# MANAGING CONFLICT AT PUBLIC MEETINGS

# Julie A. Lawson, PE, CFM May 10, 2018





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### PUBLIC MEETINGS

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## CONFLICT

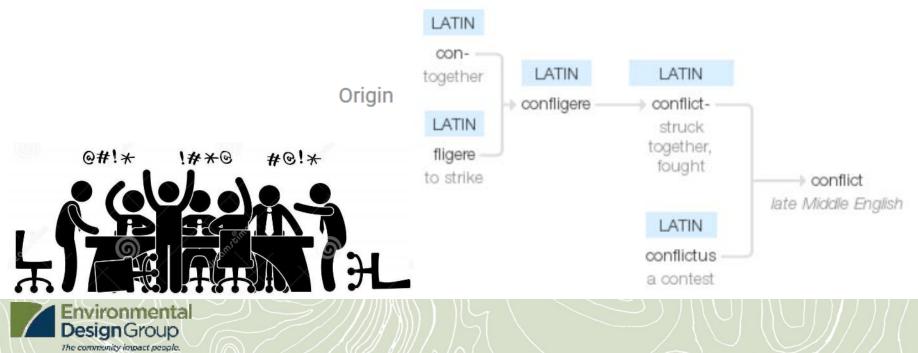
### con·flict

*noun* /ˈkänˌflikt/ �

> **1**. a serious disagreement or argument, typically a protracted one. Synonyms: dispute, quarrel, squabble, disagreement, dissension, clash

verb /kənˈflikt,ˈkänˌflikt/ ◀)

> 1. be incompatible or at variance; clash. Synonyms: clash, be incompatible, vary, be at odds, be in conflict, differ, diverge, disagree, contrast, collide



# TYPES OF CONFLICT

### Thomas-Kilmann Conflict Modes

### Competing

Zero-sum orientation
Win/lose power struggle

### Collaborating

Expand range of possible options
 Achieve win/win outcomes

### Compromising

Minimally acceptable to all
Relationships undamaged

### Avoiding

### Accommodating

Withdraw from the situation
 Maintain neutrality

Accede to the other party
 Maintain harmony

#### COOPERATIVENESS

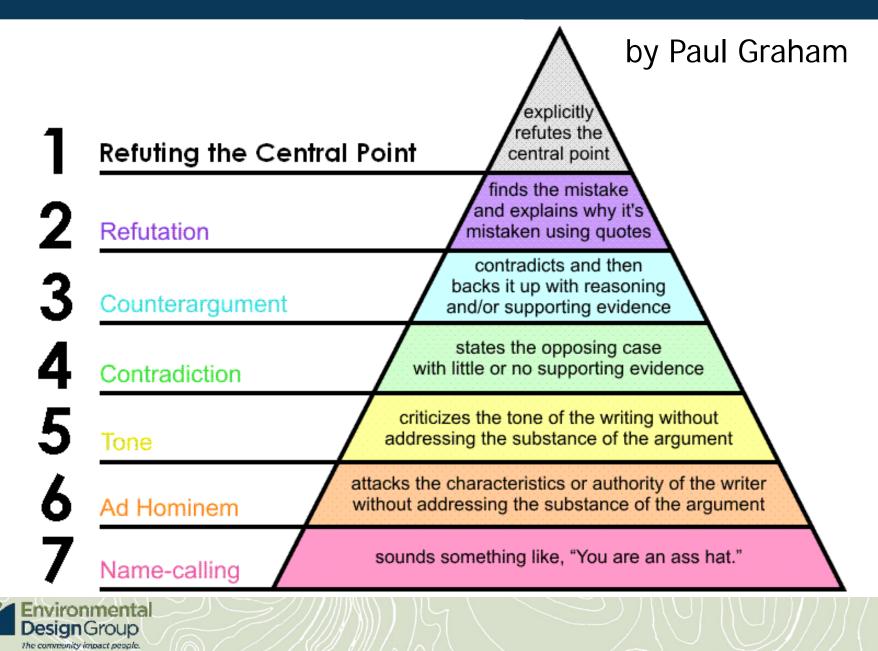
Focus on others' needs and mutual relationships



#### ASSERTIVENESS

Focus on my needs, desired outcomes and agenda

### THE HIERARCHY OF DISAGREEMENT



### CONFLICT MANAGEMENT

# Peace is not the absence of conflict, but the ability to cope with it.

Mahatma Gandhi

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### MANAGING CONFLICT AT PUBLIC MEETINGS

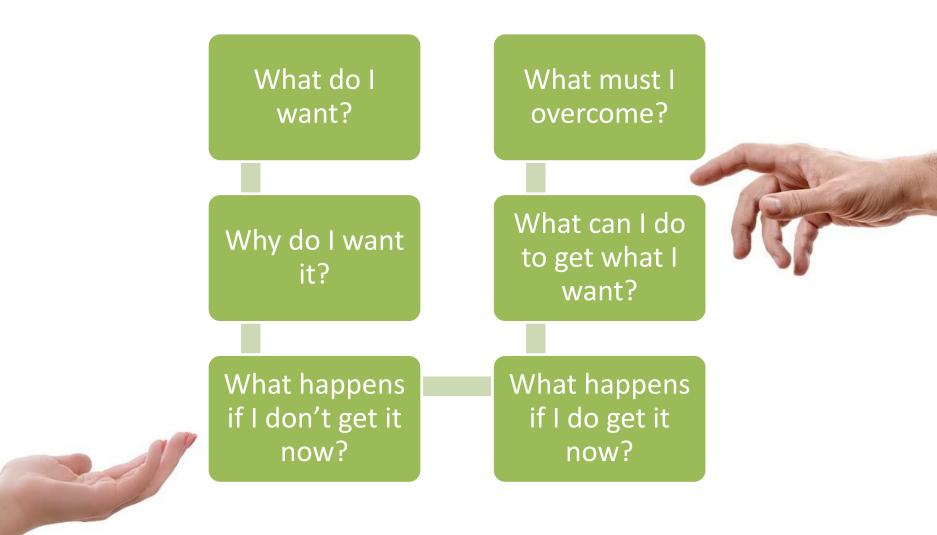
"The test of a firstrate intelligence is the ability to hold two opposed ideas in mind at the same time and still retain the ability to function."

– F. Scott Fitzgerald

Follow Up Present Prepare



### PREPARE OBJECTIVES





# PREPARE LOGISTICS



### PREPARE YOURSELF

# Mindset **Execution** Presentation Just Be Yourself





### **BEHAVIOR**



Passive Physical Verbal Aggressive

Physical Nonverbal Verbal Passive

### Assertive



### WHEN TO BE ASSERTIVE

# Is this a problem?

### Is this the time and place?

What are my chances at initial success?

Am I willing to invest time & energy and endure risk?

# Will I stay calm?



### HOW TO BE ASSERTIVE

### Maintain professionalism

Speak clearly using "I" statements

### Face the person and maintain eye contact

Be aware of your body orientation Pay attention to the quality of your voice





### LISTENING

The biggest communication problem is we do not listen to understand.

We listen to reply.



There is a voice that doesn't use words.

jisten.

— Rumi

## EFFECTIVE LISTENING





### ACTIVE LISTENING

The SOLAR Diagram Sit slightly forward Maintain an Open, relaxed posture Look into the other person's eyes Pay such strict Attention to what the other person is saying that you are able to... **R**eflect what the other person says



It's not the critic who counts; not the man who points out how the strong man stumbles, or where the doer of deeds could have done them better. The credit belongs to the man who is actually in the arena, whose face is marred by dust and sweat and blood; who strives valiantly; who errs, who comes short again and again, because there is not effort without error and shortcoming; but who does actually strive to do the deeds; who knows great enthusiasms, the great devotions; who spends hímself ín a worthy cause; who at the best knows in the end the triumph of high achievement, and who at the worst, if he fails, daring greatly... Theodore Roosevelt

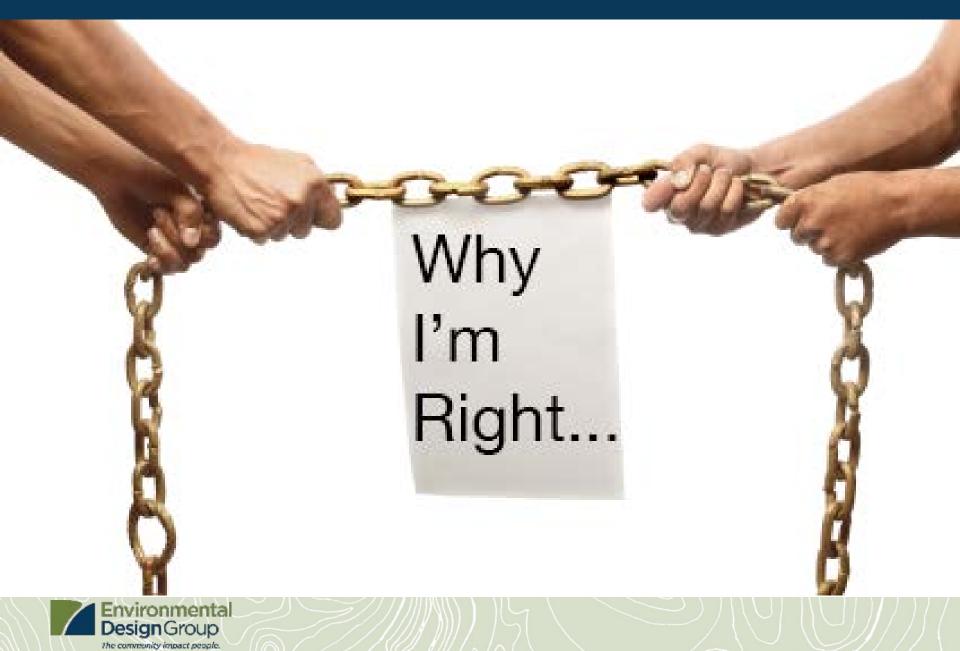
### **CREATING BOUNDARIES**

### Express your intentions clearly

Don't get stuck in the middle, get all parties together Say no when you need to say no



### **IDENTIFY WITH THE AUDIENCE**



### FACTS VS. FEELINGS



### HOW TO RECEIVE CRITICISM

	Hear the criticism accurately	Control your emotional reaction
Assume the critic means well	Refuse abusive criticism	Focus on the criticism, not the critic
Learn from your critics	It's OK to thoughtfully reject the criticism	Admit fault or failure
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## HOW TO RECEIVE ANGER

Refuse abuse and violence Realize that you may not be the target Know when to apologize The Belly Roll: Put the other person "in charge" to defuse a tense situation (assertive submission) 1. When you know you are in the wrong Ask "What do you want me to do?" 2. When you don't know what move to make Ask "What would it take to make this right?" 3. When you know you need to say "no" Ask "Would you help me?"



# INTERACTING WITH A HOSTILE PERSON



# DO NOT:

- Shut down
- Tell them to calm down
  - Try to point out their irrational behavior

## <u>DO</u>:

- Wait for the calm
- Focus on their left eye
- Ask how you can help



### ANSWERING QUESTIONS

Limit time for questions & answers	Use your active listening skills	Try to understand and find common ground	Take your time to answer
Ask if your response was sufficient	Admit what you don't know	Thank people for questions, don't praise them	



### **ANSWERING QUESTIONS**

Be honest and provide details if appropriate	Don't let one person dominate the discussion	Take difficult or lengthy questions privately	Respond with your own question
Watch for	Anticipate the	Keep your	
leading	unexpected	composure	
questions;	but be	and maintain	
stay on topic	prepared	confidence	



### FOLLOW UP



### REFERENCES

https://www.epa.gov/international-cooperation/publicparticipation-guide-public-meetings

- http://bigthink.com/paul-ratner/how-to-disagree-well-7-of-thebest-and-worst-ways-to-argue
- Daring Greatly Brené Brown
- Speaking the Truth in Love Ruth N. Hoch & Kenneth C. Haugk
- Stand and Deliver Dale Carnegie Training
- Steal the Show Michael Port
- **Stephen Ministry Training Manual**
- Talking to Crazy Mark Goulston





### **QUESTIONS?**

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