


A Planner's Primer to Negotiation and Conflict Resolution

By Hunter Merritt, Social Scientist
USACE Collaboration and Public
Participation Center of Expertise,
Institute for Water Resources

Webinar for the
USACE Planning Community of Practice
October 21, 2021

Happy Conflict Resolution Day 2021!

<https://acrnet.org/page/ConflictResDay>



**Association for
Conflict Resolution®**
VOICES, CHOICES, SOLUTIONS

[Print Page](#) | [Contact Us](#) | [Report Abuse](#)

[Home](#) | [Membership](#) | [Events](#) | [Resource Center](#) | [Donatio](#)

Conflict Resolution Day



Conflict Resolution Day

Each Year ACR celebrates Conflict Resolution Day the third Thursday of October

This year it is October 21, 2021

Our logo of the tree was designed as a symbol to celebrate growth in Conflict Resolution. The first year, start small, but just like the tree the seeds you plant one year, will continue to grow and blossom each year.

A Few (hoped for) Outcomes today...

Understand

Understand your own Conflict Resolution Style(s)

Explain

“Explain” the Negotiation Process (...only partially...it’s complicated!)

Summarize

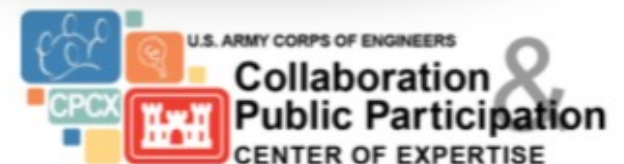
Summarize Interest-Based Negotiation (Interests vs. Positions)

Share

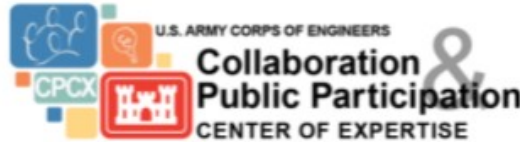
Share YOUR stories and perspectives on Conflict Resolution, and more!

About me...

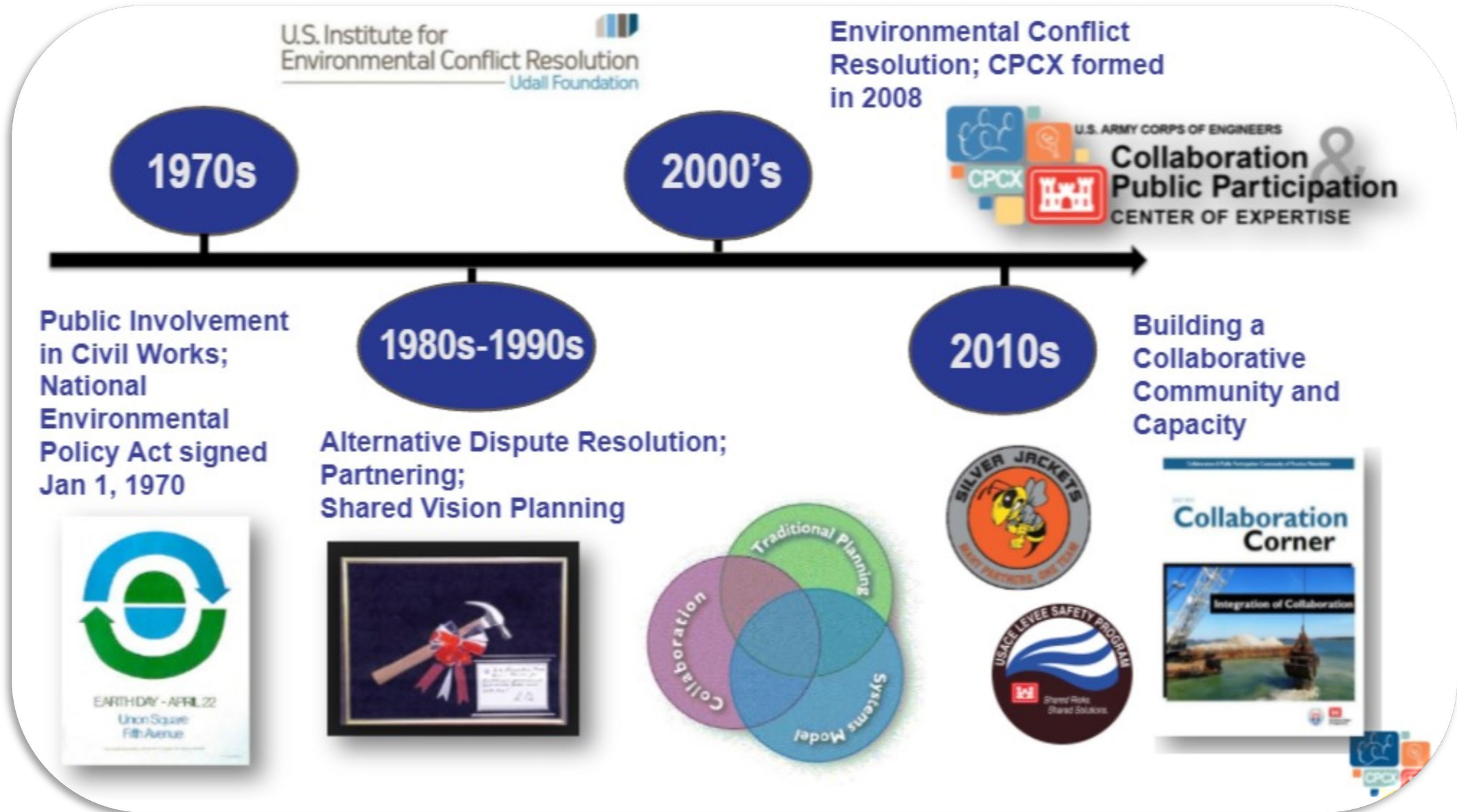
- Born in Florida (go GATORS!), grew older (but not up) in Virginia, studied English Lit, played music, kayaker...
- Moved to California in 1999, outdoor recreation and experiential education – CSU Sacramento for 18 years!
- Started with USACE in 2009 (PAO), Planning in 2011 (FRM focus), 3x3x3 Rescoping Charrette Facilitator
- Flood Risk Communication, Education, Outreach +++, Silver Jackets Deputy, SPK Public Involvement Specialist
- Joined IWR/CPCX in July 2021 (I am the “newbie” here!)
- Current Foci: Facilitation (Direct Support), Training & Development (Planning Associates, PROSPECT, etc), Shared Vision Planning, Serious Games and Applied Learning Environments (ALEs) – and ???



The Collaboration and
Public Participation
Center of Expertise is
13 years old this week!



A (short) illustrated [history](#) of Conflict Resolution...

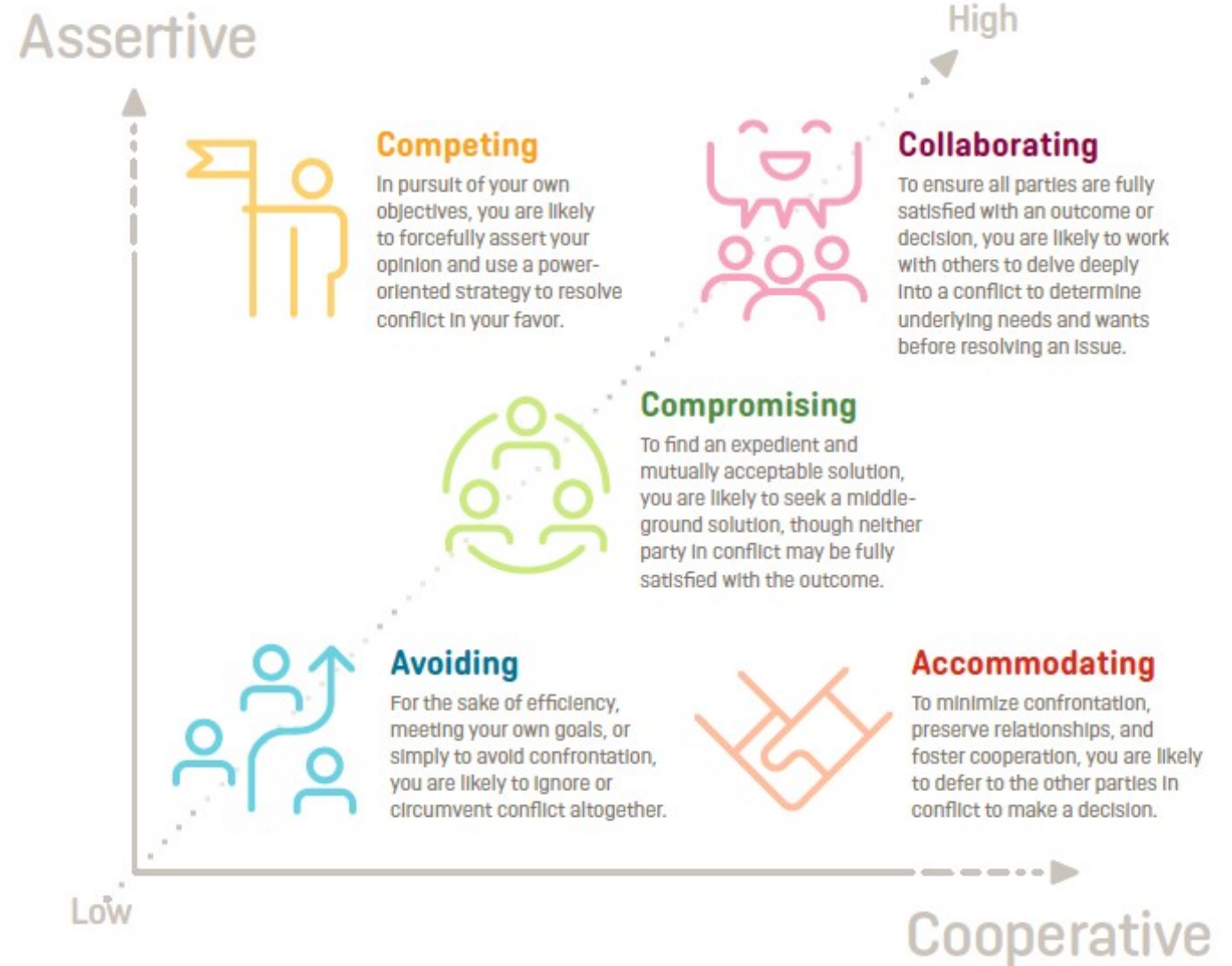


What is your
relationship to conflict?
Let's try an exercise...

What is your Conflict Style?

Competing:

In pursuit of your own objectives, you are likely to forcefully assert your opinion and use a power-oriented strategy to resolve conflict in your favor.



What is your Conflict Style?

Accommodating:

To minimize confrontation, preserve relationships, and foster cooperation, you are likely to defer to the other parties in conflict to make a decision.



5 Conflicts styles based on the Thomas-Kilmann Conflict Mode Instrument



What is your Conflict Style?

Avoiding:

For the sake of efficiency, meeting your own goals, or simply to avoid confrontation, you are likely to ignore or circumvent conflict altogether.



What is your Conflict Style?

Collaborating:

To ensure all parties are fully satisfied with an outcome or decision, you are likely to work with others to delve deeply into a conflict to determine underlying needs and wants before resolving an issue.



What is your Conflict Style?

Compromising:

To find an expedient and mutually acceptable solution, you are likely to seek a middle-ground solution, though neither party in conflict may be fully satisfied with the outcome.



What is your Conflict Style?

Draw a circle around the word or words that best describes your Conflict Style.

Not sure? Take the quiz!



[Take the GovLoop Quiz!](https://www.qzzr.com/c/quiz/457139/what-s-your-conflict-style-d4dab589-e260-48a4-9432-36641cfc653d)

<https://www.qzzr.com/c/quiz/457139/what-s-your-conflict-style-d4dab589-e260-48a4-9432-36641cfc653d>

5 Conflicts styles based on the Thomas-Kilmann Conflict Mode Instrument



Picture yourself in conflict...

What do you (or did you) prefer to do?

ANALYZE

ASSERT

ACCOMMODATE

The arrowhead shows how you respond to conflict.

ACCOMMODATE

ASSERT

ANALYZE

[BG]-R

[ACCOMMODATE-ANALYZE]-ASSERT

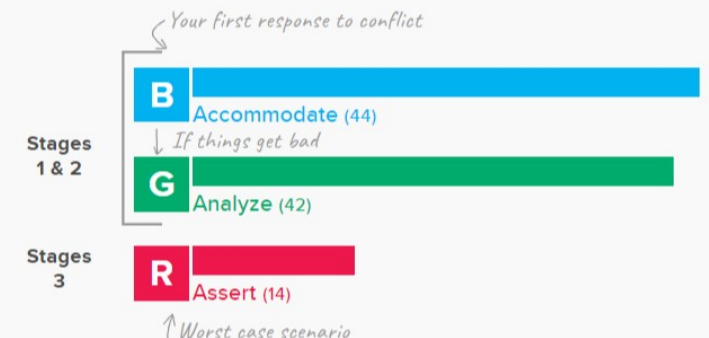
You want to maintain peace and harmony with caution regarding the personal costs of doing so. If that does not work, you may feel compelled to fight, possibly in an explosive manner.

Core Strengths 2.0
(formerly: Strengths Deployment Inventory)

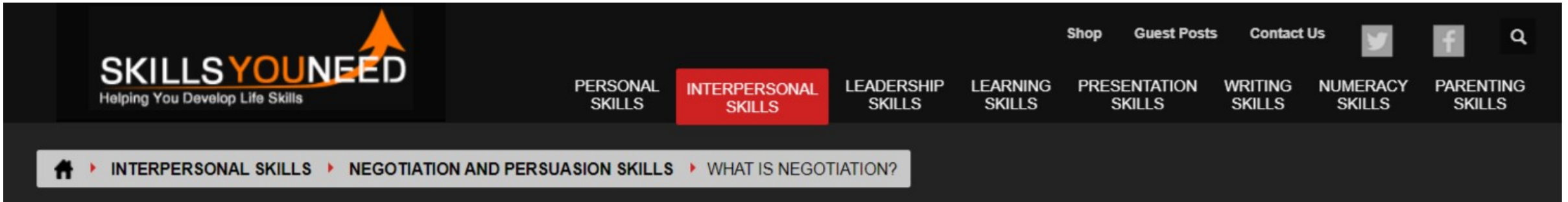
Welcome to Hunter's Profile...does anyone know me? Is this how I behave?

For more information on Core Strengths 2.0,
Visit <https://www.corestrengths.com/tour/>

Your Conflict Sequence



What is Negotiation? <https://www.skillsyouneed.com/ips/negotiation.html>



Stages of Negotiation

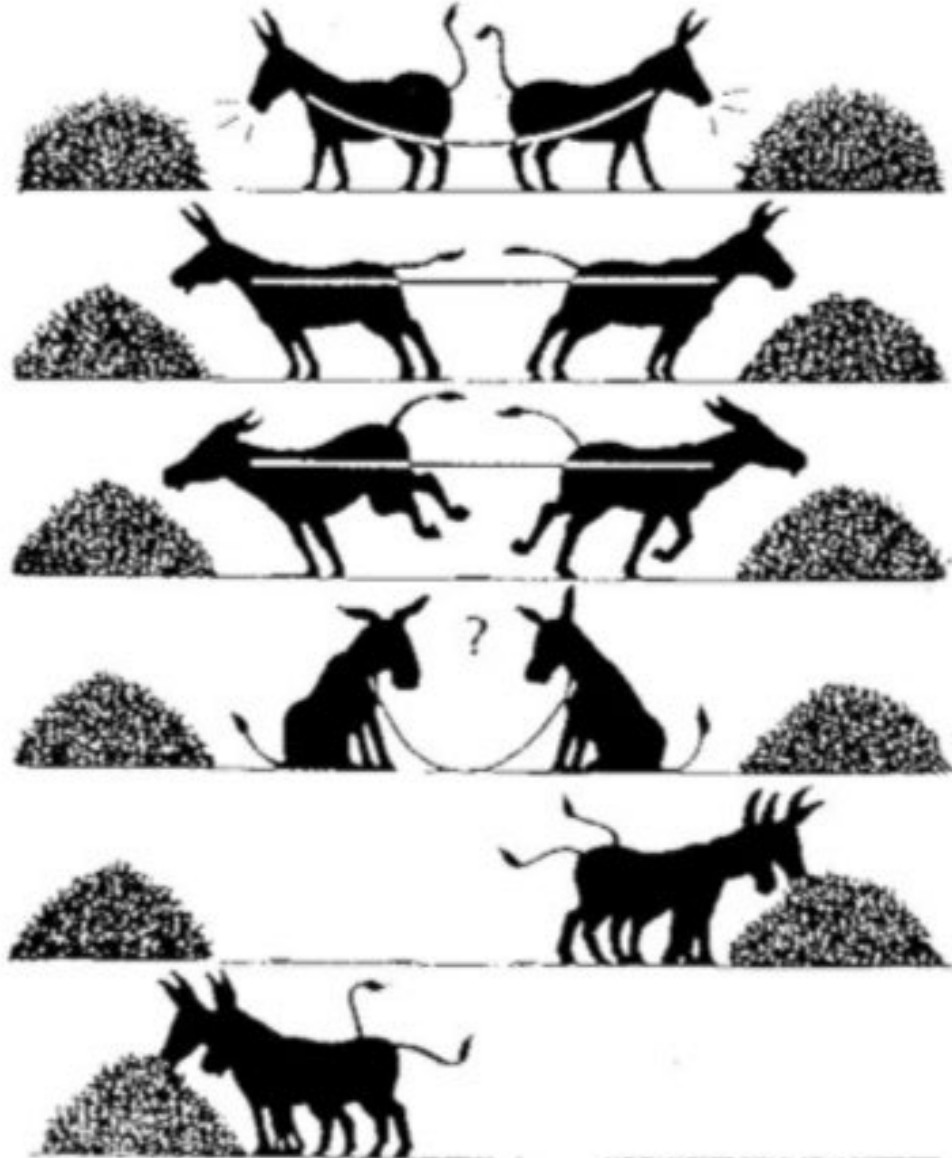
In order to achieve a desirable outcome, it may be useful to follow a structured approach to negotiation. For example, in a work situation a meeting may need to be arranged in which all parties involved can come together.

The process of negotiation includes the following stages:

1. Preparation
2. Discussion
3. Clarification of goals
4. Negotiate towards a Win-Win outcome
5. Agreement
6. Implementation of a course of action

How does this match up with the USACE Planning Process?

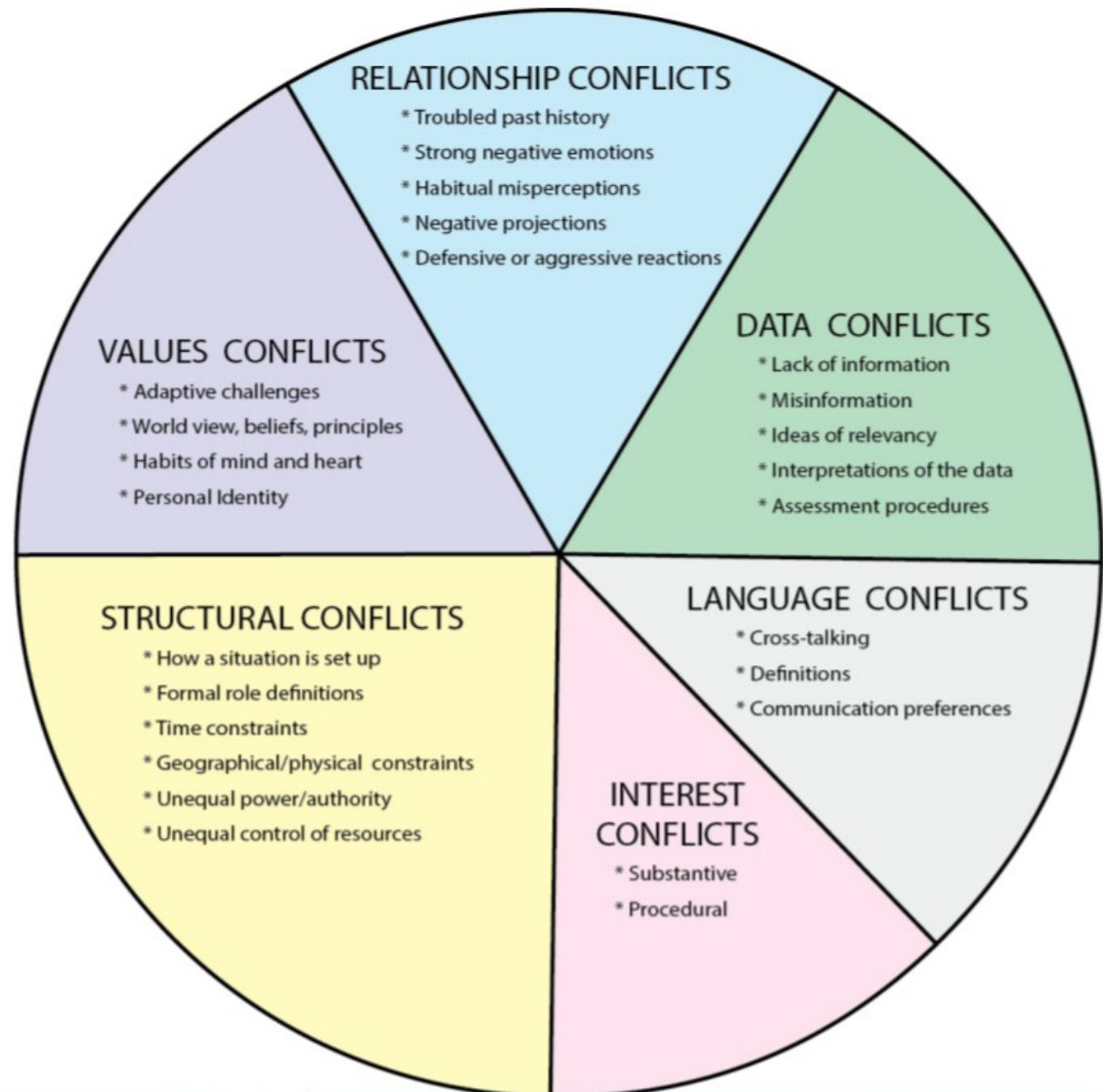
Interest- Based Negotiation



Let's get comfortable with being uncomfortable: Conflict Happens.

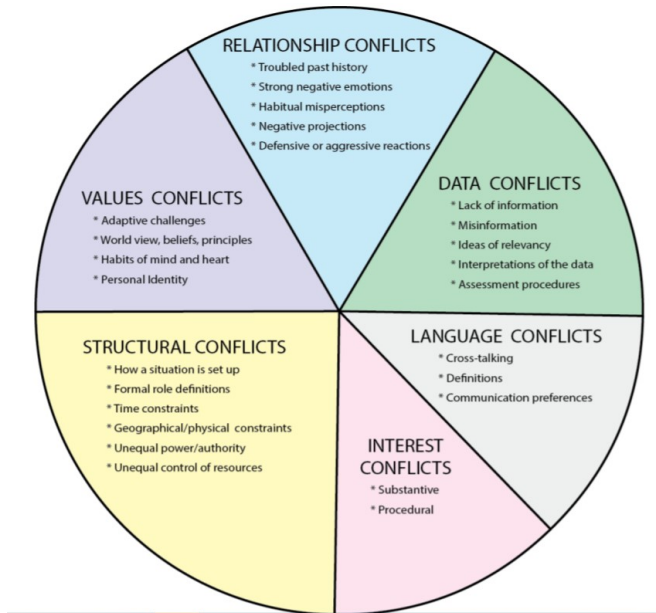
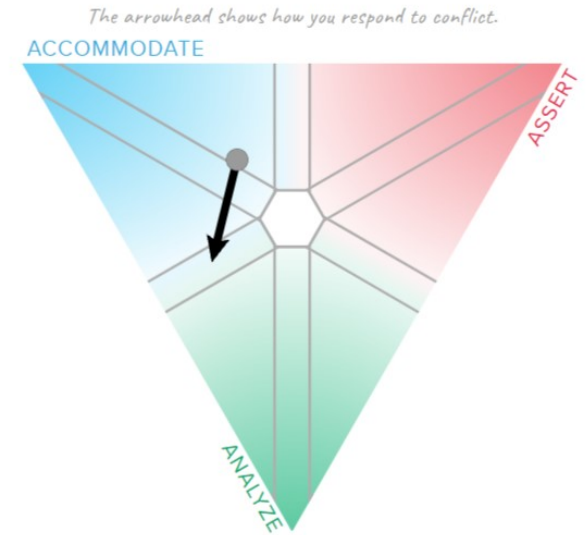
The question is...how will you (or did you) handle it?

- As a PLANNER?
- As a TEAM MEMBER?
- As a PERSON?

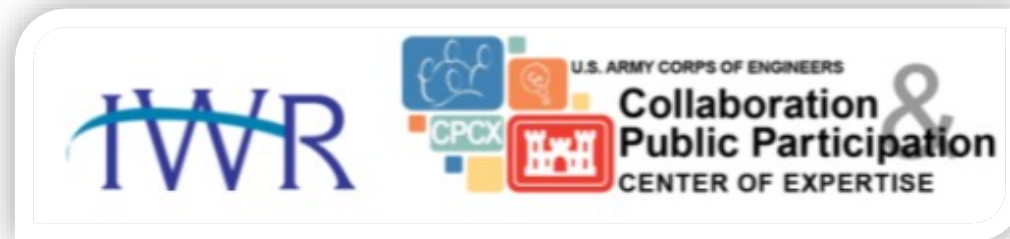


Let's Chat!

- Now it is time for YOU to:
- ask about or share resources
- make suggestions, ask questions
- tell stories about successful (or not so successful) efforts at Negotiation and Conflict Resolution. "There was this one time..."



TAG, YOU'RE IT!



Do you want to learn more about CPCX? Click here! <https://www.iwr.usace.army.mil/Missions/Collaboration-and-Conflict-Resolution>



IN CLOSING...

We are all HUMAN, and our common goal is to GROW.

Start wherever you are in your journey, and learn from each of your own experiences, and try to learn from EACH OTHER when possible.

I have plenty of my own stories to share, and I want to hear yours, too!

