

RUTGERS

New Jersey Agricultural
Experiment Station

LEADERSHIP, INFLUENCE & CONFLICT RESOLUTION

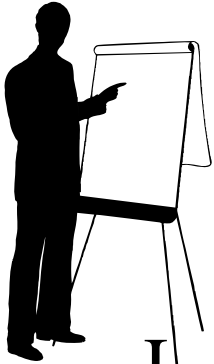
ENVIRONMENTAL STEWARDS

May, 2009



Dr. Mary Nikola, Director, Leadership & Organizational Development

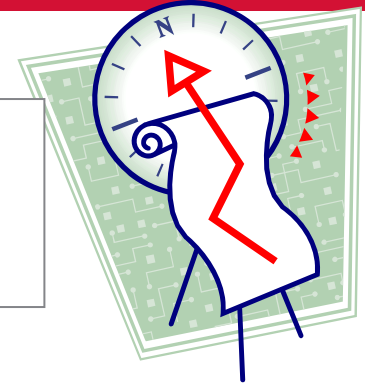
Rutgers Cooperative Extension



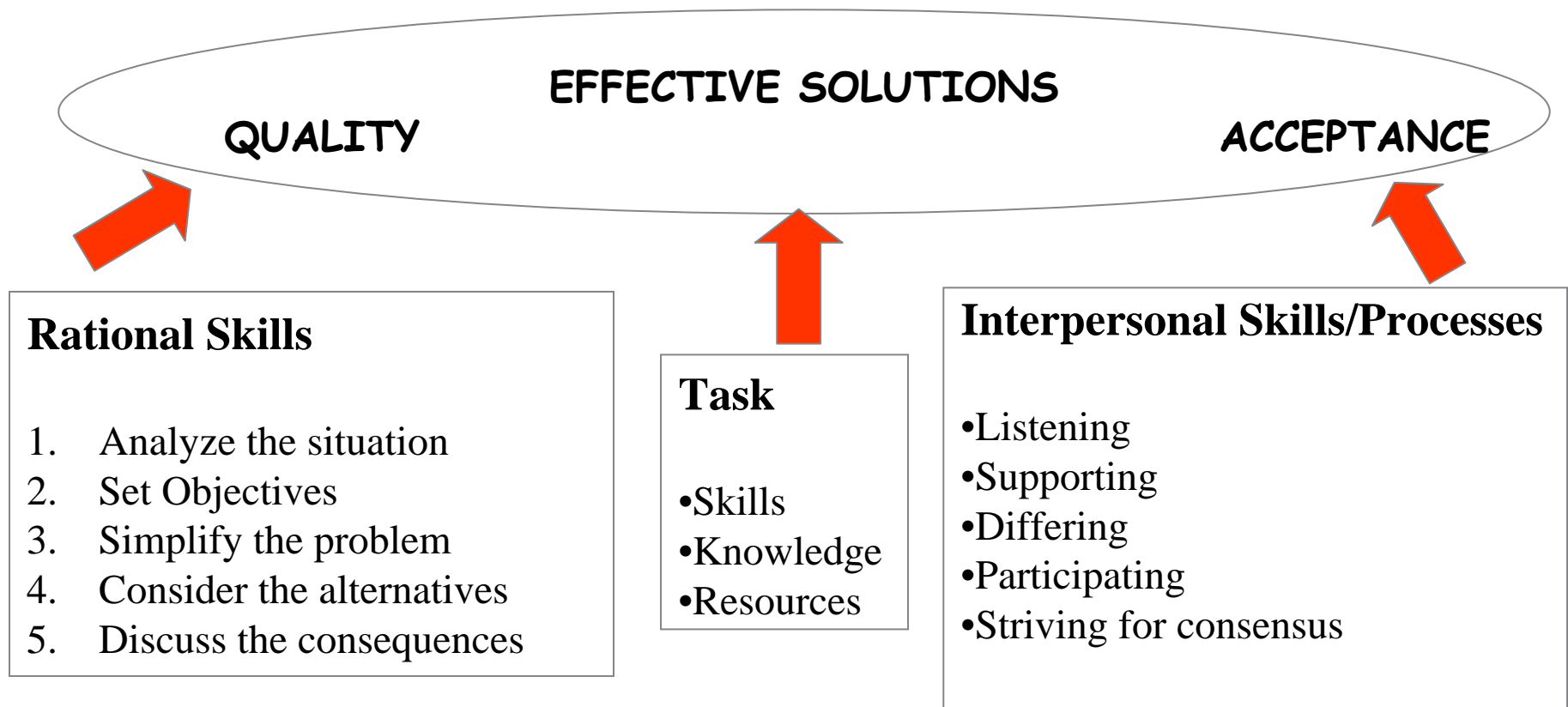
AGENDA

- I. Introduction: Agenda, Review, Objectives
- II. Influence - Credibility, Insight and Communication
- III. Conflict Resolution
- IV. Summary, Applications and Action Planning

Seminar II: Objectives



- Identify problem solving skills
- Describe key elements of influence
- Develop plans for influencing others



- Ideas that drive decisions come from many **different sources**
- For ideas to succeed, we need **support from a network of people**
- **Collaboration is often critical** to turn our ideas into reality
- Ability to lead others **without** power, force or reliance on authority
- Influence essentials include:
 1. Personal credibility
 2. Insight about others
 3. Communication



What the research data says

<u>13%</u>	Ambitious	<u>88%</u>	Honest
<u>40%</u>	Broad-minded	<u>28%</u>	Imaginative
<u>23%</u>	Caring	<u>5%</u>	Independent
<u>63%</u>	Competent	<u>68%</u>	Inspiring
<u>28%</u>	Cooperative	<u>40%</u>	Intelligent
<u>29%</u>	Courageous	<u>11%</u>	Loyal
<u>32%</u>	Dependable	<u>13%</u>	Mature
<u>17%</u>	Determined	<u>5%</u>	Self-controlled
<u>49%</u>	Fair-minded	<u>33%</u>	Straightforward
<u>75%</u>	Forward-looking	<u>41%</u>	Supportive

CREDIBILITY

Leadership

- Honest
- Inspiring
- Competent
- Forward-looking

Credibility

- Trustworthiness
- Dynamic
- Expertise

**“If you don't believe in the messenger,
you won't believe in the message”**



Clarkson Airport

1. Read the case, decide if you would take the job
2. Share your decision and reasons with the group
3. Identify 5 interested parties in the case and chart their concerns



CLARKSON AIRPORT CASE

Parties	Interests/Concerns

***Positions –
“The Tip of the Iceberg”***



Positions



Interests

- Identify “what’s in it for them”
- Identify potential concerns
- Understand how their concerns might be addressed
- Identify how to support them in addressing their own agendas

POSITIONS

- Things they say they want
- Demands, terms and conditions
- Things they say they will/ won't do

INTERESTS

- Underlying Motivations
- Needs and concerns
- Fears and aspirations

- Look behind positions
- Put yourself in other's shoes
- Ask "why", "why not", "what's wrong with"

"First seek to understand, then to be understood"

Persuade Someone to Take a Cooking Class



1. Newly married
2. Newly divorced
3. No time
4. Bored
5. Values adventure
6. Values friendship
7. City slicker
sophisticate
8. Small town “girl/
guy”
9. Intellectual
10. Athlete

1. **Sell** - Speak to their needs or values.

2. **Engage** - Ask, listen, acknowledge & solicit reactions & concerns.

3. **Collaborate** - Modify proposal to address their needs & concerns.



YOUR INFLUENCE SITUATION

Think of a personal situation where you want to influence others. In preparation for our next session, answer the following questions:

1. What do you want to accomplish ?
2. What is your objective ?
3. Identify the specific people whose support you need.
4. Identify what is important to these people.



SAMPLE AUDIENCE NEEDS ANALYSIS

Goal: Convince council to go green with future improvements & purchases

Stakeholder/ Needs	Councilman X	Finance Officer	Mayor
Financial	Supports economic reinvestment	Bottom line reputation	
Performance		Make/ exceed financial goals	
Image	Sees town as leader in the state		Concerned how is seen
Power		Been politicking to obtain appointment to current position	
Achievement		Needs to prove can handle job	Legacy is important
Recognition	To be seen as a leader		
Affiliation	To get along with other council members		Community oriented
Order			Follows procedures
Safety		Cautious	

AUDIENCE NEEDS ANALYSIS

Stakeholders & Concerns/Needs	Stakeholder #1	Stakeholder #2	Stakeholder #3
Financial			
Performance			
Image			
Power			
Achievement			
Recognition			
Affiliation			
Order			
Safety			
Other			

SUMMARY ON INFLUENCING SKILLS

- Clarify what you want to accomplish
- Identify whose support need and WIIFT
- Identify the benefits the idea offers them
- Determine how to demonstrate your idea merits their support

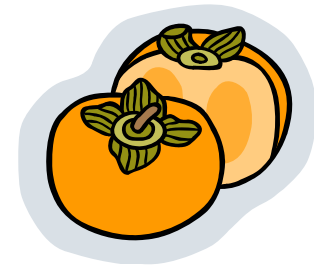
"First seek to understand, then to be understood".

Stephen Covey

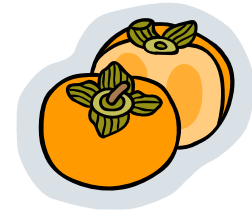


CASE STUDY

1. Read the case. (5 minutes)
2. Plan your strategy. (3 minutes)
3. Meet with your partner to address this issue.
4. You have 10 minutes.



CASE EXERCISE



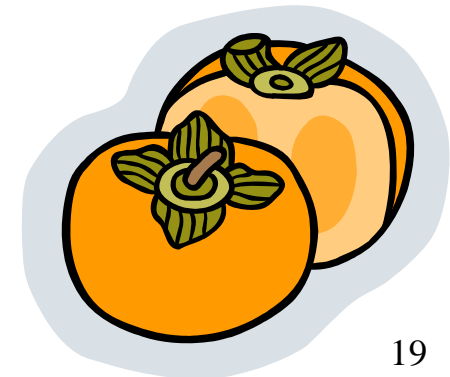
Dr. Jones and Dr. Roland, two biological research scientists representing rival pharmaceutical companies, each seek to acquire the entire crop of Ugli Oranges that was grown in the world this year.

Mr. Cardoza, a farmer in South America, owns most or all of the Ugli Oranges grown in the world this year.

After reading additional instructions, you will have an opportunity to speak with each other to see if you can develop a joint proposal before going to South America to try to purchase the Ugli Oranges from Mr. Cardoza.

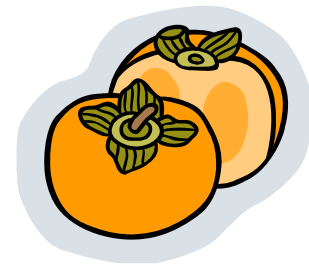
Debriefing The Case

- What happened?
- Did any of you not reach an agreement?
- What were some of the issues?
- What agreements did you reach?





What did your partner do that lead to success?





OBJECTIVES

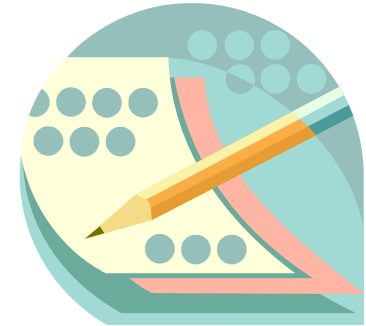
- Utilize appropriate strategies for dealing with challenging situations.
- Apply group management techniques to ensure meeting effectiveness.

*“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



Define & Diagnosis Conflict



What is conflict?

Jot down the first 5 words that come to mind when you think of conflict. (Don't mention any names 😊)

1. _____
2. _____
3. _____
4. _____
5. _____



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

Conflict is . . .

Any situation in which your concerns or desires differ from those of another person

Situations in which there are:

- Competing Interests
- Competing Values
- Competing/Overlapping Commitments
- What else?

What are the disadvantages of conflict?

Advantages of conflict?

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

High

ISSUE
I
M
P
O
R
T
A
N
C
E

Low Relationship High Issue	High Relationship High Issue
Low Relationship Low Issue	High Relationship Low Issue

Low

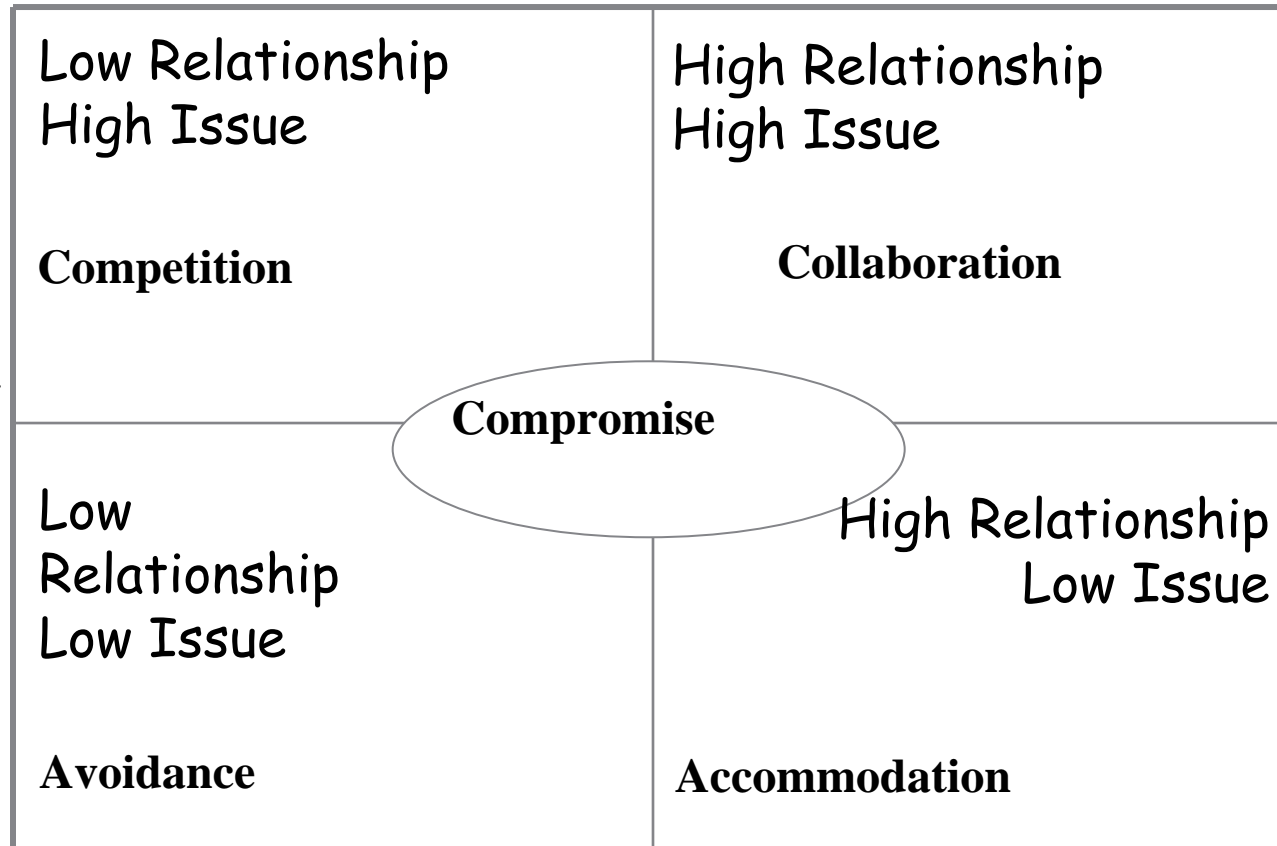
RELATIONSHIP IMPORTANCE

High

CONFLICT MANAGEMENT STYLES

Dominant

Degree of Assertiveness



Submissive

Degree of Cooperation

Non-supportive

Supportive 29

SUMMARY OF 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”

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

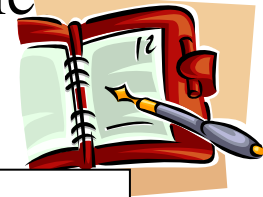
LEADERSHIP SUMMARY

Think of leadership in terms of establishing a **clear vision** and working to **influence** others to see the **same vision** you see.

*Thank you,
Mary*

FOLLOW - UP ACTIVITIES

- Recognize your preferred strategy to manage conflict
- Look for opportunities to apply alternative strategies



**Speak when you are angry, and
you will make the best speech
you will ever regret.**

Laurence J. Peter

ADVANTAGES/DISADVANTAGES

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

ADVANTAGES/DISADVANTAGES

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