




# Managing Community Conflict

November 29, December 6 and December 13, 2007  
1:30 – 3 p.m. CST

By Janet Ayres

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## Janet Ayres





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Janet Ayres  
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Janet Ayres

- Senior Fellow at NCRCRD developing *The Foundations of Practice* program.
- 30 year career at Purdue in Leadership & Community Development; served as program leader for 6 years; conducts staff development in community & leadership.
- Developed the *Indiana Natural Resources Leadership Development Program*.
- Currently developing the Indiana Conservation Partnership Leadership Institute for Soil & Water District Supervisors.
- Developed over a dozen state-wide leadership development programs.
- Past involvement in over 20 regional projects including the *Take Charge* program.
- Currently working with a new College of Agriculture undergraduate leadership certificate program and a multi-state undergraduate leadership program.
- Teaches undergraduate leadership course titled, *Leadership in a Changing World*.
- Developed leadership development programs in Poland and Russia.

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## Foundations of Practice

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- Component One – *Understanding Communities & Their Dynamics*. A 7-part series on Breeze; offered spring and fall each year.
- Component Two – *Developing Successful Community Initiatives*. A face-to-face “train-the-trainers” workshop on 5 process skills offered November 2006.
- Component Three – Areas of Specialization & Emphasis. Variety of topics will be offered in 2008.

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	<h2 style="text-align: center;">Managing Community Conflict</h2>
<p>SLIDE 4</p> <p><b>Foundations of Practice</b></p> <p>Component 3 Managing Community Conflict</p> <p>Community Development Core Competencies for Extension Professionals in the North Central Region</p> <p>© 2005 NCRCRD</p>  	<p>November 29 -- <i>Understanding Community Conflict &amp; Extension's Roles</i></p> <p>December 6 -- <i>Dealing with People</i></p> <p>December 13 -- <i>Collaborative Problem Solving</i></p>

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	<h2 style="text-align: center;">Learning Objectives</h2>
<p>SLIDE 5</p> <p><b>Foundations of Practice</b></p> <p>Component 3 Managing Community Conflict</p> <p>Community Development Core Competencies for Extension Professionals in the North Central Region</p> <p>© 2005 NCRCRD</p>  	<p>The learning objectives for the November 29<sup>th</sup> session are to better understand various concepts:</p> <ul style="list-style-type: none"> <li>• Nature of community conflicts</li> <li>• Community conflict spiral</li> <li>• Sources of community conflict</li> <li>• Conflict as a dynamic of community change</li> <li>• Situational analysis</li> <li>• Extension's roles</li> </ul>

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	<h2 style="text-align: center;">Types of Community Conflicts</h2>
<p>SLIDE 6</p> <p><b>Foundations of Practice</b></p> <p>Component 3 Managing Community Conflict</p> <p>Community Development Core Competencies for Extension Professionals in the North Central Region</p> <p>© 2005 NCRCRD</p>  	<p>What are the controversial issues in the communities where you work?</p> <p>What are your roles in these issues?</p>

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	<h2>Nature of Community Conflicts</h2>
SLIDE 7	What makes community issues controversial?
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	<h2>Characteristics of Community Conflicts</h2>
SLIDE 8	<p>According to Susan Carpenter and W.J.D. Kennedy in <i>Managing Public Disputes (2001)</i>, public conflicts:</p> <ul style="list-style-type: none"> <li>• Multi-party issues – diffusion of responsibility – “No one in charge”</li> <li>• Varying levels of expertise &amp; understanding</li> <li>• Different forms of power</li> <li>• Strongly held values</li> <li>• Are largely left unmanaged</li> </ul>
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	<h2>Characteristics of Public Issues</h2>
SLIDE 9	What are some of the characteristics of public issues?
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## Characteristics of Public Issues

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- Tension between private property rights and public issue/concern
- Many different views and perspectives
- Issue affects many people; many interests to be met
- Decision results in public policy (regulation, law, tax, court ruling)
- Decision made by public body, usually a board/council/commission
- Other?

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## Today's Public Decision-Making Environment

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- Diversity of populations
- Cynicism
- Polarization
- Individualism
- Attitude about complexity
- Role of elected officials

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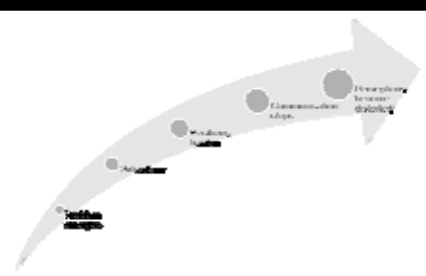
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## Spiral of Unmanaged Conflict

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## Sources of Community Conflict

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- Data
- Relationships (power, trust, perceptions, assumptions, stereotypes, poor communication)
- Structure
- Interests
- Values

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## Sources of Conflict & Approaches

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Sources of Conflict	Approaches
Data	Joint fact finding
Relationships	More intentional/effective communication; relationship building
Structure	More intentional, inclusive processes; clarity on procedures
Interests	Negotiation
Values	Reframe the issue to move beyond values

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## Situational Analysis

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- What is the situation?
- Who are the stakeholders? What are their interests?
- What are the sources of conflict?
- How polarized are the stakeholders?
- Will education make a difference?
- What role might I play?
- Other?

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## Extension's Roles in Community Conflict

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Type of Situation	Problem	Solution	Locus of Work
Type I	Clear	Clear	Expert
Type II	Clear	Unclear	Expert & Client
Type III	Unclear	Unclear	Client

Source: Helfetz, Ronald A. and Riley M. Sinder, pp. 179-203 in Robert B. Reich (1988) *The Power of Public Ideas*. Cambridge, MA: Harvard University.

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## Extension's Roles in Community Conflict

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What are the various roles that Extension plays in community conflict?

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## Extension's Roles in Community Conflict

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What might be inappropriate roles for Extension?

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	<h2>Extension's Roles in Community Conflict</h2>
<p>SLIDE 19</p> <p><b>Foundations of Practice</b></p> <p>Component 3 Managing Community Conflict</p> <p>Community Development Core Competencies for Extension Professionals in the North Central Region</p> <p>© 2005 NCRICRD</p>  	<p>Neutrality versus Advocacy</p> <p>What does neutrality mean?</p> <p>What does advocacy mean?</p>

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	<h2>Extension's Roles in Community Conflict</h2>
<p>SLIDE 20</p> <p><b>Foundations of Practice</b></p> <p>Component 3 Managing Community Conflict</p> <p>Community Development Core Competencies for Extension Professionals in the North Central Region</p> <p>© 2005 NCRICRD</p>  	<p>Should I get involved in this controversial situation?</p> <p>Things to consider:</p>

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	<h2>Resources</h2>
<p>SLIDE 21</p> <p><b>Foundations of Practice</b></p> <p>Component 3 Managing Community Conflict</p> <p>Community Development Core Competencies for Extension Professionals in the North Central Region</p> <p>© 2005 NCRICRD</p>  	<p>Carpenter, Susan L. and W.J.D. Kennedy, 2001. <i>Managing Public Disputes</i>. San Francisco: Jossey-Bass.</p> <p>Chrislip, David D. 2002. <i>The collaborative Leadership Fieldbook – A Guide for Citizens and Civic Leaders</i>. San Francisco: Jossey-Bass Publishers.</p> <p>Daniels, Steve E. and Gregg B. Walker. 2001. <i>Working through Environmental Conflict – the Collaborative Learning Approach</i>. Westport, CT: Praeger.</p> <p>Deutsch, Morton and Peter T. Coleman. 2000. <i>The Handbook of Conflict Resolution</i>. San Francisco: Jossey-Bass Publishers.</p> <p>Dukes, E. Franklin. 1996. <i>Resolving Public Conflict – Transforming Community and Governance</i>. NY: St. Martin's Press.</p> <p>Fisher, Roger, W. Ury, and B. Patton. 1991. <i>Getting to Yes – Negotiating Agreement Without Giving In</i> (2<sup>nd</sup> ed.). NY: Houghton Mifflin Company.</p> <p>Gerzon, Mark. 2007. <i>Leading Through Conflict</i>. Boston: Harvard Business School Press.</p>

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## Resources (cont.)

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- Heifetz, Ronald A. 1994. *Leadership Without Easy Answers*. Cambridge, MA: The Belknap Press of Harvard University Press.
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- Moore, Christopher W. 2003. *The Mediation Process – Practical Strategies for Resolving Conflict (3<sup>rd</sup> ed.)*. San Francisco: Jossey-Bass Publishers.

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## Resources (cont.)

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- Runde, Craig E. and T. A. Flanagan. 2007. *Becoming a Conflict Competent Leader*. San Francisco: Jossey-Bass Publishers.
- Singletary, Loretta, Ann Ball, and Marlene Rebori. (no date). *Managing Natural Resource Disputes*. University of Nevada Cooperative Extension Bulletin EB-00-04.
- Susskind, Lawrence and Jeffrey Cruikshank. 1987. *Breaking the Impasse: Consensual Approaches to Resolving Public Disputes*. New York: Basic Books, Inc.
- Susskind, Lawrence and Patrick Field. 1996. *Dealing with an Angry Public – the Mutual gains Approach to Resolving Disputes*. New York: The Free Press.

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## Web sites

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- Community Based Collaboratives Research Consortium (CBCRC)  
<http://cbcrc.org>
- Conflict Resolution Network <http://www.crnha.org/>, Institute for Conflict Analysis & Resolution, George Mason University  
<http://web.gmu.edu/departments/ICAR/>
- Policy Consensus Initiative  
[www.policyconsensus.org/](http://www.policyconsensus.org/)
- Public Dispute Resolution, School of Government, University of North Carolina  
<http://www.ig.unc.edu/programs/dispute>

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## December 6 Session: *Dealing with People*

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- Conflict management approaches
- Understanding adversarial behavior
- Understanding and managing our own emotions
- Building relationships to move forward
- Developing more intentional, effective communication

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