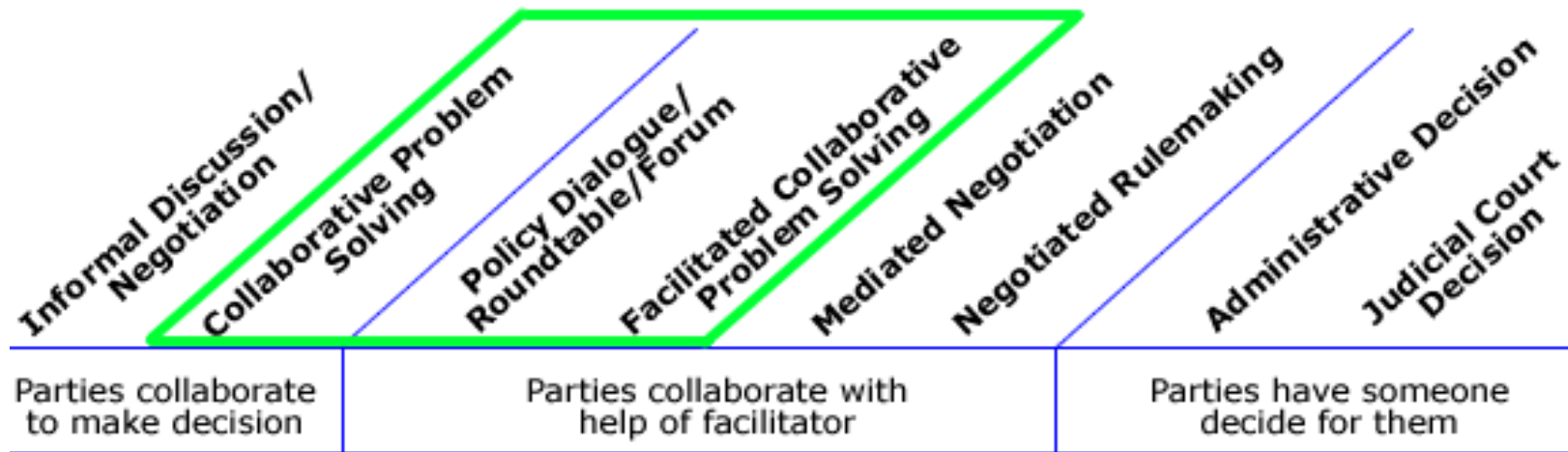




Conflict and Confrontation

Kristy Ellenberg
Sea Grant Fisheries Meeting
Jacksonville, FL
October 18, 2006

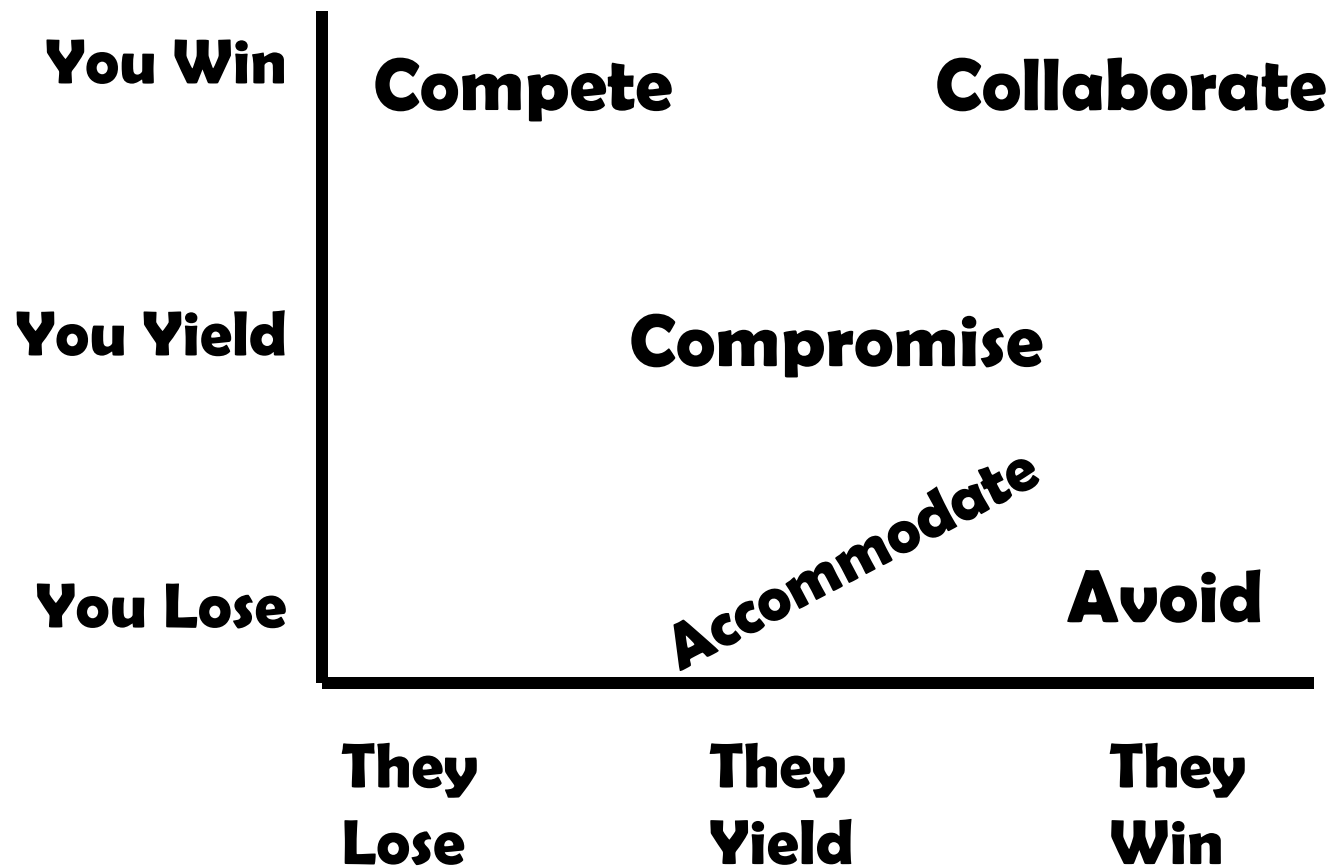
Conflict Management Spectrum



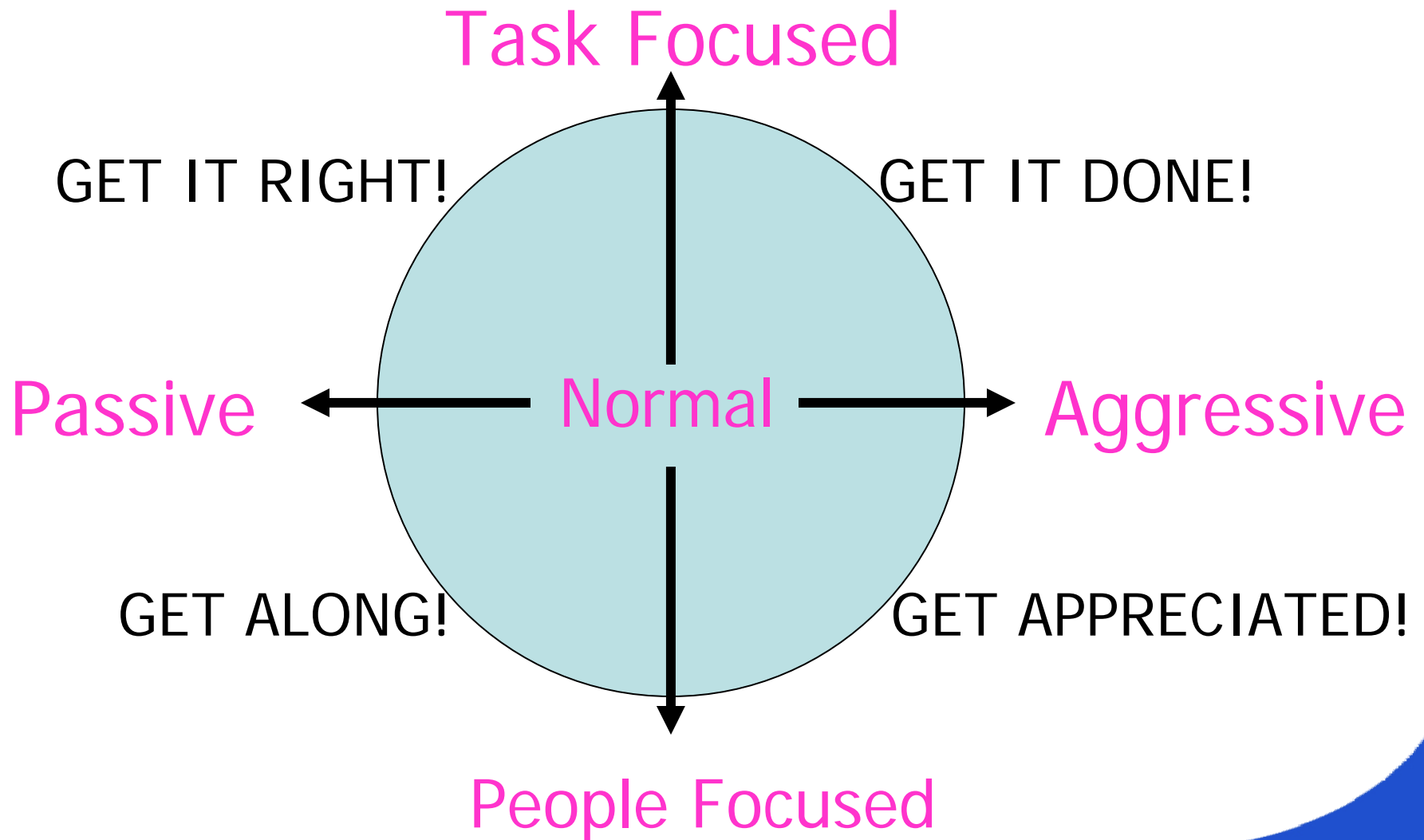
- How often do you deal with conflict?
- What is the scale of the conflict(s) that affect you?



Conflict Management Styles

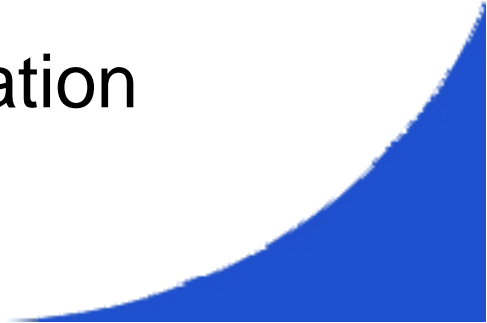


Compass of Motivating Factors





Tips for Dealing with Different Personalities

- Basic Facilitation Techniques
 - Stay neutral
 - Listen actively
 - Ask questions
 - Paraphrase and summarize
 - Facilitation tools
 - Ground rules
 - Multi-voting
 - Other methods of collecting information
- 




Tips for Dealing with Different Personalities

- Know when to intervene
 - Is the problem serious?
 - Will it go away?
 - How long will it take to intervene?
 - Will the intervention hurt more than help?
 - Is it appropriate?



Three Step Interventions

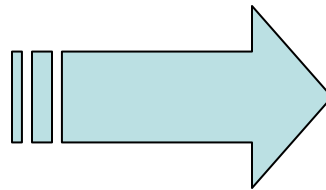
- Hold up a mirror (describe what you see)
 - Observation, not a judgment
 - Make an impact statement
 - How is this impacting the process & others?
 - Redirect the behavior
 - Ask or tell what can be done
- 



Managing the Conflict: Move from Positions to Interests

Positions

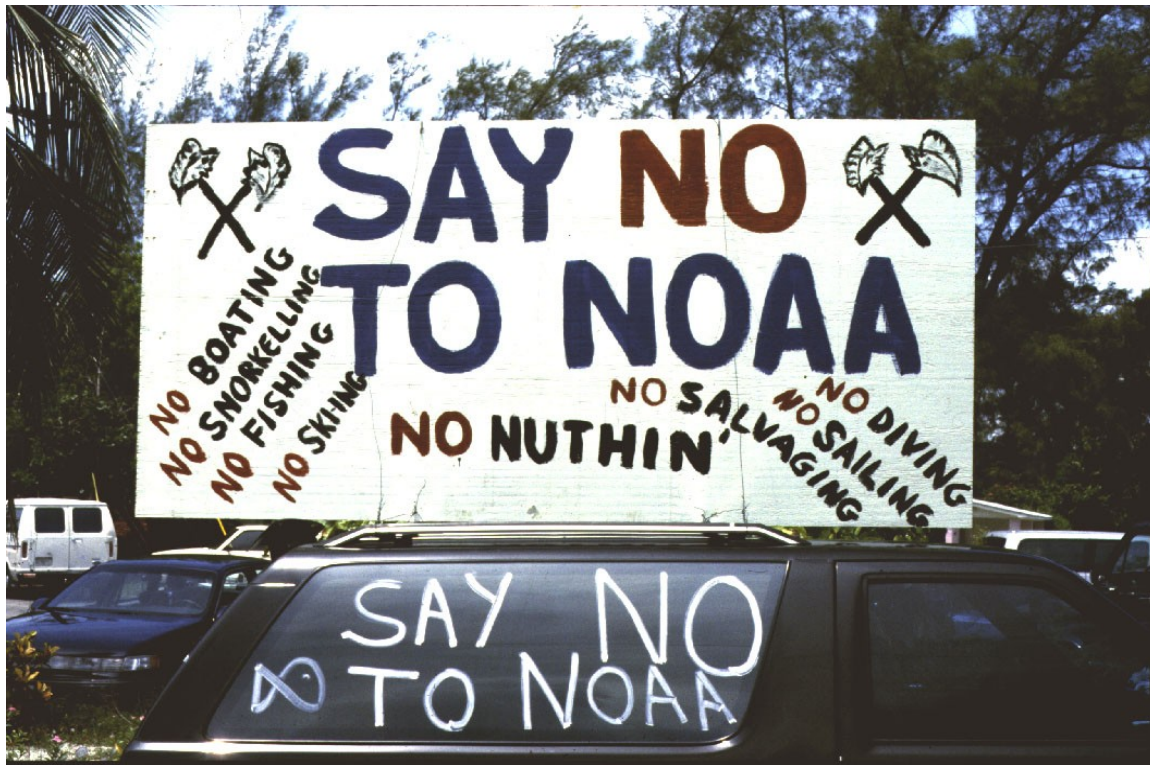
- The What
- The Results
- The Yes/No



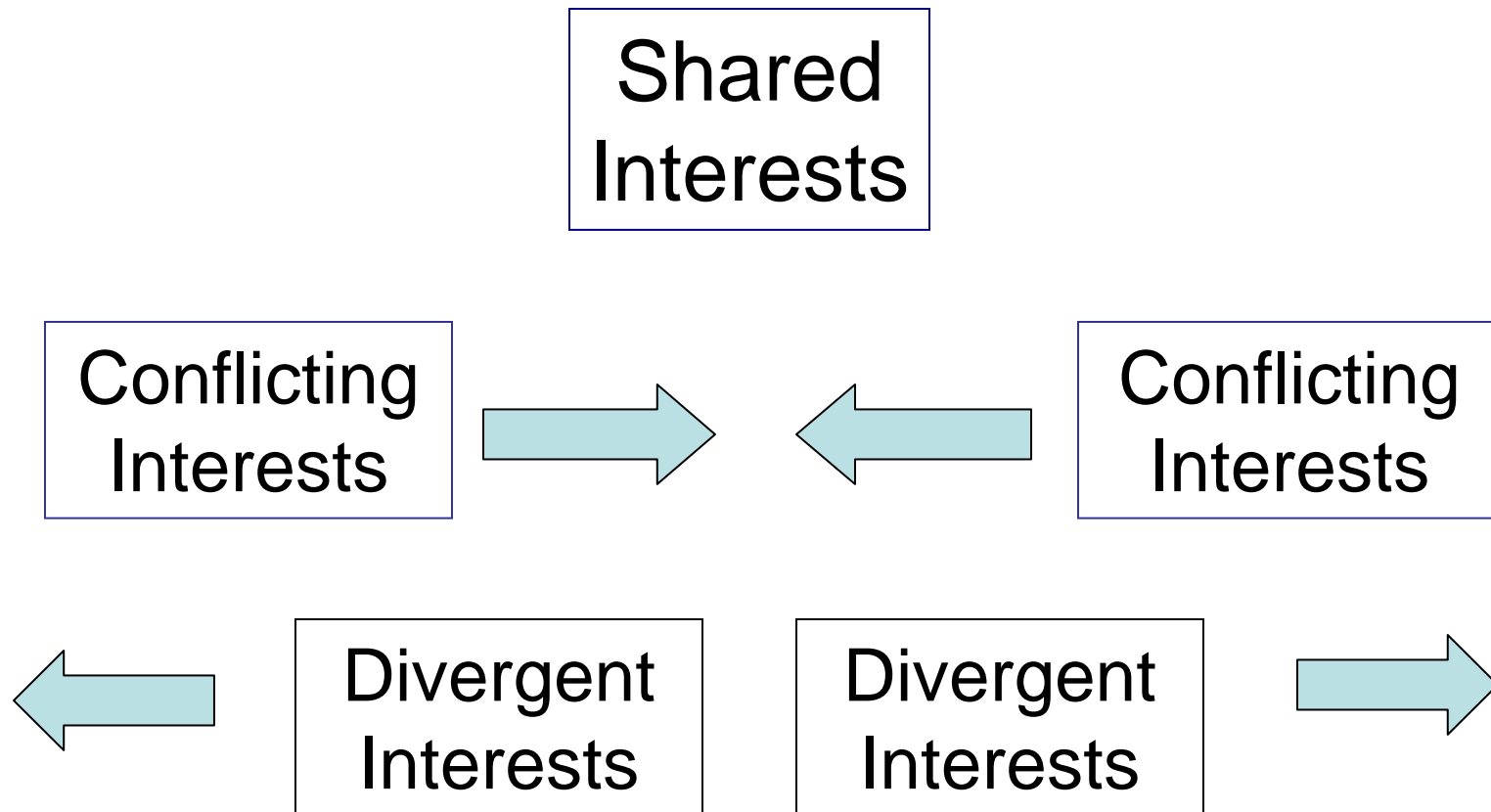
Interests

- The Why
- The Motivations
- Multiple interests

Positions & Interests



Exploring Interests





Why it works?

- Each side has multiple interests.
- For every interest, usually several possible solutions.
- Identify and work with shared, conflicting and divergent interests.



How to Identify Interests

- Try to predict interests in the planning stage.
- Ask questions to identify interests.
 - Why this position?
 - Why not this position?
 - Who?
 - What are the interests?
- Listen and acknowledge interests.



Expressing Your Interests

- Express your interests first, then your solution.
- Be specific about your interests.
 - We must expand the highway because.....
 - Traffic congestion is a major problem which impacts my small business. I may not be able to stay in business if we don't expand the highway.



Using Interests

- Reframe the Issue
 - State the problem as an open-ended question based on underlying interests.
 - How can we address the transportation issues of our community while enhancing quality of life and meeting economic goals?



Learning More

- NOAA Coastal Services Center
 - www.csc.noaa.gov
- Ingrid Bens, *Facilitating with Ease*
- Fisher & Ury, *Getting to Yes*
- US Institute for Environmental Conflict Resolution
 - www.ecr.gov