

Using Mediation Tools

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EARTH DESIGN

We help reduce conflict
and build consensus.

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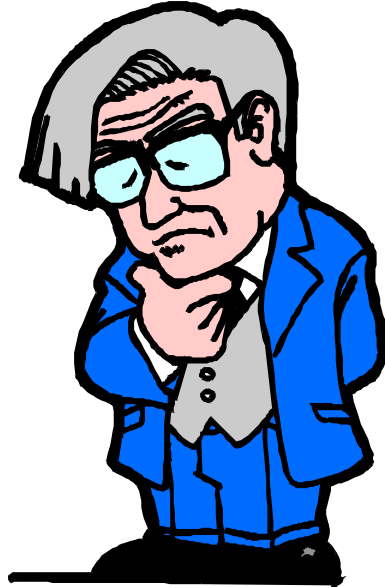
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How to:

Minimize the formation of conflicts?

De-escalate conflicts after they developed?



Be Aware Of *Perceptions* and *Body Language*

Conflict occurs when two or more people
PERCEIVE incompatible
goals, objectives, or desires.

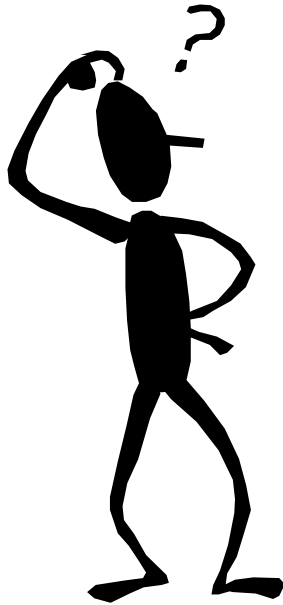
Understand What and Why

Separate "*Positions*" from "*Interest*"

Positions are statements of opinion that are narrow in Scope (e.g., "I don't want the project approved.")

Interests are fundamental needs that must be addressed (e.g., "I don't want the project approved because there are cultural resource issues.")

Go Beyond Positions and Identify
Interest.



But how??!!

Collaborative Planning Focuses On:

1. Dialoguing, not Debating;
 2. Questioning;
 3. Clarifying and Providing Feedback;
- and
4. Listening.

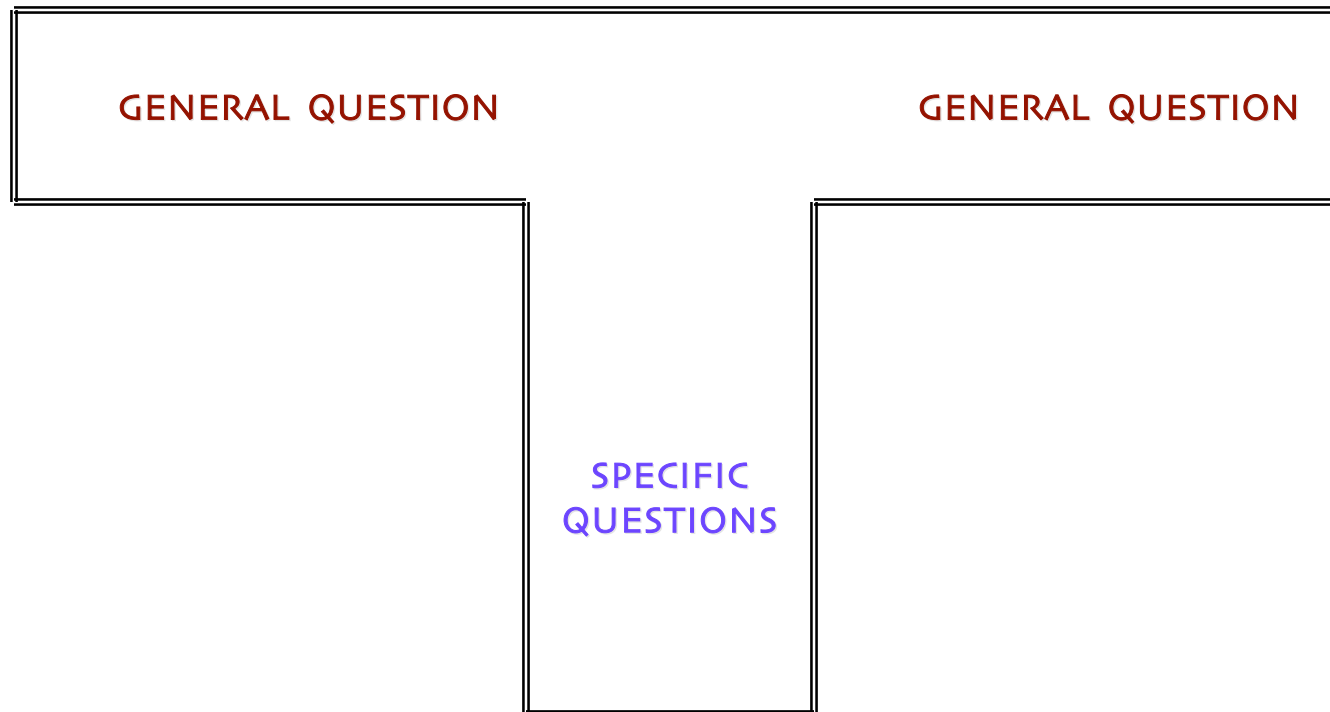
1. Dialogue vs. Debate

- Interactive
- Personal sharing, listening and understanding
- Admits doubts and gray areas
- Uncovers differences

- Monologic
- Persuasive
- Adversarial questions to contest opponents beliefs
- Assumes united front

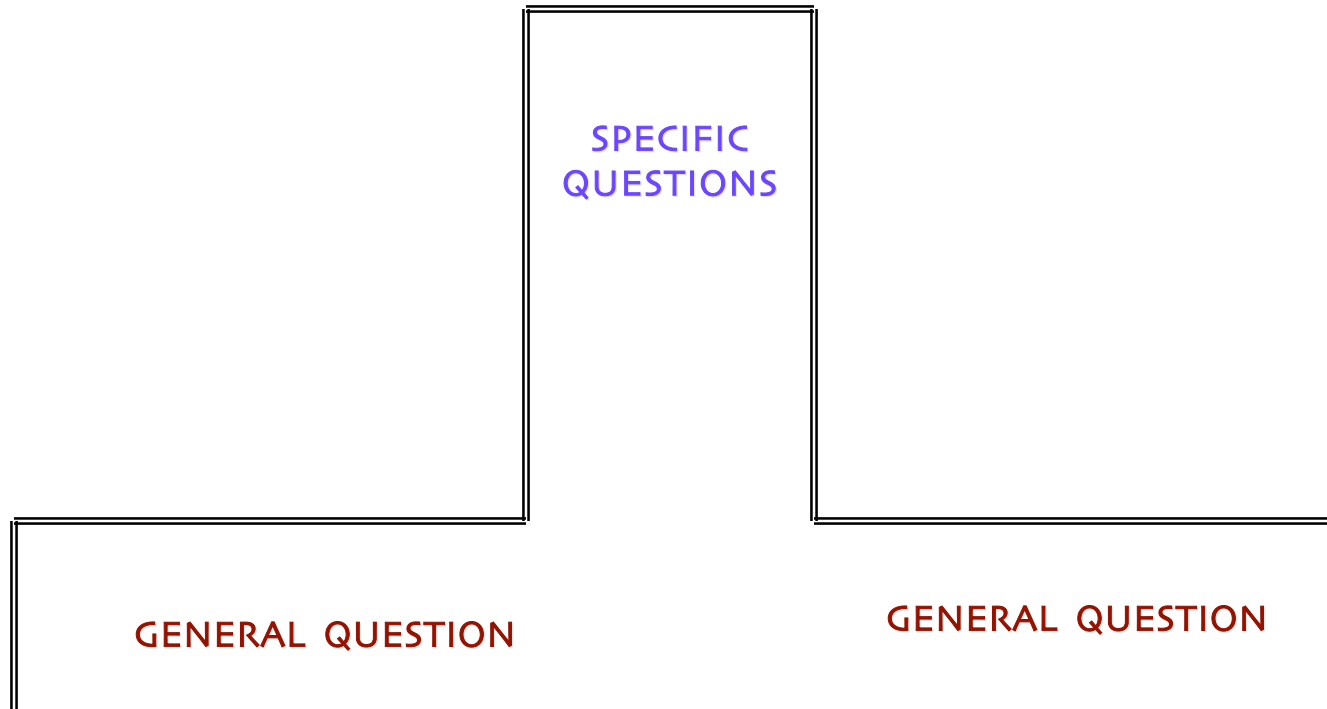
2. Questioning

T-FUNNEL QUESTIONS (Non-Adversarial Situation)



2. Questioning

T-FUNNEL QUESTIONS (Adversarial Situation)



3. Clarification and Feedback

- Paraphrasing (e.g., *"It sounds like what you are saying is . . ."*)
- Drawing People Out (e.g., *"What do you mean by . . ."*)
- Mirroring (Repeat the key words from speaker)
- Gathering Ideas (e.g., *"I'd like to take a few moments to give everyone an opportunity to share what they know about the site's history."*)
- Listening for Common Ground (e.g., *"I'm hearing a lot of similarities."*)
- Brainstorming (e.g., *"let's take about 30 minutes to throw out different ideas."*)
- Save Face for Other Individuals (e.g., *"You may not have received the latest report that shows there will be no impact to biology so I will get you a copy."*)

4. Listening



→ *ACTIVE* LISTENING

→ *PASSIVE* LISTENING

Conflict Escalation

Five (5) stages of escalation



Escalation of Conflict

Stage I

- Typified by *normal, everyday life-mutual care, cooperation and empathy.*

Conflict escalates with stubborn behavior.

Stage II

- Fluctuation between *cooperation and competition.*
- Persuasion, no showing of weakness.

Conflict escalates when persuasion fails.

Stage III

- *Fear that common ground has been lost.*
- Interaction becomes *hostile.*
- Parties may *retain lawyers (outside party) and power is important.*
- *Stereotyping is applied as negative identification to the other.*

Conflict escalates with a challenge to face or self-esteem.

Stage IV

- Cognitive function *regresses to 6 years old*-cannot consider other's thoughts, feelings, or perspectives, and *hostility* greatly intensifies.

Conflict escalates with attacks on identity.

Stage V

- *Antagonistic perspectives.*
- *Sacred values, convictions and superior moral obligations are now at stake.*
- Conflict has reached a *hallucinatory-narcissistic stage.*
- Party *strives for total control through force and coercion*
- Other responds with *counter-coercion and counter-force.*

De-Escalation the Situation

- Parties must be *walked back* through the five (5) stages.
- People will start at *different stages*.
- People will move at *different rates*.

Specifics on How to De-Escalation the Situation

- ✓ Appear Calm, Decisive And In Charge.
- ✓ Be Careful About Perceptions (Including Body Language).
- ✓ Reframe Statement(s) To More Positive Statement(s).
- ✓ Admit to Mistake(s) or Acknowledge Lack of Information.
- ✓ Call For A Break, If Discussions Become Too Heated.
- ✓ Caucus.
- ✓ Let Parties Express Their Opinions Uninterrupted.
- ✓ Be Empathetic.
- ✓ Save Face.