

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



Ecological
Values

Economic
Values

Goal: Improving Your Outcome



Us

Is it Collaboration or Competition you
are engaged in?

Competitive Relationships



Us

Them

“Win-Lose” - You can't *win* unless the other party *loses*

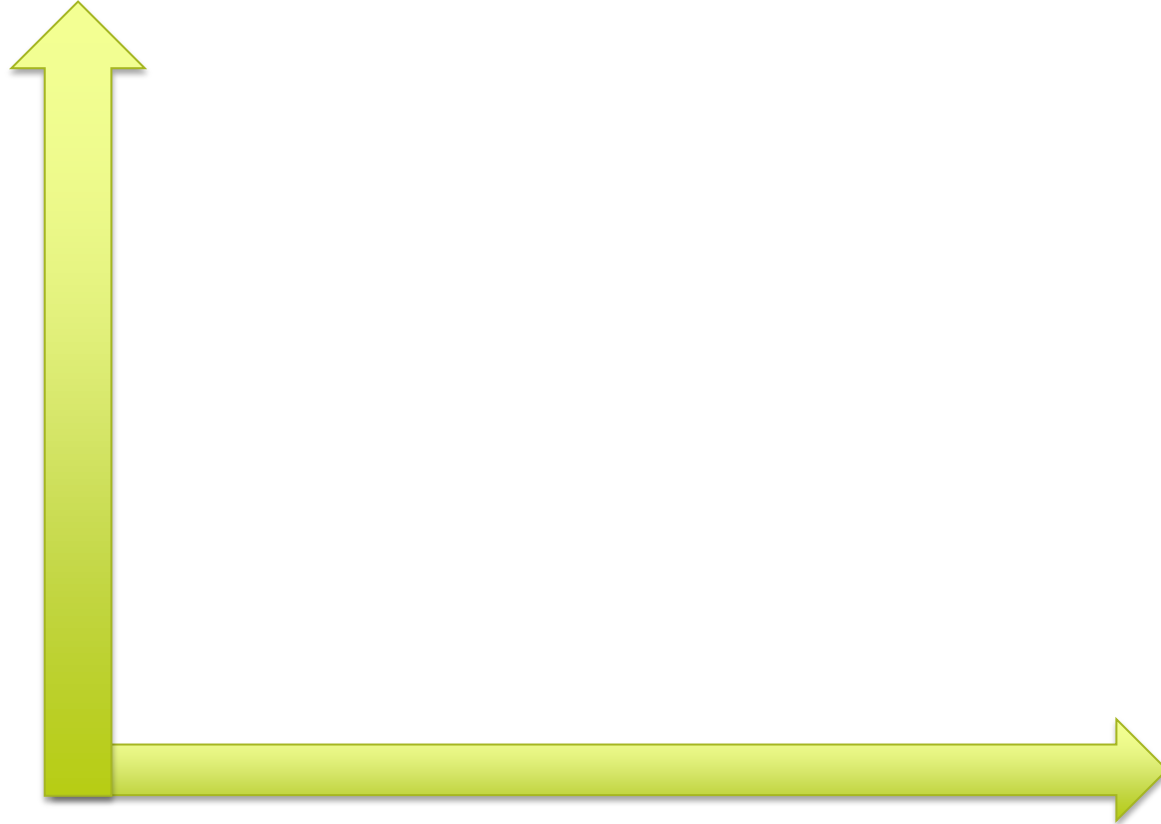
Collaborative Relationships



Us

Collaborative Relationships

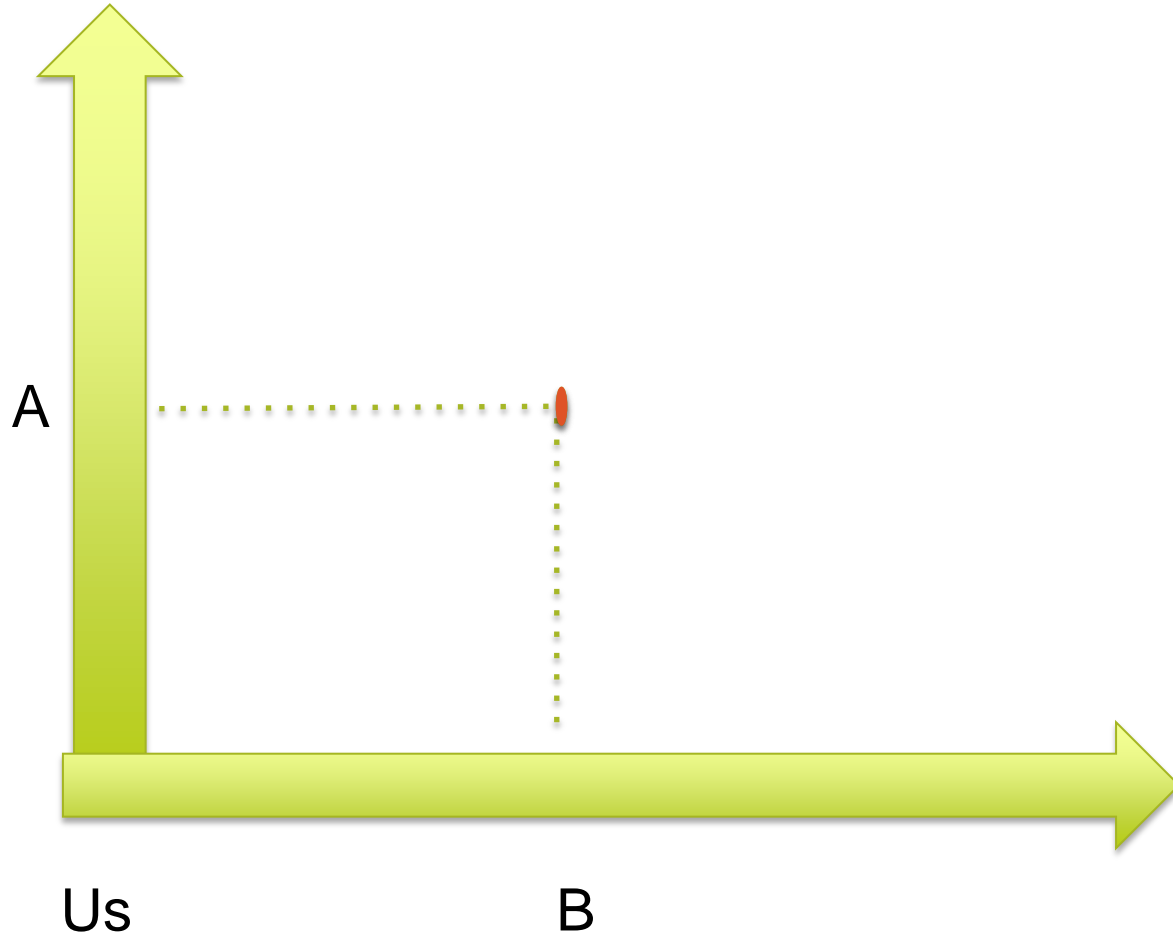
Them



Us

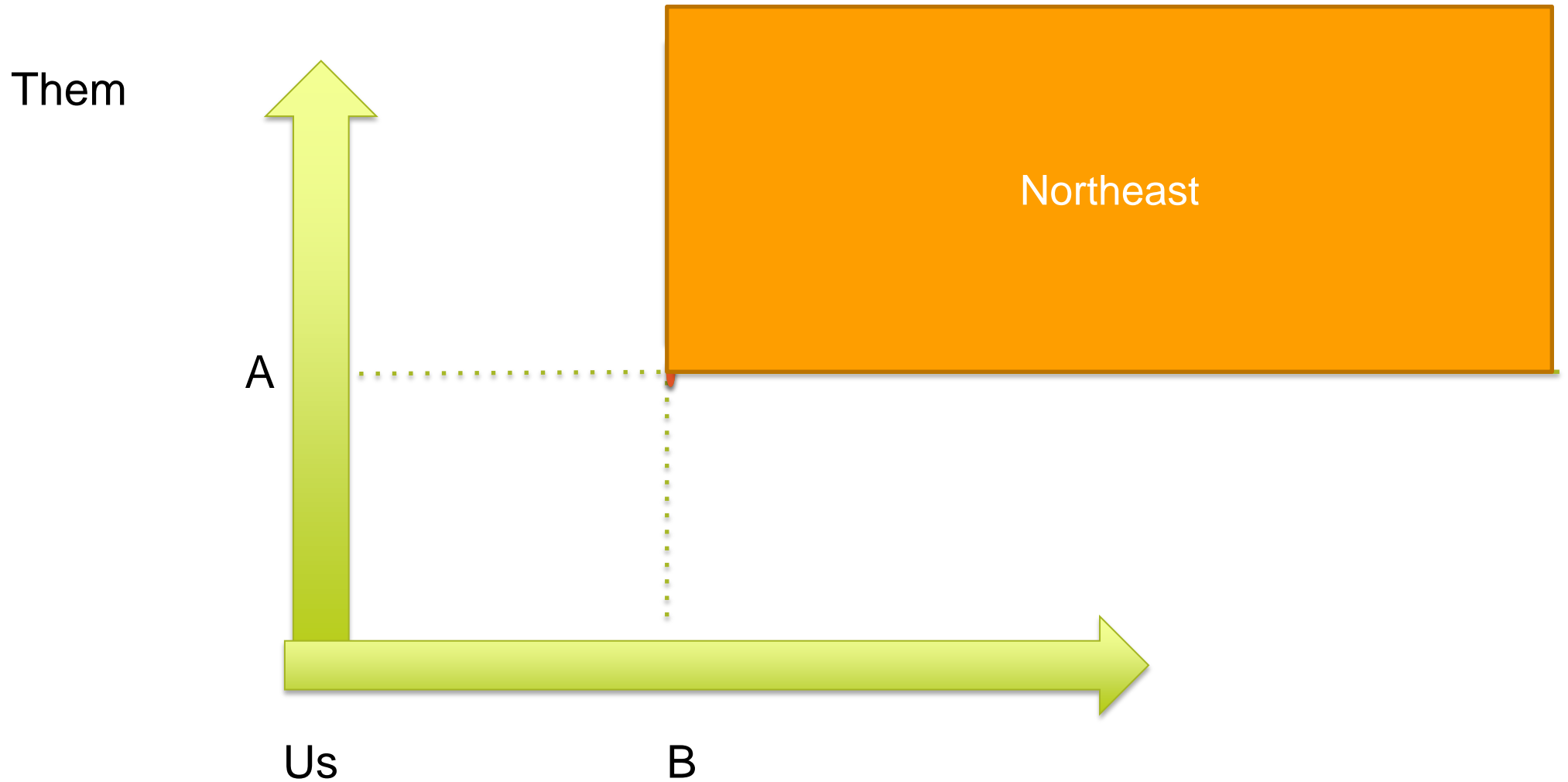
Collaborative Relationships

Them



The Current Conditions

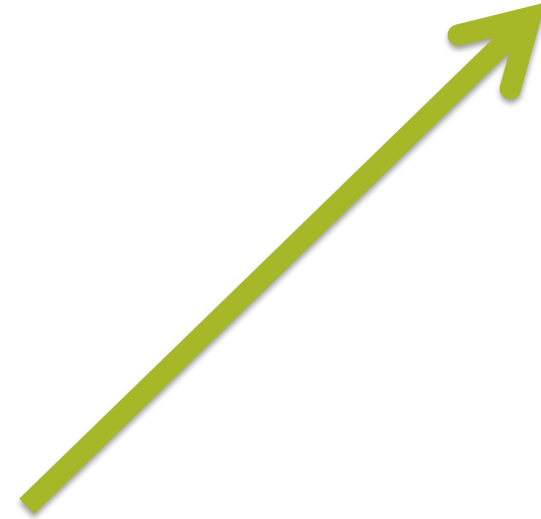
Collaborative Relationships



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