

CONFLICT RESOLUTION 101

CPCX CORE COMPETENCY

Conflict Resolution Day and CPCX 16th Birthday!

October 17, 2024

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U.S. ARMY CORPS OF ENGINEERS

**Collaboration
& Public Participation**
CENTER OF EXPERTISE



**US Army Corps
of Engineers**



COLLABORATION & PUBLIC PARTICIPATION CX

ESTABLISHED: 17 OCT 2008 AT IWR BY DCG RILEY

MISSION

Enable USACE staff to anticipate, prevent & manage water-related conflicts through collaboration while ensuring that interests of the public are addressed in a fair & transparent manner.

SERVICES

1. *Training*
2. *Direct Support*
3. *Advising*
4. *Innovation*

CAPABILITIES

- *Public Involvement*
- *Stakeholder Assessment*
- *Underserved Community Outreach*
- *Facilitation*
- *Virtual Collaboration*
- *Conflict Transformation*
- *Teambuilding*
- *Risk Communication*
- *Collaborative Technologies*

CPCX CORE COMPETENCIES TRAINING PROGRAM

Facilitation

Conflict Resolution

Public Participation

Risk Communication

GOALS FOR TODAY

Understand

Why Conflict Happens

Explain

The Inner and Outer Work of Responding to Conflict

Apply

Five Conflict Resolution Approaches

Know

How to Further Improve your Response to Conflict

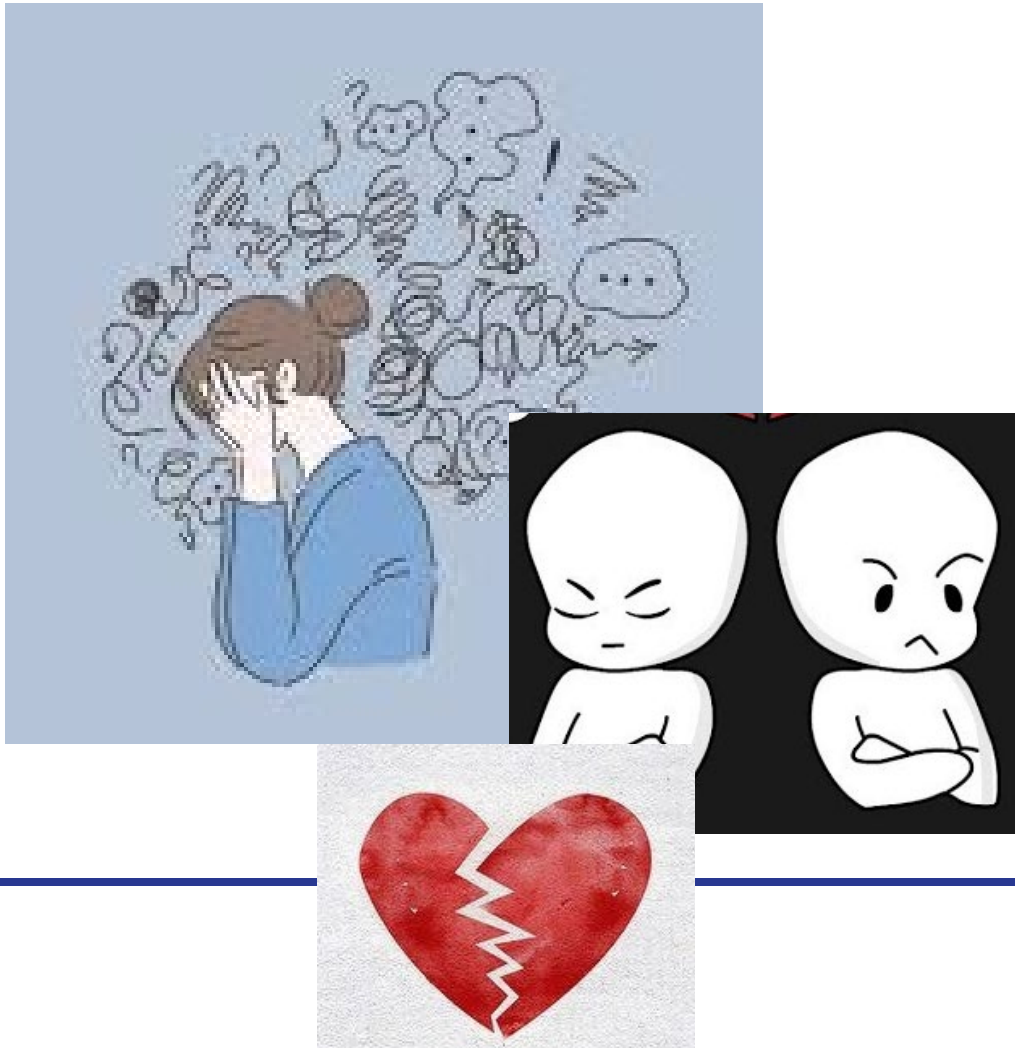
CHAT: HOW DOES CONFLICT MAKE YOU FEEL?

WHAT IS CONFLICT?

- A struggle or clash between opposing forces; battle
- A state of opposition between ideas, interests, etc; disagreement or controversy.
- An active disagreement between people with opposing opinions or principles

OUTCOMES OF CONFLICT

Destructive Outcomes



Productive Outcomes



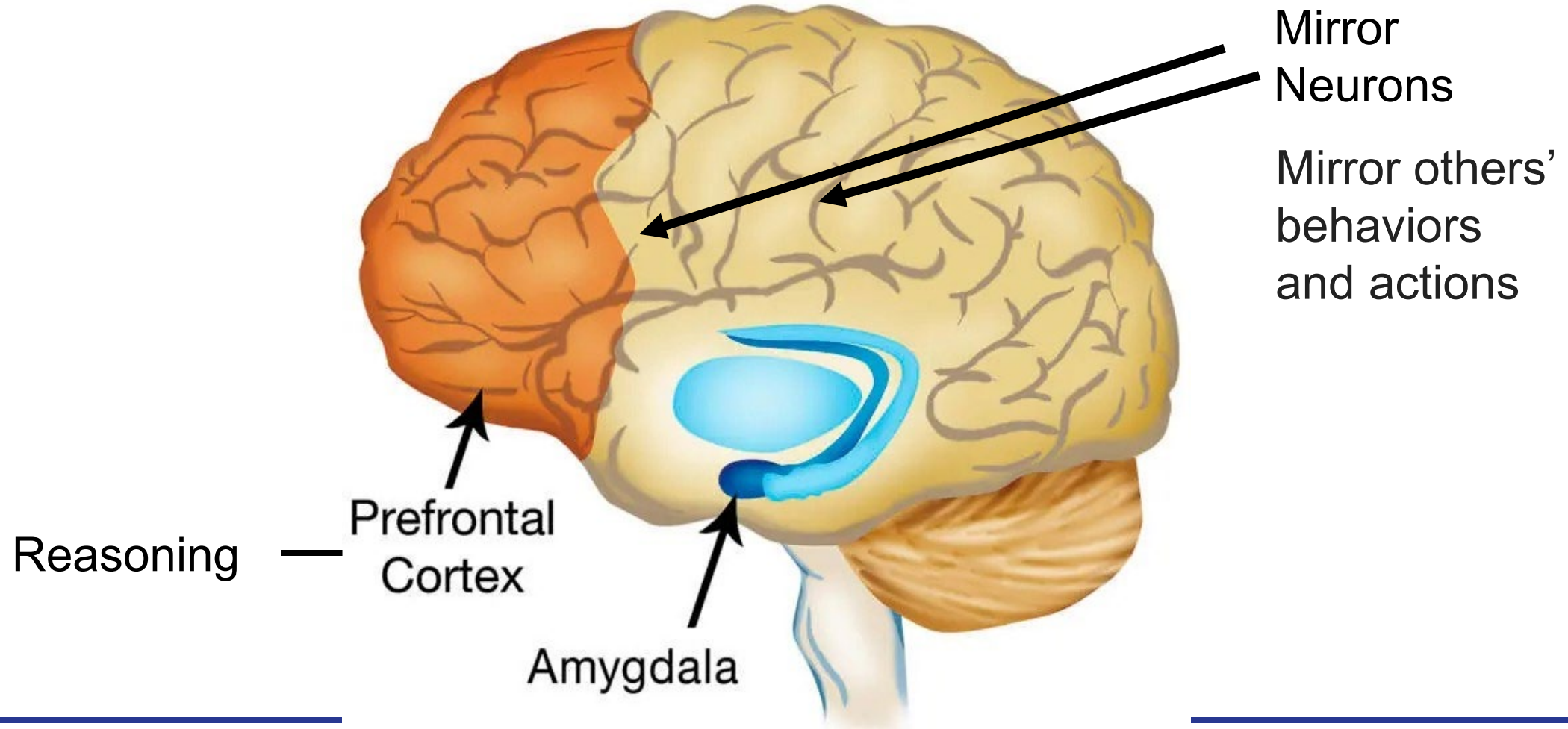
OUR RESPONSE TO CONFLICT IS OUR CHOICE

“Between stimulus and response there is a space.
In that space is our power to choose our response.
In our response lies our growth and our freedom.”

Attributed to Viktor Emil Frankl, an Austrian neurologist,
psychologist, philosopher, and Holocaust survivor

INNER WORK OF CONFLICT RESOLUTION

INNER WORK - NEUROSCIENCE OF CONFLICT



Emotional Reaction -
Fight or Flight

HOW CAN WE RESPOND INWARDLY?

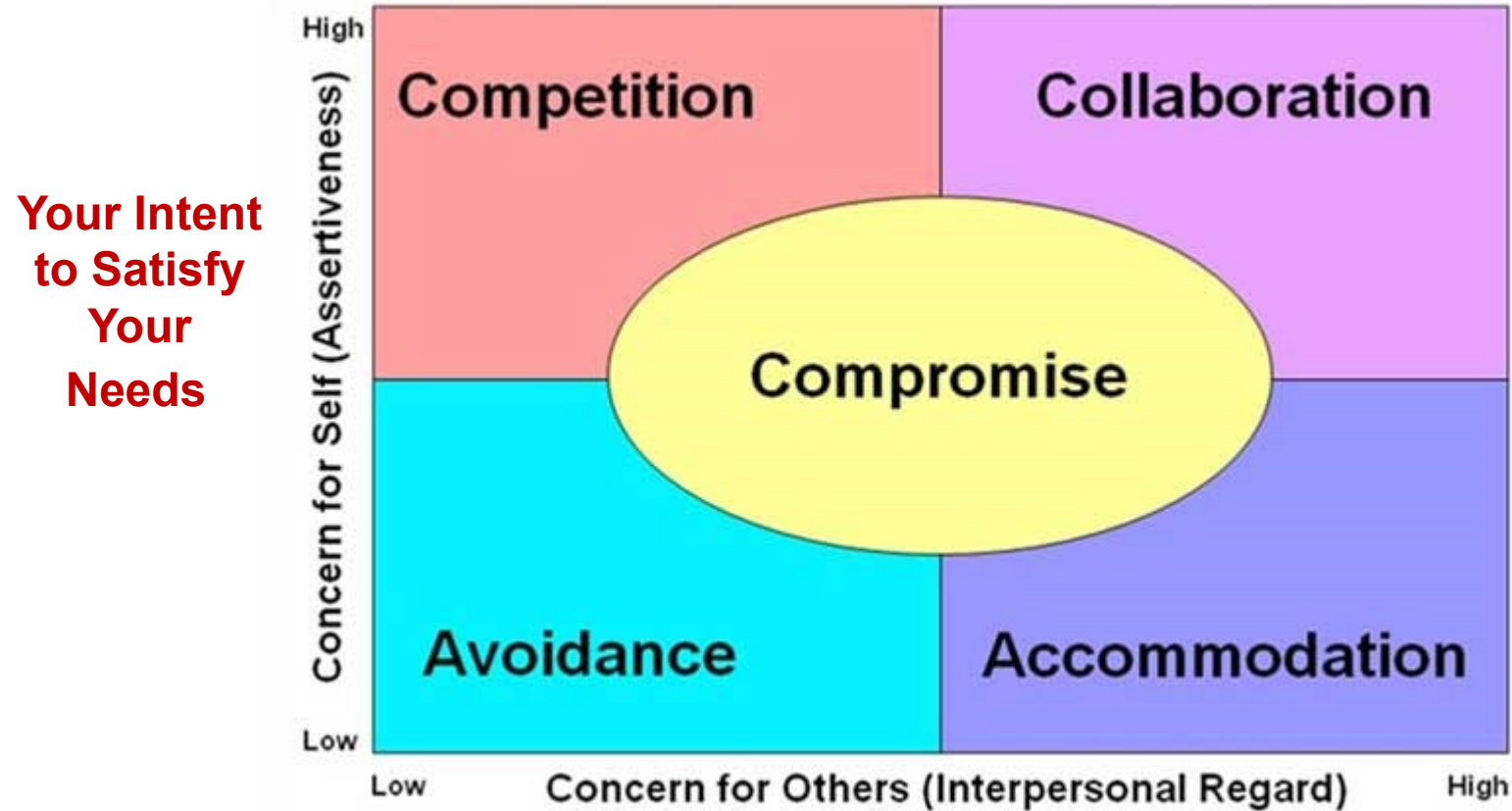
1. Amygdala: Pause, regulate, make a choice
2. Prefrontal Cortex: Food and energy, sleep
3. Mirror Neurons: Act the way we want others to act

Promote an upward spiral not a downward spiral



Upward Spiral of Productive Conflict
S.J. Quinney College of Law, University of Utah

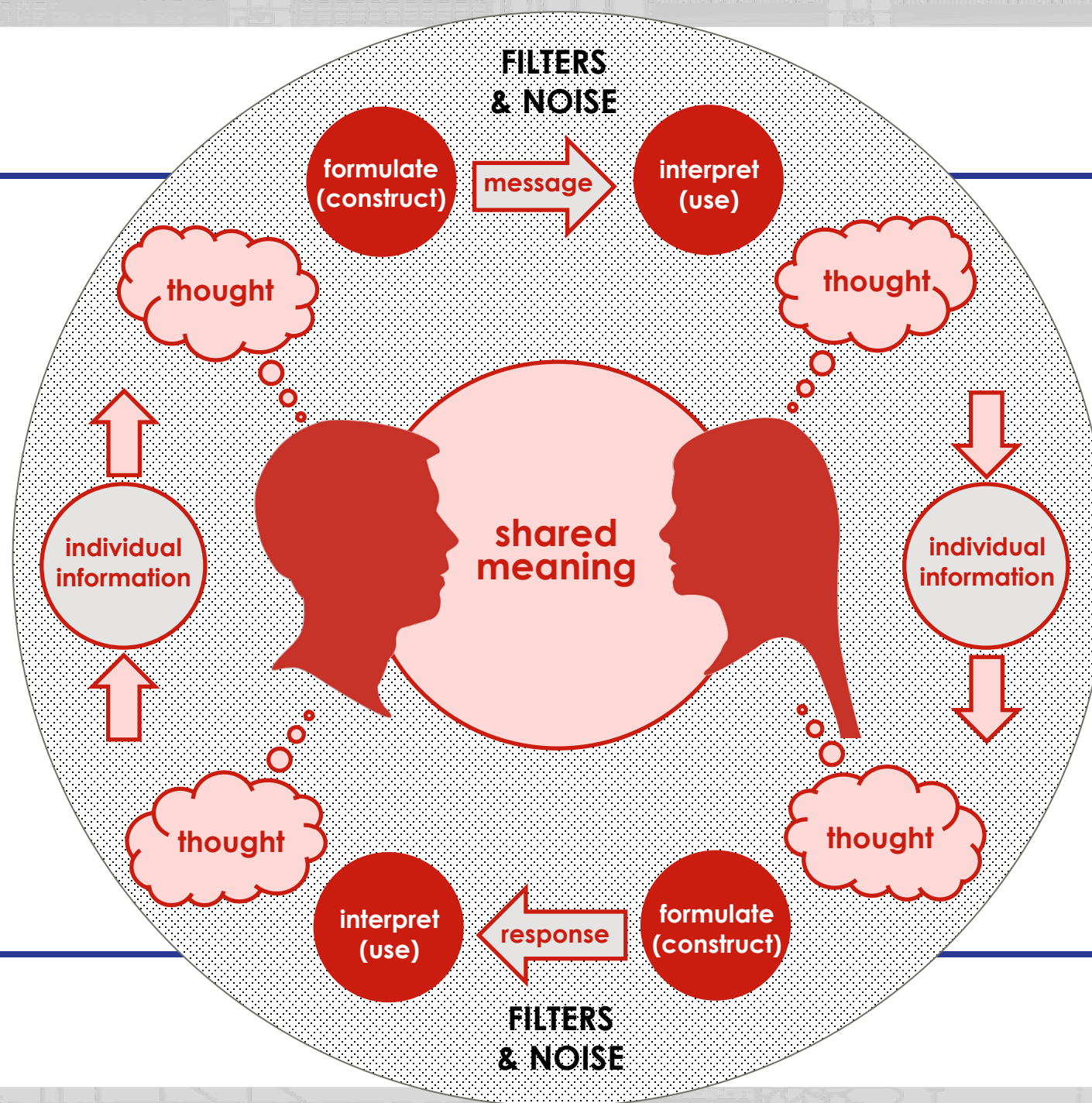
INNER WORK - CONFLICT RESOLUTION STYLES



Source: Reginald Adkins, Ph.D.

OUTER WORK OF CONFLICT RESOLUTION

COMMUNICATION PROCESS



LISTEN FIRST, THEN SPEAK

Pro Tip: First, Seek to Understand

People are typically better listeners once they have expressed their own feelings and concerns, and often people don't listen to us because they don't feel heard.

Thus, it is generally a good practice to seek to understand before being understood. If you effectively listen to another person, they will be more likely to truly listen to you!

Wallace Stegner Center, Environmental Dispute Resolution Program, S.J. Quinney
College of Law, University of Utah

RECEIVE THE MESSAGE – ACTIVELY LISTEN

Hearing is physically perceiving sounds.

Listening is making sense out of what you hear.

"We were given two ears but only one mouth, because listening is twice as important as talking."

Attributed to Epictetus, a Greek philosopher



THE THREE BASIC LISTENING MODES

Competitive or Combative Listening – *Focused primarily on promoting own point of view; listening for opportunities for rebuttal*

Passive or Attentive Listening – *Genuinely interested but does not verify understanding*

Active or Reflective Listening – *Genuinely interested in understanding what the other person is thinking, feeling, or wanting, and what the message means, and actively verify understanding by restating or paraphrasing before responding with own message.*

L. A. Nadig, Ph.D. retired Clinical Psychologist/Therapist

HOW TO ACTIVELY LISTEN

1

- Truly try to understand
- Be open minded, interested, curious

2

- Be attentive
- Word choice, tone, body language; Don't interrupt

3

- Clarify
- Ask follow up questions

4

- Confirm
- Summarize what *the sender* is feeling & thinking

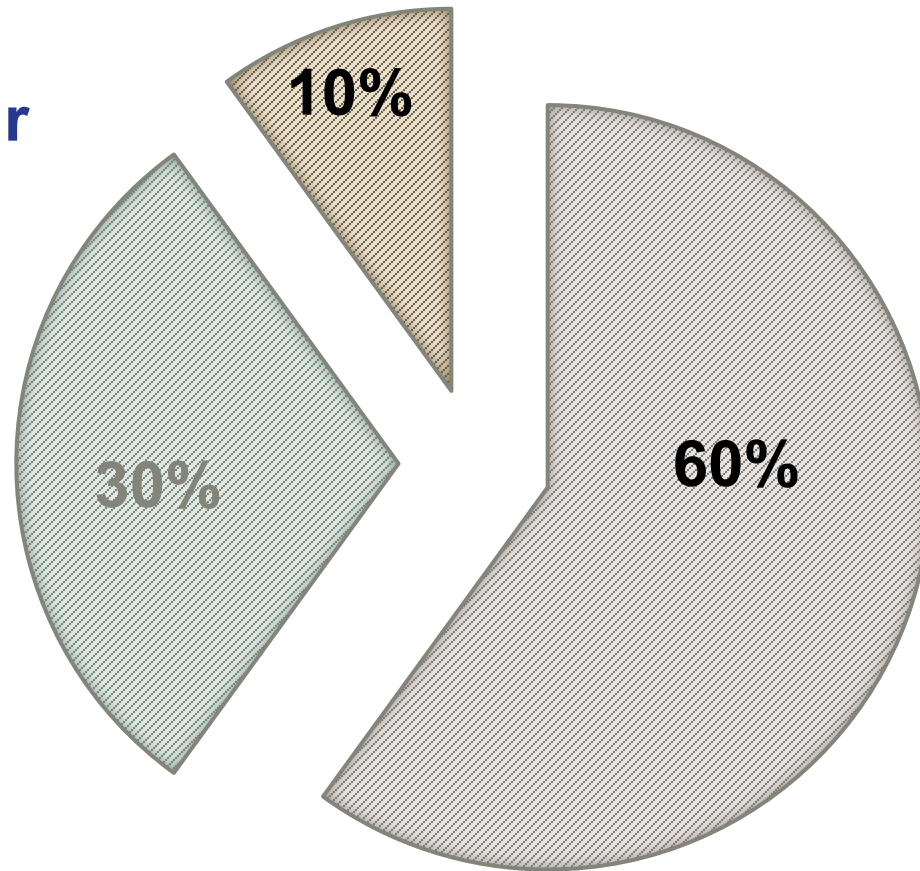
SEND THE MESSAGE - WHAT MAKES AN IMPRESSION?

**CHAT: How much does verbal (the words) convey our meaning?
(what %)**

Visual (nonverbals)

Vocal (the tone)

Verbal (the words)



SEND THE MESSAGE – COMMUNICATE ASSERTIVELY

State Point
Clearly
Be Direct

Less is More
Be Brief

Facts Over
Opinion
Provide
Reasons

Value Self
equal to others
Balance

Next time, I'd really
like you to...

Thanks for the
suggestion. I'll take
that into
consideration.

This is what
happened and this is
why it bothered me...

I think I understand
what you're saying.
The way I see it is...

SEND THE MESSAGE - USE “I” STATEMENTS

*I get/feel__ (emotion)__ when (behavioral description)__ because__
(explain why those conditions or their behavior cause you to feel this way)*

Benefits of I-Statements

- Avoids blaming others for your emotions
- Accurate, less hostile way to express a feeling or an emotion you're experiencing
- Minimizes making other person feel guilty, put-down, & resentful

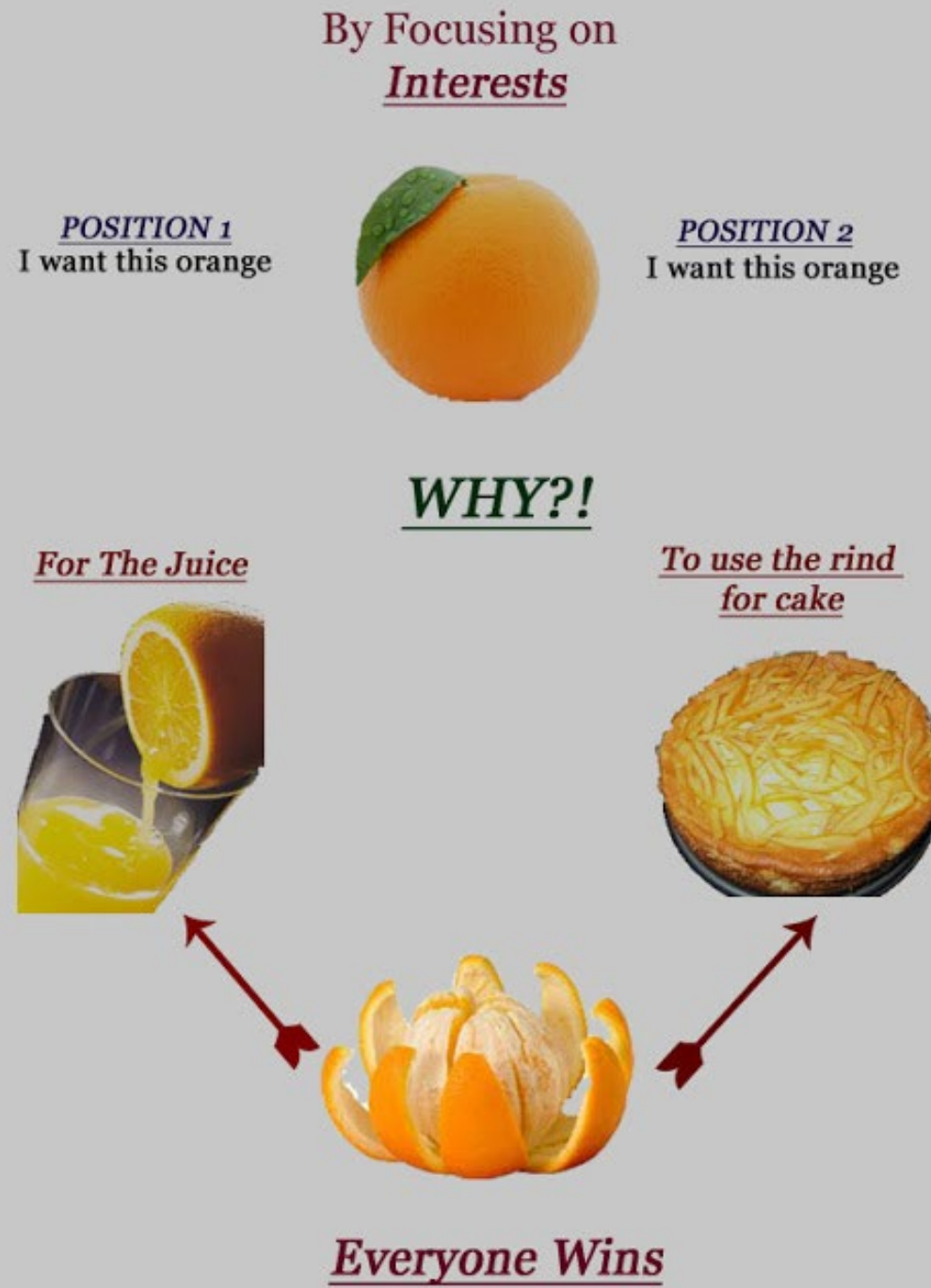
DON'T USE YOU!

INTEREST-BASED PROBLEM SOLVING

THE PARABLE OF THE ORANGE



THE PARABLE OF THE ORANGE



WHAT ARE INTERESTS

POSITIONS	INTERESTS
What you want	Why you want it
Solution	Underlying desires, concerns, motivations, values, fears...
The sides people take to achieve their own interests (the WHAT or HOW)	The fundamental needs or conditions which people must meet for continued fulfillment or success (the WHY)

IDENTIFY INTERESTS ACTIVITY

Position 1: Employees should be allowed to work remotely

Chat/comment: What are the underlying interests behind this position?

Position 2: Employees should be in the office

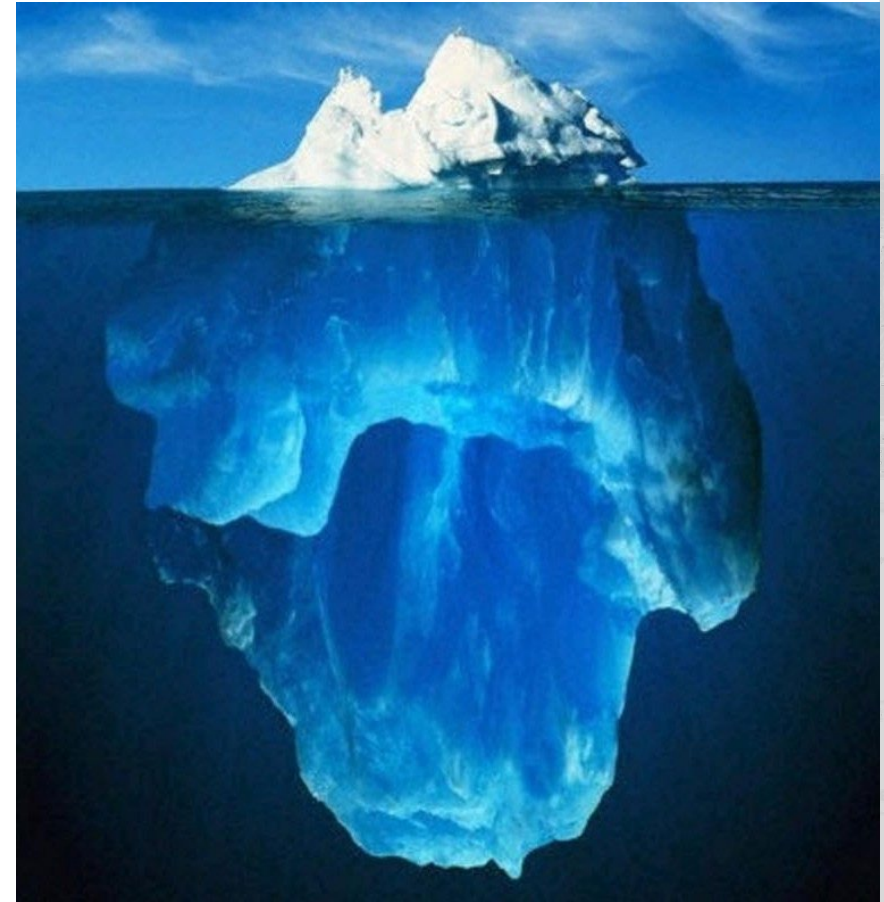
Chat/comment: What are the underlying interests behind this position?

HOW TO IDENTIFY INTERESTS

Active listening!

Questions to identify interests in response to a stated position:

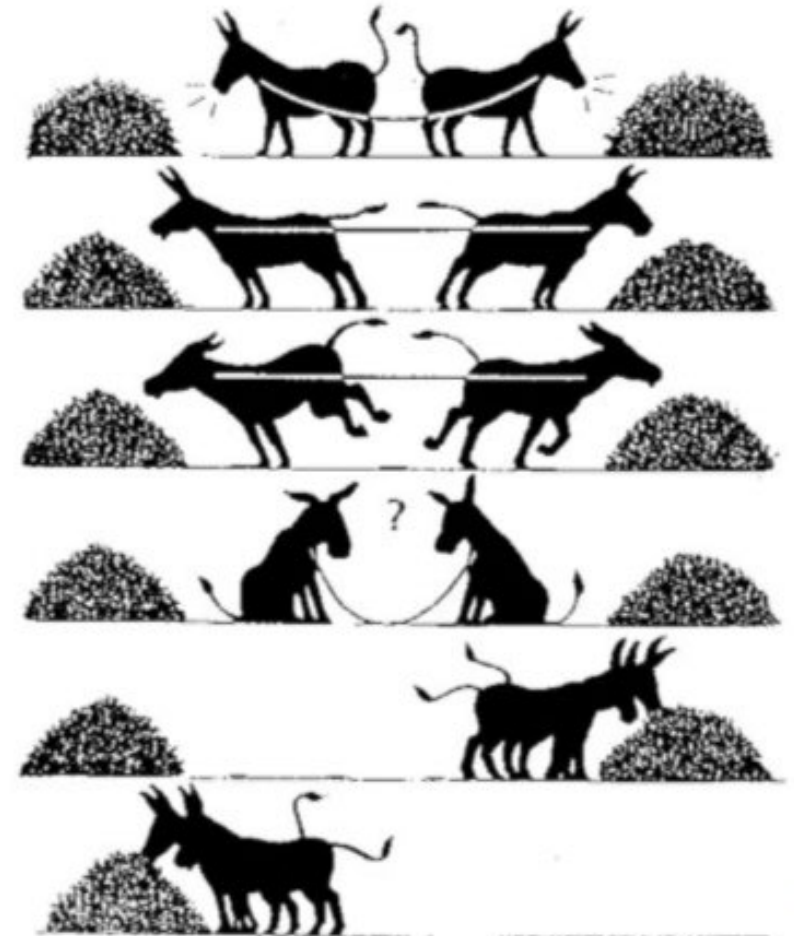
- *Can you tell me more about why that is important to you?*
- *What would that solution achieve/accomplish?*
- *Why/how would that help you?*
- *What changes would that solution result in?*



DEVELOP INTEREST-BASED PROBLEM STATEMENT

Problem Statement: “How do we address [insert issue here] in a way that would accomplish [insert Party A’s interest here] and achieve [insert Party B’s interest here]?”

Result: Both parties see the problem representing their interests; **Instead of the problem standing between them, they are now on the same side of the problem.**



PUTTING IT ALL TOGETHER

CONFLICT RESOLUTION APPROACHES



Conflict Resolution

The methods and processes involved in negotiating a productive solution.



Training



START HERE

[CPCX Conflict Resolution 101](#)

Identify your [conflict management style](#)

FUNDAMENTALS

[Crucial Conversations for Mastering Dialogue](#) (USACE PROSPECT)

[Understanding Conflict and Planning for Successful Collaboration](#) (Udall Foundation, Course 1 of 2)

ELECTIVES (PICK TWO)

[Environmental Collaboration and Conflict Resolution for Federal Agencies Webinar](#) (Udall Foundation)

[Mastering Conflict Management and Resolution at Work](#) (Udemy)

[Collaboration and Conflict Transformation in Multiparty Processes](#) (USFWS NCTC)

[Crafting Collaborative Solutions to Environmental Conflicts](#) (Udall Foundation, Course 2 of 2)

Experience



GAIN EXPERIENCE

- Shadow an experienced facilitator during a contentious meeting
- Conduct a [situation assessment](#), create a plan to address it, and work with a CPCX coach to review and implement the plan
- Bring a [Core Strengths](#) workshop to your team (Delivered by Core Strengths or CPCX)
- Coordinate with your Equal Employment Opportunity office for opportunities to shadow dispute resolution processes
- Become a mediator with your local county mediation service

To open a link: Enable All Features, right click on the link, click on Copy Link Location and paste into a web browser.

Courses & Certifications



EARN A CERTIFICATE (OPTIONAL)

[Water Conflict Management and Transformation Graduate Certificate](#) (Oregon State University)

[Certificate in Environmental Collaboration and Conflict Resolution \(ECCR\)](#) (Udall Foundation)

[Culture, Communication, & Conflict Certificate Program](#) (National Conflict Resolution Center)

[Collaboration Certificate Course](#) (University of Utah College of Law)
NOTE: Federal Cohort Option available through BLM

ADDITIONAL RESOURCES (on demand or free):

[Conflict Management Lectures](#) (Udemy)

[ECCR Webinars](#) (Udall Foundation)

[Conflict Literacy Framework](#) (Mediators Beyond Borders)

[Program on Negotiation Blog](#) (Harvard Law)

FOUNDATIONAL TEXTS

Getting to Yes: Negotiating Agreement Without Giving In (Fisher, Ury, and Patton)
Getting to Yes with yourself and other Worthy Opponents (Ury)

Professional Associations & Annual Conferences



JOIN AN ASSOCIATION (OPTIONAL)

[Association for Conflict Resolution](#)
Environment and Public Policy Section
[Mediators Beyond Borders](#)



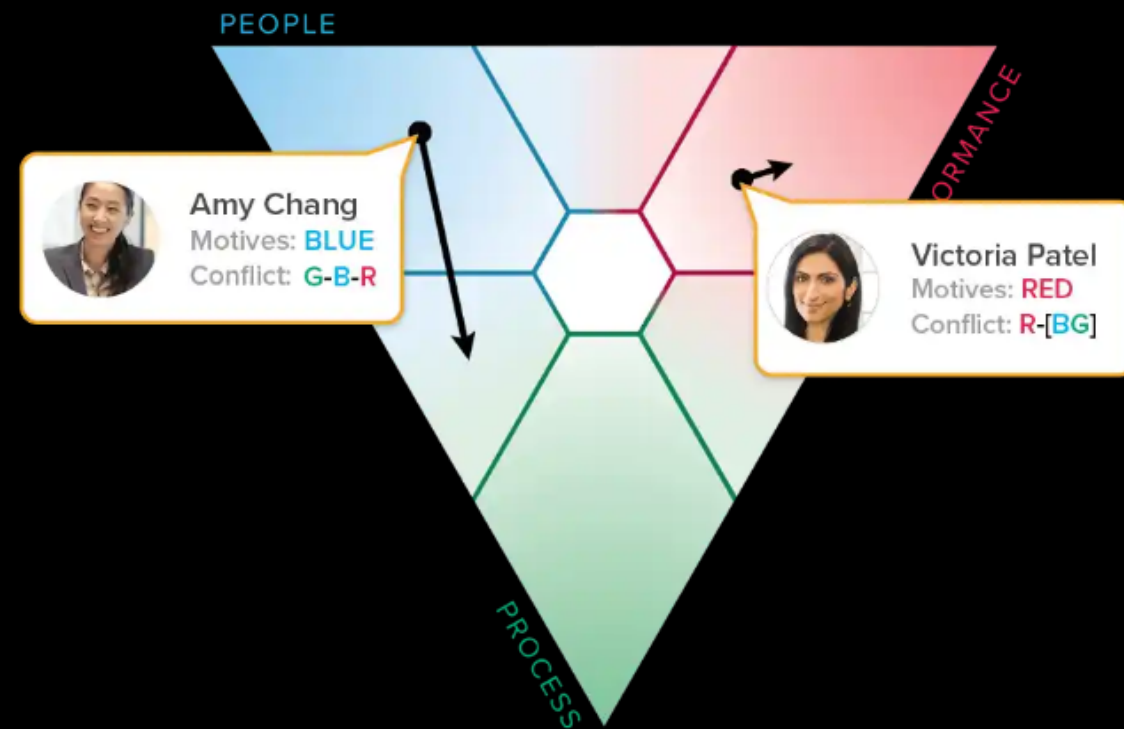


STRENGTHS DEPLOYMENT INVENTORY (SDI) 2.0

Results through Relationships

Relationships are connections built on a foundation of shared experiences and future expectations. Core Strengths Relationship Intelligence helps teams to identify past misperceptions, apply the right approach to the moment, and co-create a better way to work together in the future.

GET STARTED >





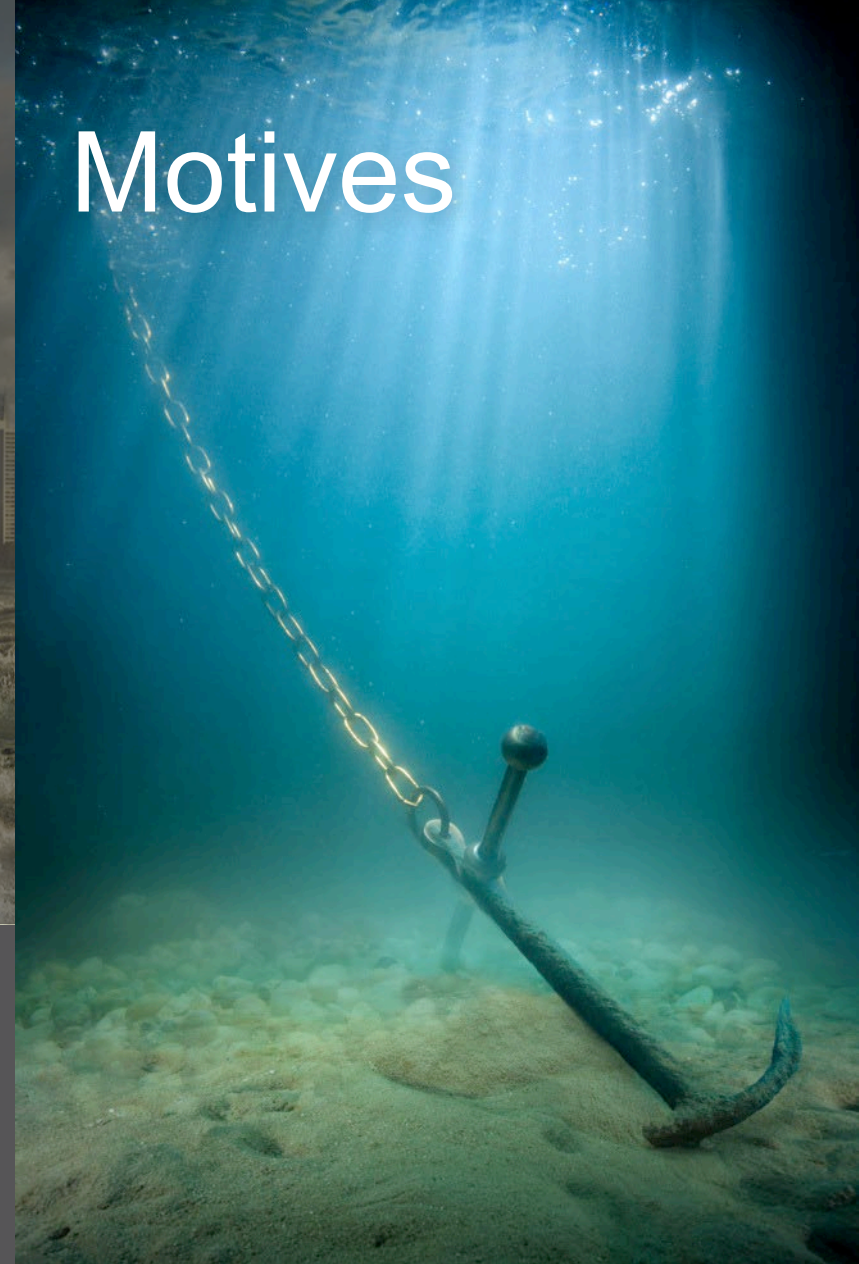
Strengths



Your motives anchor
your strengths.

They are the reason why you
do what you do.

Motives





Condition 1: Going Well

Everyone has a **blend** of three motives:



PEOPLE

A drive to help others

PERFORMANCE

A drive to achieve results

PROCESS

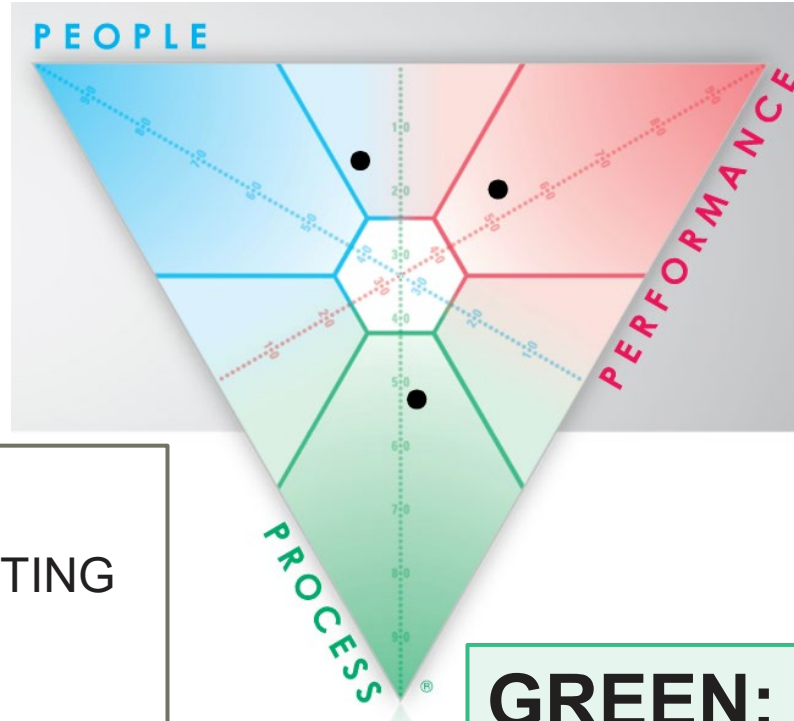
A drive to establish order

BLUE:

Desire to HELP OTHERS who can genuinely benefit.

Motivated by the protection, welfare, and GROWTH OF OTHERS.

WHICH ARE YOU?



RED:

Motivated by TASK ACCOMPLISHMENT and achieving results.

Desire to set goals, take DECISIVE ACTIONS, and claim earned rewards.

HUB:

Motivated by flexibility and ADAPTING TO OTHERS or situations.

Desire to collaborate with others and to remain OPEN TO DIFFERENT VIEWPOINTS and options.

GREEN:

Motivated by meaningful order and THINKING THINGS THROUGH.

Desire to pursue independent interests, to be PRACTICAL AND FAIR.



COMMUNICATE IN THE RIGHT STYLE

MVS	EFFECTIVE STYLE:	THINGS TO AVOID:
BLUE	<ul style="list-style-type: none"> <input type="checkbox"/> Be open, honest, one-to-one, personal, sincere, trusting, inclusive. <input type="checkbox"/> Genuinely express feelings or concerns. 	<ul style="list-style-type: none"> <input type="checkbox"/> Public competition, hostility. <input type="checkbox"/> Being aloof, distant, or appearing disinterested.
RED	<ul style="list-style-type: none"> <input type="checkbox"/> Be clear, direct, positive, and brief. <input type="checkbox"/> Start with a goal and get to the point quickly. 	<ul style="list-style-type: none"> <input type="checkbox"/> Interrupting, indecisiveness. <input type="checkbox"/> Focusing overly on social matters, details, emotions.
GREEN	<ul style="list-style-type: none"> <input type="checkbox"/> Remain objective, logical, fair, in control of emotions. <input type="checkbox"/> Respect principles and procedures. 	<ul style="list-style-type: none"> <input type="checkbox"/> Using broad, unsubstantiated statements based on emotion. <input type="checkbox"/> Rushing discussions, jumping to conclusions.
HUB	<ul style="list-style-type: none"> <input type="checkbox"/> Be flexible, sociable, playful and collaborative. <input type="checkbox"/> Examine the situation from multiple perspectives. 	<ul style="list-style-type: none"> <input type="checkbox"/> Disregarding group camaraderie or opinions of others. <input type="checkbox"/> Being strict, unyielding, or domineering.



WHEN THERE IS CONFLICT

30

Motives in Two Conditions

Condition 1:

When Things Are Going Well

PEOPLE

PERFORMANCE

PROCESS

All three motives blend

Condition 2:

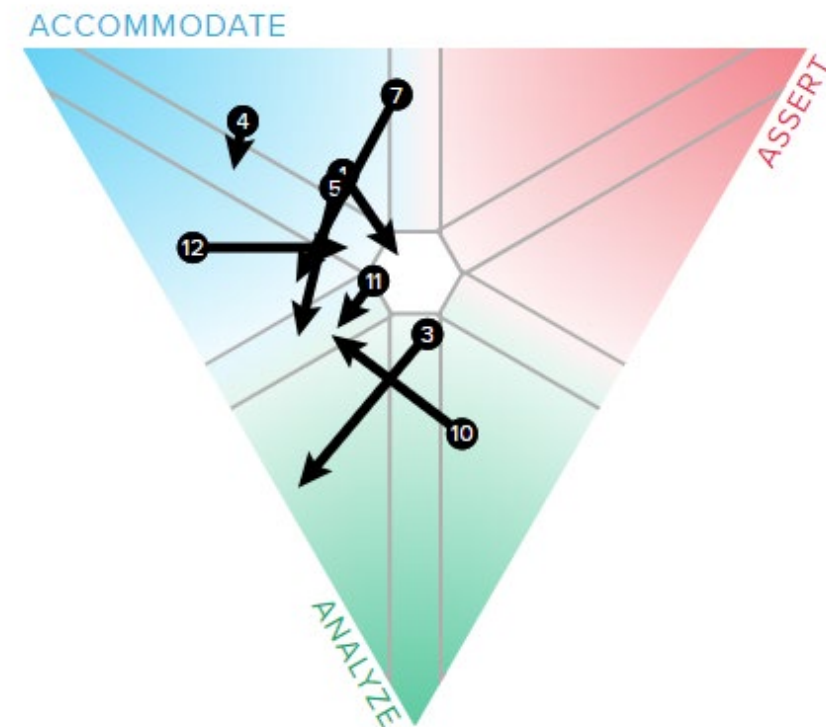
When There Is Conflict

ACCOMMODATE

ASSERT

ANALYZE

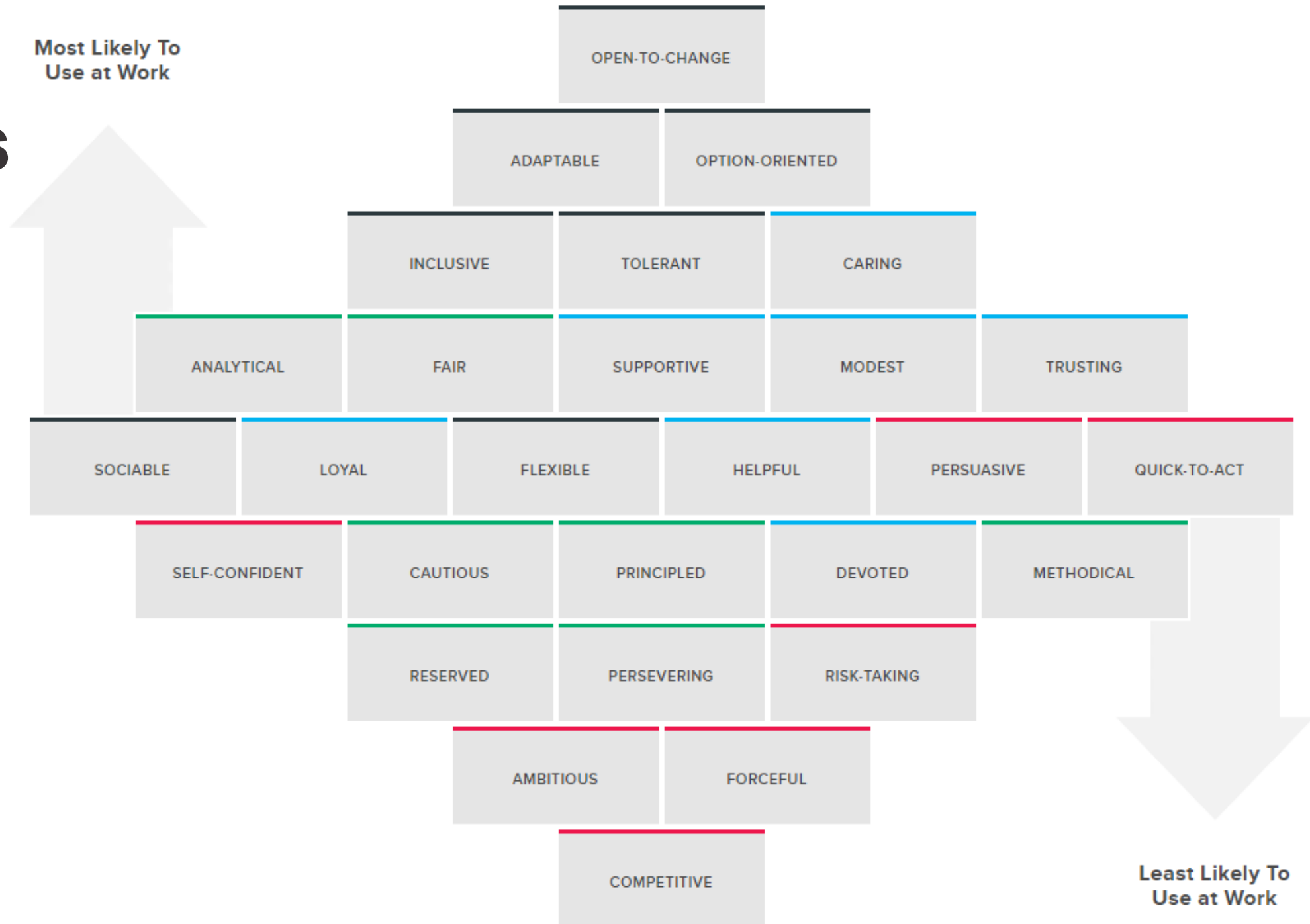
Motives work in sequence





Most Likely To
Use at Work

STRENGTHS PORTRAIT





SDI 2.0 WORKSHOP FORMATS

6-8 hours

Standard Workshop

Motives, Strengths, Conflict, Communication (application)

- Teambuilding, Leadership programs
- *Gives shared language to understand dynamics*

2 hours

Express Workshop

- build awareness of self and others
- New team members

8-16 hours

Full Workshop + Teambuilding, Conflict Management activities

- For teams seeking improvement

COST:

\$190/pp + facilitator time, travel

CPCX Certified
SDI Facilitators:

Stacy Langsdale, Hunter Merritt, Maria Lantz, Michelle Mattson

FOR MORE INFORMATION

CPCX Core Staff

Hal Cardwell, PhD	Program Direction, Collaborative Modeling
Maria Lantz	Public Participation, Conflict Resolution, Facilitation
Stacy Langsdale, PhD	Risk Communication, Training, Facilitation
Hunter Merritt	Facilitation, Direct Support, Virtual Engagement
Chrissa Waite	Facilitation, Project Management, Collaboration
Tyson Vaughan, PhD	Public Participation, Disaster Resilience
Susan Durden	Economist, Social Vulnerability, Coastal FRM

CPCX Website

<https://www.iwr.usace.army.mil/About/Technical-Centers/CPCX-Collaboration-Public-Participation/>

Collaboration & Public Participation CoP Sharepoint

<https://usace.dps.mil/sites/KMP-CPP>

Public Involvement Specialists / MSC Liaisons Map:

<https://www.iwr.usace.army.mil/Missions/Collaboration-and-Public-Participation/CPCX/Activities-of-the-CPCX/PI-Specialists/>

Collaborative Tech Query Tool:

<https://apps.usace.army.mil/sites/CTQT/Pages/Welcome.aspx>

To Join Collaboration CoP DLL, please email:

Stacy Langsdale

To Request Direct Support, please email:

Hunter Merritt

QUESTIONS?



THANK YOU!