



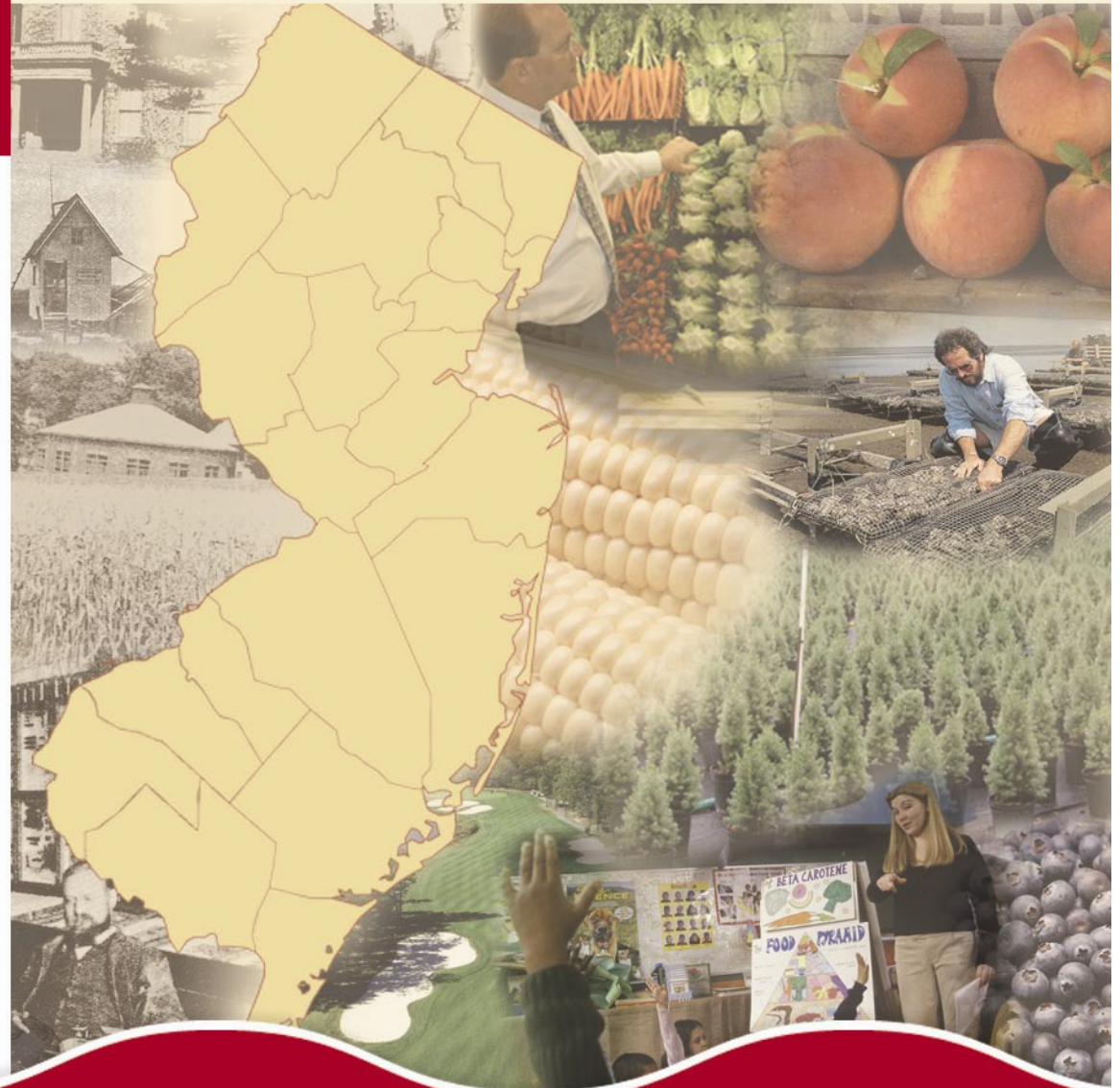
NJ AGRICULTURAL EXPERIMENT STATION  
**RUTGERS**  
COOPERATIVE RESEARCH & EXTENSION

# ENVIRONMENTAL STEWARDS

# LEADERSHIP DEVELOPMENT

May, 2007  
Dr. Mary Nikola  
RCE

## SESSION 2



THE STATE UNIVERSITY OF NEW JERSEY  
**RUTGERS**  
COOK COLLEGE

THE STATE UNIVERSITY OF NEW JERSEY  
**RUTGERS**



# Leadership Development: Influence and Conflict

## AGENDA

- Influencing Skills
- Conflict Resolution Strategies
- Applications, Summary, Q&A

# OBJECTIVES

- Present ideas in ways that motivates others to be supportive
- Develop strategies for dealing with challenging situations

# INFLUENCING

- Ideas that drive organizations come from many different sources
- For ideas to succeed, we need support from a network of people
- Collaboration is often critical in order to turn our ideas into reality



# TASTE OF YOUR INFLUENCING SKILLS



- Imagine you were to be marooned for 1 year
- Choose only one food treat to bring
- There will be other life sustaining food, this is a special treat you are allowed
- Your special food treat is : \_\_\_\_\_

# Group Exercise

- As it happens you will be marooned with your assigned partners
- Only one food treat can be taken
- Please decide what that treat will be



# BEHAVIORS

What did your partners do to influence you?

Were they effective?

What might have been more effective?

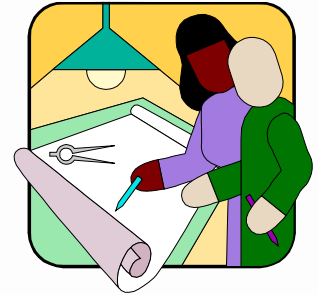
# 6 STEP PROCESS FOR INFLUENCING



1. Plan the best approach
2. Establish mutual involvement
3. Explain your idea and its benefits
4. Ask for reactions and address concerns
5. Ask for specific support needed & explain what you will do in return
6. Agree on an action plan



# 1. PLAN THE BEST APPROACH



## WHY:

- To garner others' support requires a firm foundation

## HOW:

- Decide what you want to accomplish.
- Determine whose support you need.
- Determine how you will demonstrate that your idea warrants their support.

## 2. ESTABLISH MUTUAL INVOLVEMENT IN THE SITUATION



**WHY:** Establish a reason for the other person to have a stake in the situation.

### **HOW:**

- Briefly describe the situation & how it affects both of you.
- Be specific about the effects of the situation.
- Discuss the stake you both have in improving the situation.

### 3. EXPLAIN YOUR IDEAS AND ITS BENEFITS

#### WHY:

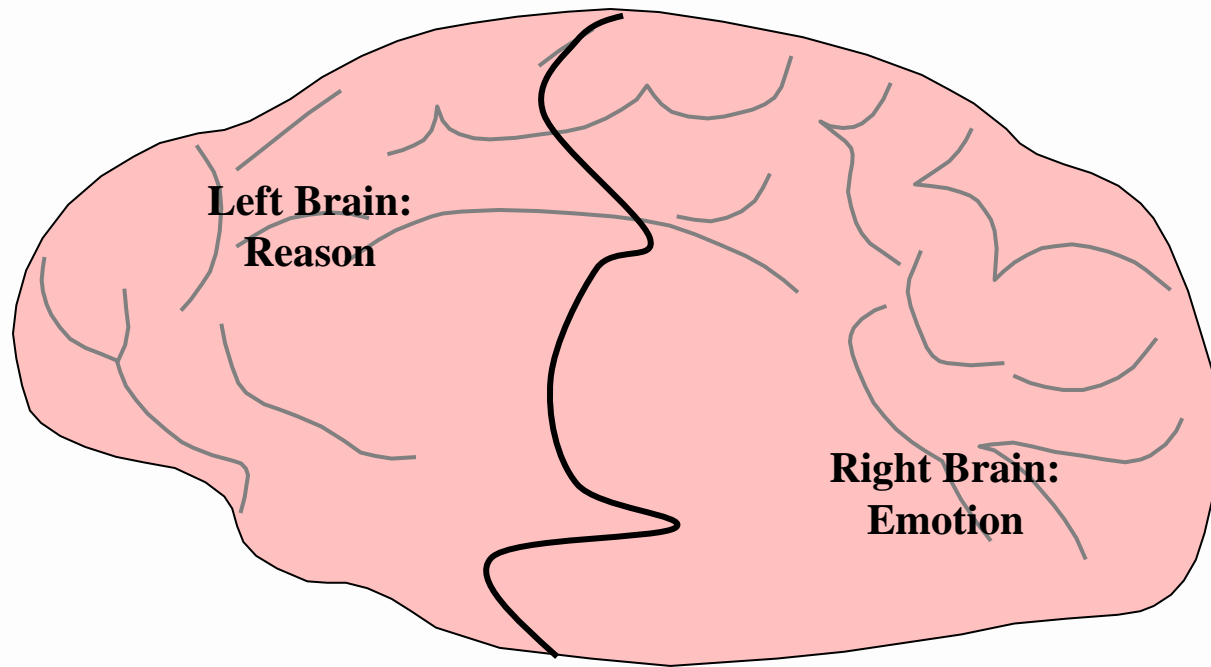
- Need buy-in for your idea

#### HOW:

- Describe how your idea will benefit the other person, the organization and you
- Be straight forward and specific



# WHAT DOES IT TAKE TO MOTIVATE PEOPLE ???



- REASON

- EMOTION

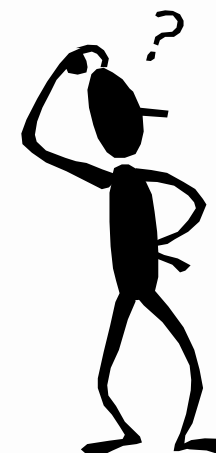
## 4. ASK FOR REACTIONS / ADDRESS CONCERNS

### WHY:

- Must deal with concerns to get buy-in

### HOW:

- Ask questions to check for understanding/reactions
- Probe for negative reactions and deal with them



# 5. ASK FOR SPECIFIC SUPPORT & EXPLAIN WHAT YOU WILL DO IN RETURN

## WHY:

- Be direct & specific about what you want them to do.
- Get a commitment

## HOW:

- Ask for specific support you need / Offer something in return
- Make your idea more valuable to them

## 6. AGREE ON AN ACTION PLAN

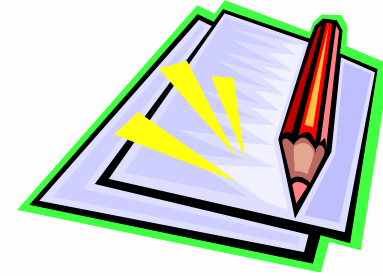
### WHY:

- To ensure support, set a specific action plan

### HOW:

- Review agreed-upon actions
- Establish a plan: roles, responsibilities, follow up dates
- Express your appreciation.

# SUMMARY



- Clarify what you want to accomplish
- Identify whose support need
- Identify how you will demonstrate your idea warrants their support
- Consider the benefits the idea offers them
- Keep track of what motivates people you interact with



# REMEMBER THE GOAL OF INFLUENCING

*FIND WAYS THAT YOUR IDEA CAN  
WORK FOR EVERYONE  
INVOLVED*



# RESOLVING CONFLICT

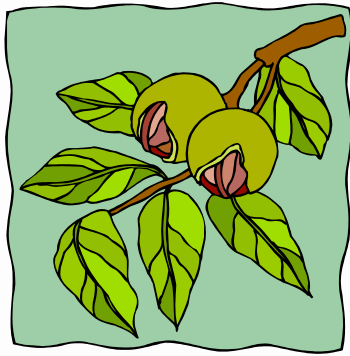


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“MY GREEN THUMB CAME  
ONLY AS A RESULT OF THE  
MISTAKES I MADE WHILE  
LEARNING TO SEE THINGS  
FROM THE PLANT’S POINT  
OF VIEW”

- **Will Rogers**

# Thomas Kilman Conflict Mode Instrument

- Follow directions on page 1
- Go with your first response
- Work quickly
- Do not complete the score sheet



Write the first 5 words that come to mind  
when you think of conflict.

1. \_\_\_\_\_
2. \_\_\_\_\_
3. \_\_\_\_\_
4. \_\_\_\_\_
5. \_\_\_\_\_

# TWO-SIDED COIN



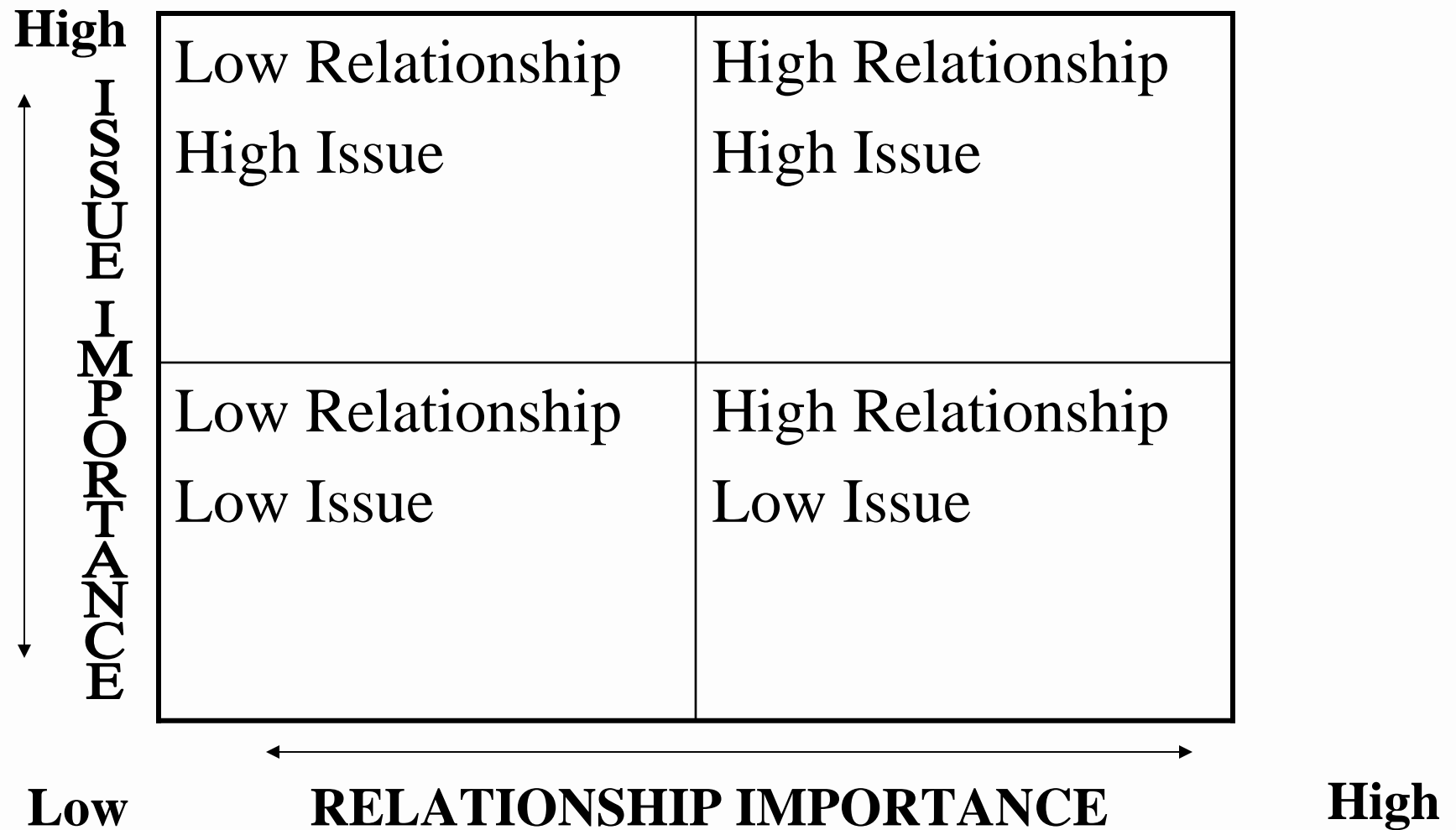
- Means different things to different people
- Simply difference between you and another
- Can be either positive or negative, depending on how we respond

# CONFLICT SITUATIONS

- Think of a conflict situation in which you have been involved. Be prepared to share the following information:
  1. What is the conflict about (issue) ?
  2. What is the relationship between you and the other person (friend, neighbor, peer, supervisor, employee, customer, stakeholder)?
- Be prepared to share this information with the group



# ISSUE/RELATIONSHIP

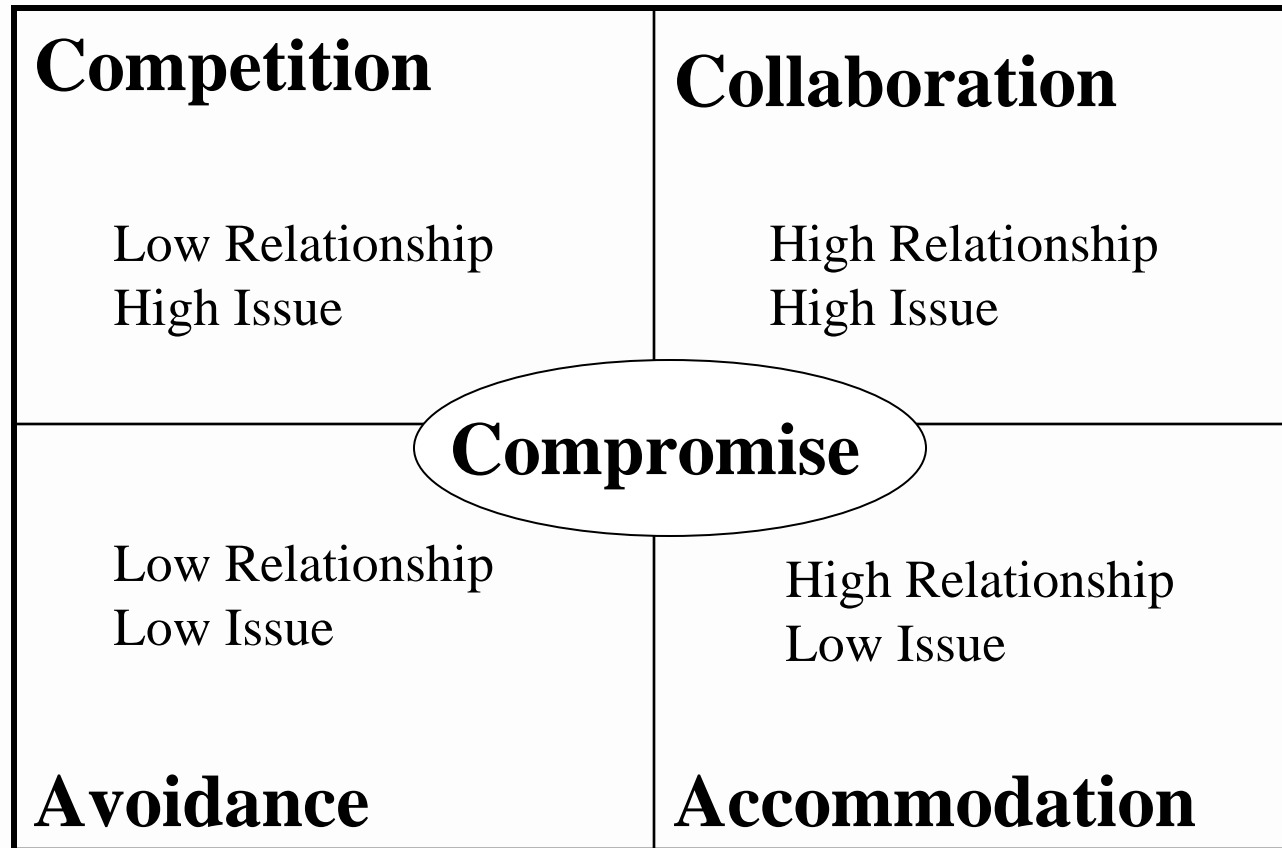




# CONFLICT MANAGEMENT STYLES

Dominant

Degree of Assertiveness



Submissive

Degree of Cooperation

Non-supportive

Supportive



# TOOLS & PURPOSE



## 1. Avoid

Goal is to “delay”

## 2. Accommodate

Goal is to “yield”

## 3. Compete

Goal is to “win”

## 4. Collaborate

Goal is to find a  
“win/win” solution

## 5. Compromise

Goal is to find a  
“middle ground”

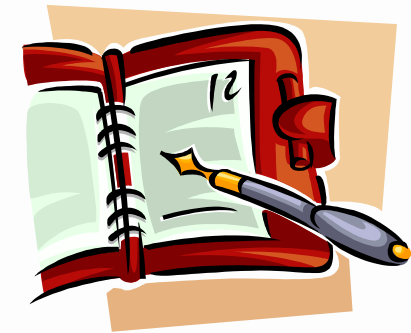


# ADVANTAGES, DISADVANTAGES AND BEST APPLICATION

Style	Advantages	Disadvantages	Best Use
AVOIDANCE COMPETITION COLLABORATION ACCOMODATION COMPROMISE			

# FOLLOW UP ACTIVITIES

- Identify your preferred approach to managing conflict
- Identify your opportunities for growth and development
- Look for opportunities to apply underutilized styles



# LEADERSHIP DEVELOPMENT

*If you always do  
what you have always done,  
you always get  
what you have always gotten!*



**Thank you,  
Mary**

# APPENDIX

- Eight challenges to influencing
- Leadership techniques for preventing conflict
- Guidelines for planning conflict resolution dialogue
- Advantages and Disadvantages of 5 Conflict Management Styles

# EIGHT CHALLENGES TO INFLUENCING

1. Convince others your idea is based on sound information
2. Persuade others that your idea will benefit them and/or their organization
3. Link ideas to benefits that appeal to others
4. Recognize difference between influence and manipulation
5. Avoid alienating others
6. Remain receptive to constructive feedback
7. Respond positively and persuasively to negative comments
8. Build relationships for the future

# Leadership Techniques for Preventing Conflict

## 1. Establish and maintain a healthy team environment

Decision-making

Opinions

Openness

## 2. Clearly communicate goals and expectations

Vision & Mission

Roles & Responsibilities

Standards & Objectives

Provide Feedback

Problem Solve

## 3. Establish ground rules for airing differences

## 4. Anticipate conflict

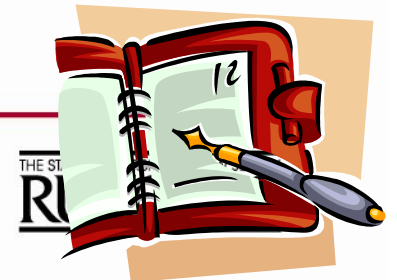
## 5. Intervene





# Plan the Conflict Resolution Dialogue

1. Anticipate the other person's reactions.
2. Identify their GPR ( greatest possible resistance).
3. Strategize on how to overcome their GPR without causing greater conflict.
4. Select the best time to approach the person.
5. Establish early on “what's in it for them” (WIIFT).
6. Outline key phrases to guide your dialogue.
7. Share WIIFM (for me).
8. Determine WDIRW ( What do I really want).





# ADVANTAGES/DISADVANTAGES

Style	Advantages	Disadvantages
<b>Collaboration</b>	<ul style="list-style-type: none"> <li>Mutual exploration of new approaches</li> <li>Mutual resolution</li> <li>Gains commitment</li> <li>Win/win</li> <li>Permanent solution</li> </ul>	<ul style="list-style-type: none"> <li>Time consuming</li> <li>Requires participation of other party</li> </ul>
<b>Accommodation</b>	<ul style="list-style-type: none"> <li>Preserves harmony</li> <li>Avoids disruption</li> <li>Prevents competition</li> <li>Useful when issue not important to you</li> </ul>	<ul style="list-style-type: none"> <li>Sacrifice own point of view</li> <li>Limit creative resolution</li> <li>Win/lose</li> </ul>



# ADVANTAGES/DISADVANTAGES

Style	Advantages	Disadvantages
Avoidance	<p>Postpones tension</p> <p>Useful when: risk outweighs gain, others can solve, or when can postpone until more info is available</p>	<p>Limits input,</p> <p>Temporary solution</p>
Competition	<p>Useful when quick action needed</p> <p>Protects 'against those who take advantage of non- competitive behavior</p>	<p>Stops exploration of new ideas,</p> <p>One's goals achieved at other's expense</p> <p>Win/lose</p> <p>Little commitment</p> <p>Temporary solution</p>



# ADVANTAGES/DISADVANTAGES

Style	Advantages	Disadvantages
Compromise	Achieves temporary fix Quick agreement	Achieves temporary fix Lose/lose Partial win/partial win