LEADERSHIP, INFLUENCE & CONFLICT RESOLUTION

ENVIRONMENTAL STEWARDS

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Rutgers Cooperative Extension
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
SYNERGISTIC PROBLEM SOLVING MODEL

RATIONAL SKILLS
1. Analyze the situation
2. Set Objectives
3. Simplify the problem
4. Consider the alternatives
5. Discuss the consequences

INTERPERSONAL SKILLS/PROCESSES
• Listening
• Supporting
• Differing
• Participating
• Striving for consensus

EFFECTIVE SOLUTIONS
QUALITY
ACCEPTANCE
Influence

• 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
<table>
<thead>
<tr>
<th>Percentage</th>
<th>Characteristic</th>
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<tbody>
<tr>
<td>13%</td>
<td>Ambitious</td>
<td>88%</td>
<td>Honest</td>
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<tr>
<td>40%</td>
<td>Broad-minded</td>
<td>28%</td>
<td>Imaginative</td>
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<tr>
<td>23%</td>
<td>Caring</td>
<td>5%</td>
<td>Independent</td>
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<tr>
<td>63%</td>
<td>Competent</td>
<td>68%</td>
<td>Inspiring</td>
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<td>28%</td>
<td>Cooperative</td>
<td>40%</td>
<td>Intelligent</td>
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<td>29%</td>
<td>Courageous</td>
<td>11%</td>
<td>Loyal</td>
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<tr>
<td>32%</td>
<td>Dependable</td>
<td>13%</td>
<td>Mature</td>
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<tr>
<td>17%</td>
<td>Determined</td>
<td>5%</td>
<td>Self-controlled</td>
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<tr>
<td>49%</td>
<td>Fair-minded</td>
<td>33%</td>
<td>Straightforward</td>
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<tr>
<td>75%</td>
<td>Forward-looking</td>
<td>41%</td>
<td>Supportive</td>
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### 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”

Dr. Nikola, April 2008
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
### Parties vs. Interests/Concerns

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<th>Parties</th>
<th>Interests/Concerns</th>
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Positions – “The Tip of the Iceberg”

- 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
INSIGHT

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”
COMMUNICATION

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.

Dr. Nikola, April 2008
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.
### Goal: Convince council to go green with future improvements & purchases

<table>
<thead>
<tr>
<th>Stakeholder/Needs</th>
<th>Councilman X</th>
<th>Finance Officer</th>
<th>Mayor</th>
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<tbody>
<tr>
<td><strong>Financial</strong></td>
<td>Supports economic reinvestment</td>
<td>Bottom line reputation</td>
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<tr>
<td><strong>Performance</strong></td>
<td>Make/ exceed financial goals</td>
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<tr>
<td><strong>Image</strong></td>
<td>Sees town as leader in the state</td>
<td>Concerned how is seen</td>
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<tr>
<td><strong>Power</strong></td>
<td>Been politicking to obtain appointment to current position</td>
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<tr>
<td><strong>Achievement</strong></td>
<td>Needs to prove can handle job</td>
<td>Legacy is important</td>
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<tr>
<td><strong>Recognition</strong></td>
<td>To be seen as a leader</td>
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<tr>
<td><strong>Affiliation</strong></td>
<td>To get along with other council members</td>
<td>Community oriented</td>
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<td><strong>Order</strong></td>
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<td>Follows procedures</td>
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<tr>
<td><strong>Safety</strong></td>
<td>Cautious</td>
<td></td>
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<tr>
<td>Stakeholders &amp; Concerns/Needs</td>
<td>Stakeholder #1</td>
<td>Stakeholder #2</td>
<td>Stakeholder #3</td>
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<td>Financial</td>
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<tr>
<td>Safety</td>
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<tr>
<td>Other</td>
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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?
III. CONFLICT RESOLUTION STRATEGIES

RESOLVING CONFLICT

Dr. Nikola, April 2008
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. ________________________________
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 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

Low Relationship
High Issue

High Relationship
High Issue

Low Relationship
Low Issue

High Relationship
Low Issue
CONFLICT MANAGEMENT
STYLES

Degree of Cooperation

High Relationship
Low Issue
Avoidance

Compromise

Low Relationship
High Issue
Competition

High Relationship
High Issue
Collaboration

Low Relationship
Low Issue
Accommodation

High Relationship
Low Issue

Degree of Assertiveness

Dominant
Submissive

Non-supportive
Supportive

Dr. Nikola, April 2008
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”
LEADERSHIP SUMMARY

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

Dr. Nikola, April 2008

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

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

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<thead>
<tr>
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<th>Advantages</th>
<th>Disadvantages</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Collaboration</strong></td>
<td>Mutual exploration of new approaches&lt;br&gt;Mutual resolution&lt;br&gt;Gains commitment&lt;br&gt;Win/win&lt;br&gt;Permanent solution</td>
<td>Time consuming&lt;br&gt;Requires participation of other party</td>
</tr>
<tr>
<td><strong>Accommodation</strong></td>
<td>Preserves harmony&lt;br&gt;Avoids disruption&lt;br&gt;Prevents competition&lt;br&gt;Useful when issue not important to you</td>
<td>Sacrifice own point of view&lt;br&gt;Limit creative resolution&lt;br&gt;Win/lose</td>
</tr>
</tbody>
</table>