mormons have a strange detachment from reality. I actually did get that sense throughout the book, however helpful it ended up being.

Several of the ideas in the book deserve some consideration, however. The first of these is that self-betrayal (denying our inner sense of right and wrong--and a lifetime of it!) is the cause of our deep-seated unhappiness and therefore why our hearts are at war with ourselves and others. If we have little moral compass, how can we feel at peace with ourselves, or treat others well?

The next idea is the "boxes" of unhappiness we carry around with us because of this self-betrayal; those boxes are labeled "I-deserve," "better-than," "worse-than," and "need-to-be-seen-as." Each of us carry around some level of all of these, usually--and often more of one than another. Being able to recognize when we are experiencing the emotions that go along with these boxes is our first step toward reclaiming a "heart of peace" rather than a "heart of war." These emotions include (depending on the box you are carrying): impatience, disdain, superiority, entitlement, deprivation, resentment, helplessness, bitterness, depression, anxiety/fear, neediness/stress, and being overwhelmed. When we realize we are feeling these ways, we can then start looking for the ways we are seeing/treating others as objects (obstacles, problems, faceless people) rather than as people with their own needs, desires, and struggles.

"Seeing an equal person as an inferior object is an act of violence. It hurts as much as a punch to the face. In fact, in many ways it hurts more. Bruises heal more quickly than emotional scars do" (Arbinger, 34).

When we realize we've been treating others badly because we rationalize their treatment based on how we feel and our need to justify poor choices, we need to find a place (physically or in our minds) where we can remember or feel what it's like to be out of the box; a time when we felt loved, accepted, and happy. From that place, looking at our wars, we can determine ways to change our behavior to a behavior of peace toward others rather than the pattern of war we have been perpetuating.

The main idea, obviously, is that change needs to come from within us. This does not mean allowing others to abuse us, or treat us like a door-mat, this is simply a way to do war, if necessary, or stop the war, with a heart of peace so we can feel whole. This is a program for ourselves: to stop the hate we feel, to stop the resentment, and the feeling of being a victim. Everything is within our power, no matter our circumstances and history. We can choose happiness and peace and emotional wholeness.

I think overall, despite it's flawed presentation, this book has some great ideas to implement in ourselves and our interpersonal relationships. While it didn't specifically address how to interact with someone who is contentious, or how to avoid contentious situations, it will certainly help me prevent myself from feeling that contention in my heart when it does happen. It will help me keep the perspective of the other person as an equal human being rather than a problem to address. It will help keep the poison from my soul and draw out any poison that is there, over time. I was looking for something else when I picked up this book and ended up finding something else I needed more right now.

