

2014 Leadership Training: Part I

Project Nur

Effective Leadership

▶ The win/win

How can we solve this as partners rather than opponents?

▶ Creative response

Transform problems into creative opportunities.

▶ Empathy

Develop communication tools to build rapport. Use listening to clarify understanding.

▶ Appropriate assertiveness

Apply strategies to attack the problem not the person.

▶ Co-operative power

Eliminate "power over" to build "power with" others.

▶ Managing emotions

Express fear, anger, hurt and frustration wisely to effect change.

▶ Willingness to Resolve

Name personal issues that cloud the picture.

▶ Mapping the conflict

Define the issues needed to chart common needs and concerns.

▶ Development of options

Design creative solutions together.

▶ Introduction to negotiation

Plan and apply effective strategies to reach agreement.

▶ Introduction to mediation

Help conflicting parties to move towards solutions.

▶ Broadening perspectives

Three articles on running meetings in conflict resolving mode



Win/Win

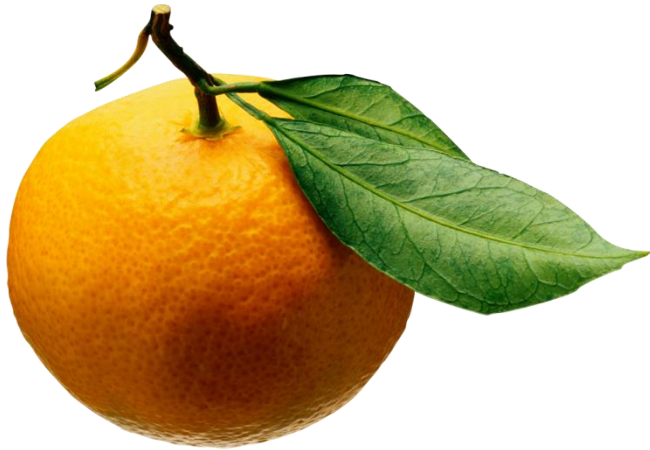
Opponents or partners

- ▶ The win/win approach is about changing the conflict from adversarial attack and defense, to co-operation.
- ▶ A win/win approach rests on strategies involving:
 - ▶ going back to underlying needs
 - ▶ recognition of individual differences
 - ▶ openness to adapting one's position in the light of shared information and attitudes



THE ORANGE STORY: I want to win and I want you to win too.

There are two people in a kitchen. There is only one orange left and both of them want it. What would you expect as the solution?
Compromise is one option. They might cut it in half and each gets half.





Creative Response

The Creative response to conflict is about turning problems into possibilities.



Our attitudes color our thoughts.





Life is 10% what happens to me
and 90% of how I react to it



ATTITUDE

Perfection

- ▶ Right or wrong?
- ▶ Do I measure up?
- ▶ Life is struggle.
- ▶ Mistakes are unacceptable.
- ▶ Judgment.
- ▶ Unbendable beliefs about what's proper.
- ▶ Failure!!
- ▶ Do you measure up?
- ▶ Life is hard work.
- ▶ I have to be right.
- ▶ Blame.
- ▶ Don't take any chances
- ▶ Low self-esteem!

Discovery

- ▶ Exploration
- ▶ Enthusiasm
- ▶ Let's take a risk
- ▶ What are the possibilities?
- ▶ Everything's a success
- ▶ Acceptance
- ▶ Play
- ▶ Inquiry
- ▶ Experiment
- ▶ How else can we look at this?
- ▶ High self-esteem!

Empathy: The task of active listening



Are you really listening or just waiting
for your turn to speak?

Hearing happens, listening is a choice.

Active listening implies that for a period
of time you tune out from your own point
of view and tune in to the other person.

Extract from the book, Everyone Can Win. (2nd edition, 2006). For more info, see our website: www.crnhq.org
Conflict Resolution Network PO Box 1016 Chatswood NSW Australia 2057 tel +61 2 9419 8500

To comment or unsubscribe: email crn@crnhq.org



Empathy: active listening

Information - getting a clear picture

- ▶ **AIM OF SPEAKER:** to get across what is wanted so there is no confusion.
- ▶ **TASK OF LISTENER:** to get the details, to check out and confirm what the speaker is saying and get clear on anything relevant they might be forgetting to say.
 - ▶ ASK QUESTIONS - Find out about needs, instructions, context, timing, costs etc.
 - ▶ CHECK BACK - to be sure you have heard and understood the relevant details.
 - ▶ SUMMARISE - to make sure you both agree on the facts.



Empathy: active listening

Affirmation - affirming, acknowledging, exploring the problem.

- ▶ **LISTEN** - attentively to the speaker.
- ▶ **REFLECT BACK** - to the speaker their feelings, and perhaps the content of the problem with a single statement of acknowledgement periodically.
- ▶ **EXPLORE** - If time permits, assist the speaker in finding greater clarity and understanding for themselves. You might take several interchanges reflecting back the speaker's feelings over a longer period of time, so that you both explore the difficulty in more depth. To get a "Yes, that's what I feel"



Empathy: active listening

Inflammation - responding to a complaint or attack on you

- ▶ **AIM OF SPEAKER:** to tell you that you are the problem.
- ▶ **TASK OF LISTENER:** to let the speaker know you've taken in what they are saying and to defuse the strong emotion.
 - ▶ **DON'T DEFEND** yourself at this point. It will inflame them further.
 - ▶ **DEAL FIRST WITH THEIR EMOTIONS** - People shout because they don't think they are being heard. Make sure they know they are - that you are hearing how angry or upset they are. Label accurately the emotions/feelings as you perceive them.
 - ▶ **ACKNOWLEDGE THEIR SIDE** - This does not mean you agree with them, only that you are registering their viewpoint e.g. "I can see, if you think that was my attitude, why you are so angry", "I can see why the problem makes you so upset".



Assertiveness
is an attitude:
That of defending **your rights**
without hurting those of others

- ▶ Use an "I" statement when you need to let the other person know you are feeling strongly about the issue.



Respect yourself:



- ✓ say no when you need to
- ✓ speak up when you have different views
- ✓ say what the problem is for YOU.

Extract from the book, Everyone Can Win. (2nd edition, 2006). For more info, see our website: www.crnhq.org
Conflict Resolution Network PO Box 1016 Chatswood NSW Australia 2057 tel +61 2 9419 8500
To comment : email crn@crnhq.org



Mapping the Conflict



Map the conflict

- Label the issue in general terms
- List needs and fears for each person or group involved
- Find new perspectives, common ground, and special concerns.

Extract from the book, *Everyone Can Win*. (2nd edition, 2006). For more info, see our website: www.crnhq.org
Conflict Resolution Network · PO Box 1016 Chatswood NSW Australia 2057 · tel +61 2 9419 8500
To comment : email crn@crnhq.org 

What is the
issue?

Name	Needs	Fears

Solutions (Remember: kind,
convenient, safe, cost effective.
Circle the best solution):



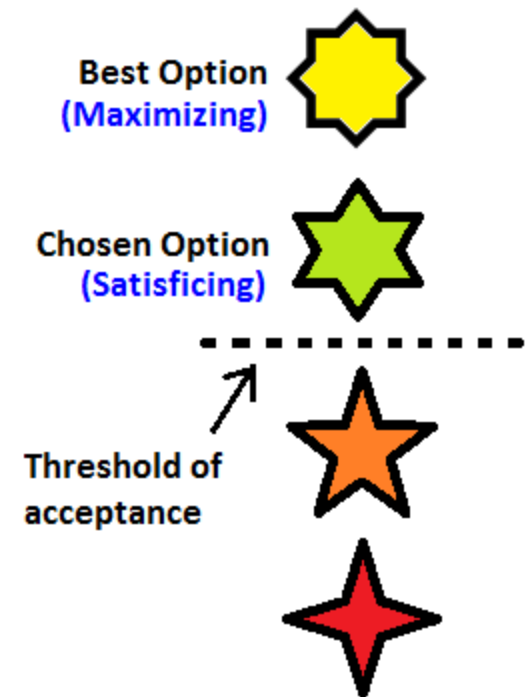
Development of Options

Clarifying tools

1. Chunking - breaking the problem into smaller parts.
2. Researching - more information; extent of resources: constraints.
3. Goal-setting - what is the outcome we want?

Generating tools

1. The obvious solution - to which all parties say "yes".
2. Brainstorming- no censoring, no justifying, no debating
3. Consensus - build a solution together
4. Lateral thinking - have we been practical, creative?



Development of Options

Negotiating tools

1. Maintain current arrangements - with trade-offs or sweeteners.
2. Currencies - what is it easy for me to give and valuable for you to receive?
3. Trial and error - try one option, then another
4. Establishing alternatives - what will happen if we can't agree?
5. Consequence, confrontation - what I will do if we don't agree.

Selection

Consider:

1. Is it built on a win/win approach?
2. Does it meet many needs of all parties?
3. Is it feasible?
4. Is it fair?
5. Does it solve the problem?
6. Can we settle on one option or do we need to trial several?



Development of Options



Developing your OPTIONS

What's the kindest solution?

What's the most convenient?

What's the safest?

What's the most cost effective?

For more info, see the book *Everyone Can Win* (2nd edition, 2006) and our website: www.crnhq.org
Conflict Resolution Network PO Box 1016 Chatswood NSW Australia 2057 tel +61 2 9419 8500
To comment: email crn@crnhq.org



Negotiation

Five basic principles

- Be hard on the problem and soft on the person
- Focus on needs, not positions
- Emphasize common ground
- Be inventive about options
- Make clear agreements

Where possible prepare in advance.

Consider what your needs are and what the other person's are.

Consider outcomes that would address more of what you both want.

Commit yourself to a win/win approach, even if tactics used by the other person seem unfair.



Negotiation

Be clear that your task will be to steer the negotiation in a positive direction.

Reframe

Ask a question to reframe. (e.g. "If we succeed in resolving this problem, what differences would you notice?"

Request checking of understanding. ("Please tell me what you heard me/them say.")

Respond not react

Manage your emotions.

Let some accusations, attacks, threats or ultimatums pass.

Make it possible for the other party to back down without feeling humiliated (e.g. by identifying changed circumstances which could justify a changed position on the issue.)



Negotiation

Re-focus on the issue

Maintain the relationship and try to resolve the issue. (e.g. "What's fair for both of us?"

Summarize how far you've got.

Review common ground and agreement so far.

Focus on being partners solving the problem, not opponents.

Divide the issue into parts.

Address a less difficult aspect when stuck. Invite trading ("If you will, then I will")

Explore best and worst alternatives to negotiating an acceptable agreement between you.

Identify Unfair Tactics

Name the behavior as a tactic. Address the motive for using the tactic.

Change the physical circumstances.

Have a break. Change locations, seating arrangements etc.

Go into smaller groups. Meet privately.

Call for meeting to end now and resume later, perhaps "to give an opportunity for reflection".



Ok. Whatever you agreed on last week, we disagree on this week...But we can see next week if we still agree on what we disagreed on this week.

Well, I agree to disagree on what we disagreed to agree, just as long it is agreed that we agree to meet again to try not to disagree. I do not know if you agree?



Mediation

Attitudes for mediators

Be objective - validate both sides, even if privately you prefer one point of view, or even when only one party is present.

Be supportive - use caring language. Provide a non-threatening learning environment, where people will feel safe to open up.

No judging - actively discourage judgments as to who was right and who was wrong. Don't ask "Why did you?" Ask "What happened?" and "How did you feel?"

Steer process, not content - use astute questioning. Encouraging suggestions from participants. Resist advising. If your suggestions are really needed, offer as options not directives.

Win/win - work towards wins for both sides. Turn opponents into problem-solving partners.





Broadening Perspectives

1. Respect and value differences

Just as we are unique and special, so are other people. We all have distinctive viewpoints that may be equally valid from where we stand. Each person's viewpoint makes a contribution to the whole and requires consideration and respect in order to form a complete solution.

2. Recognize a long term timeframe.

The longer timeframe can help us be more realistic about the size of the problem we presently face.

3. Assume a global perspective.

4. Deal with resistance to the broader perspective

Taking up a broader view can be scary. It may make us less certain of the rightness of our own case. We may need courage to enter the confusion of complexity. Many fears of taking the broader perspective prove ungrounded once we analyze them carefully.

5. Open to the idea of changing and risk-taking

One step forward changes the dynamics and new possibilities can open up.



Managing emotions

Five goals in communicating emotions

- ▶ Aim to avoid the desire to punish or blame. Action?
- ▶ Aim to improve the situation. Action?
- ▶ Aim to communicate your feelings appropriately. Action?
- ▶ Aim to improve the relationship and increase communication. Action?
- ▶ Aim to avoid repeating the same situation. Action?
- ▶ If communication is not appropriate, what other action can I take?

Five questions when angry/hurt/frightened

- ▶ Why am I feeling so angry/hurt/frightened?
- ▶ What do I want to change?
- ▶ What do I need in order to let go of this feeling?
- ▶ Whose problem is this, really? How much is mine? How much is theirs?
- ▶ What is the unspoken message I infer from the situation? (e.g. they don't like me, they don't respect me.)



Low Emotional Intelligence

High Emotional Intelligence

Aggressive
Demanding
Egotistical
Bossy
Confrontational



Assertive
Ambitious
Driving
Strong-Willed
Decisive

Easily Distracted
Glib
Selfish
Poor Listener
Impulsive



Warm
Enthusiastic
Sociable
Charming
Persuasive

Resistant to Change
Passive
Un-Responsive
Slow
Stubborn



Patient
Stable
Predictable
Consistent
Good Listener

Critical
Picky
Fussy
Hard to Please
Perfectionistic



Detailed
Careful
Meticulous
Systematic
Neat

Willingness to resolve

To be willing to resolve, we need to acknowledge our projection.

Projection is when we see our own thoughts and feelings in the minds and behavior of others and not in ourselves. We push something about ourselves out of our awareness and instead see it coming towards us from others.



Consider:

1. Suppressed needs e.g. Failing to recognize my need for companionship, I am deeply hurt when a friend postpones time we'd planned to be together.
2. Unresolved personal history e.g. If I was seriously let down as a child I may become really wild when people don't do what they promised.
3. Unacceptable qualities e.g. Because I don't accept my own anger, I don't accept it in others.



Cooperative Power

Responding to resistance from others

- ▶ When faced with a statement that has potential to create conflict, ask open questions to reframe resistance. Explore the difficulties and then re-direct discussion to focus on positive possibilities.



Cooperative Power

Explore - Clarify details

It's too expensive.

Compared to what?

Too many/much/little/few.

Compared to what?

I want the best.

What would be best for you?



Cooperative Power- find options

You can't do that around here.

What would happen if we did?

He (she) would never...

How can we find ways for it to happen?

They always...

Are there any times they don't?

We've tried that already.

What was the outcome?

This is the only way to do it

Yes, that's an option. What else could we consider?



Redirect

It will never work.

What would it take to make it work?

I won't...

What would make you willing?

It's a failure.

How could it work?

It's disastrous.

What would make it better?

He's (she's) useless.

What is he (she) doing that is acceptable?

It's impossible.

What would it take to make it possible?

I can't.

You can't see a way to do it at the moment?

I don't want to.

What would you like?



What skill to use?

DO I WANT TO RESOLVE THE CONFLICT?

Willingness to Resolve

CAN I SEE THE WHOLE PICTURE NOT JUST MY OWN POINT OF VIEW?

Broaden your outlook.

WHAT ARE THE NEEDS AND ANXIETIES OF EVERYONE INVOLVED?

Write them down.

HOW CAN WE MAKE THIS FAIR?

Negotiate.

WHAT ARE THE POSSIBILITIES?

Think up as many solutions as you can. Pick the one that gives everyone more of what they want.

CAN WE WORK IT OUT TOGETHER?

Treat each other as equals

WHAT AM I FEELING?

Am I too emotional?

Could I - get more facts,
take time out to calm down,
tell them how I feel?

WHAT DO I WANT TO CHANGE?

Be clear. Attack the problem, not the person.

WHAT OPPORTUNITY CAN THIS BRING?

Work on the positives, not the negatives

WHAT IS IT LIKE TO BE IN THEIR SHOES?

Do they know I understand them?

DO WE NEED A NEUTRAL THIRD PERSON?

Could this help us to understand each other and create our own solutions?

HOW CAN WE BOTH WIN?

Work towards solutions where everyone's needs are respected.

