COLLABORATION AND CONFLICT

GETTING TO YES IN OUR FORESTS

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Collaborative Relationships

• Purpose of the relationship is to improve your outcome over what it might otherwise be (short or long-term)

• They have the same objective in the relationship.
The Basic Conflict
Goal: Improving Your Outcome

Us
Is it Collaboration or Competition you are engaged in?
Competitive Relationships

“Win-Lose” - You can’t *win* unless the other party *loses*
Collaborative Relationships

Us
Collaborative Relationships

The Current Conditions

Us                          B

A

Them
In order for you to win, *they* have to win, too.
Moving Northeast

• The goal of collaboration is to move “northeast” so that it becomes a “win-win”.

• The *challenge* is finding creative ways to get there.

• *That* is the joint activity involved in collaboration.
Why Consensus?
In Consensus Decision-making

• Each party feels like their opinion matters
• Each party feels like their perspective is valued, seen as legitimate
• Conflict is seen as a call for creative problem-solving
In Consensus Decision-Making

Each party has two essential responsibilities:

1. Speak up about your interests and concerns, particularly if you disagree

1. Actively work to satisfy the needs of the other parties at the table
Consensus Options

• Each party has three options:
  • Agree
  • Stand aside (not quite supportive, but won’t block)
  • Block: Explain reasons and work hard to find alternatives
If you Block a Proposal

Two **absolute** responsibilities:

1. You must provide your reasons in a way that gives others something to work with, that might elicit an amendment or another proposal that **would** be acceptable to you.

2. **You** must work *actively* to create a proposal that would be acceptable to you *and* to the other parties at the table.
Remember…..

• In an agreement, people actually need to *agree*, which means it needs to be acceptable for *everyone*.

• You need to take care of *others* in order to take care of yourself.
Focus on *interests*

• Not people or positions

• More space for creative problem-solving
Saving Face

Make sure the other party can sell the agreement to their friends and allies
Give Others Something to Work With

- Be clear about what you need from others
- Consider what they need from you
- Active Listening
- Voice Disagreements
- Begin by Trusting
Empathic Listening

• Seek to understand before being understood
  • Listen – with intent to understand
  • Ask questions
  • Communicate your understanding
  • Refer to their interests
Begin by Trusting

• Cooperate until other party shows they shouldn’t be trusted

• This will maximize your outcome

• Trust begets trust

• Not trusting will bring uncooperative behavior from the other parties
Repairing Trust

• Trust is built incrementally.

• Distrust develops almost *instantly*

• *Acknowledge* the distrust
Repairing Trust

- Lower your expectations
- Start small, with pilot-scale projects
- Incrementally expand, build a record of success
Repairing Trust

• Have *written* agreements

• Create contingencies

• Create joint monitoring