



'Now You're Speaking My Language!'

A Lesson in Negotiation Styles

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MSU Extension

Dawson County Supervisor Training
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Introductions

- Spend a couple of minutes each to ***briefly*** introduce yourself to the people at your table.
 - Name
 - County or Organization you represent
 - Position with the County
 - What do you hope to get out of this training

Passions

Professional

- Local Government
- Teaching/Training
- Facilitating
- Technical Assistance
- Governance & Leadership
- Solving Complex Problems





Passions

Personal

- Alpinism
- Ice Climbing
- Trail Running
- Dawn & Dusk Patrols
- Adventure Photography



Ice Climbing

You climb when you have time





Mount Rainier







Chulu West,
6,419m/21,060ft

Denali, AK is 20,308ft

























**Thank you for your
service!**

**Local
Government is
where the
rubber meets
the road.**

Why did you run for office?

- Single Issue Candidate: Don't like Or need my
- Ran for office on a bet
- Don't like the incumbent
- Need extra cash
- No one else would run
- Enjoy notoriety of serving in elected position
- Don't like "government"
- I have something to offer
- Enjoy solving complex multi-faceted problems
- Committed to making my community better
- Flattered to be asked or an honor to be considered

Not WHY you are in Government, but WHY Government?

In **GOVERNMENT** we do **COLLECTIVELY**
what we can't do **INDIVIDUALLY**.

Purpose of Government in North Carolina

- We **solve common problems** collectively
- **Pool our resources** (taxes & fees) to provide common services and infrastructure
- We choose (elect) **local people** to facilitate and mediate our common interests
- Sacred trust to manage the public's resources to the benefit of the public
 - Greatest benefit for the most people

Duty of County Government

Article 6.

Delegation and Exercise of the General Police Power.

§ 153A-121. General ordinance (a)making power.

(a) A county may **by ordinance** define, regulate, prohibit, or abate acts, omissions, or conditions detrimental to the **health, safety, or welfare of its citizens and the peace and dignity of the county**; and may define and abate nuisances.

Government Services

- Public Safety
- Public Health
- Sanitation
- Transportation
- Planning
- Parks & Recreation



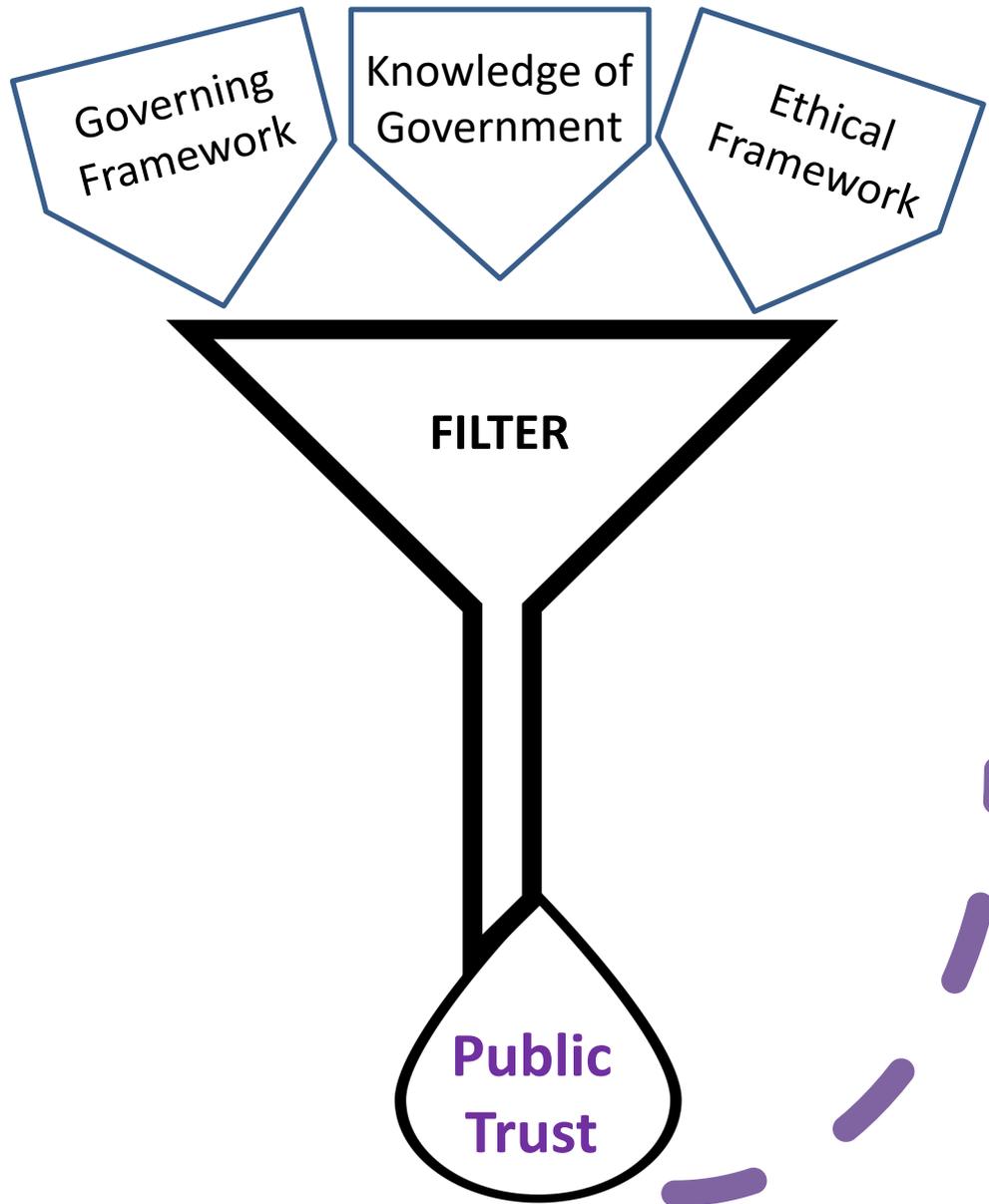
Governing Well

- **What** you should do
 - Duty, Role, Scope
- **Why** you should do it
 - Health, safety, or welfare of its citizens and the peace and dignity of the county
- **How** to do it well
 - facilitate and mediate our common/conflicting interests

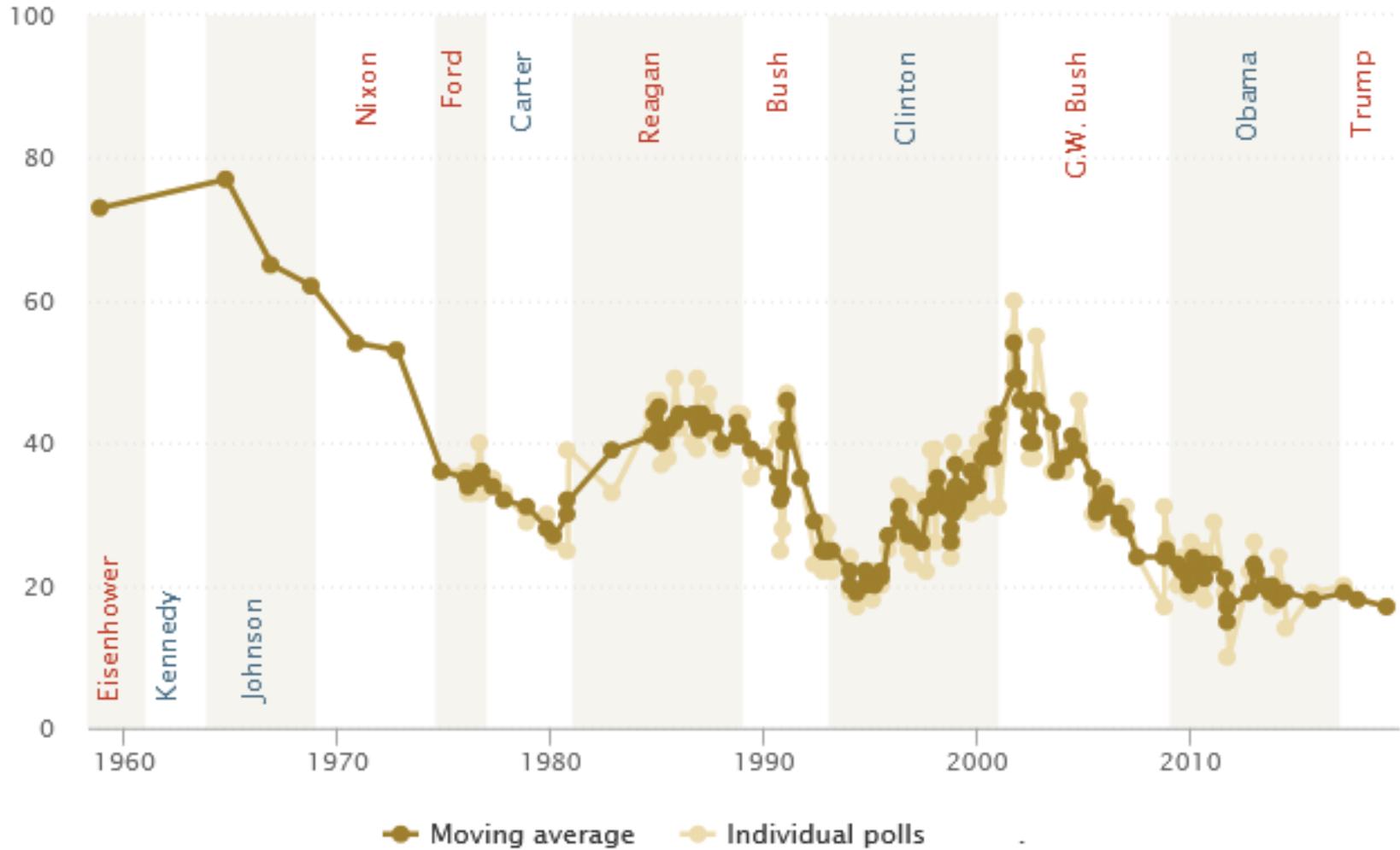
Develop a Governing Framework



Recipe for Public Trust



% who trust the govt in Washington always or most of the time



CLICK LEGEND ITEMS TO REMOVE THEM FROM CHART

PEW RESEARCH CENTER

What is trust?

Why is it important for
a governing body to be
trustworthy?



Trust is . . .

A **trusting** person, group or institution will be **freed from worry** and the need to **monitor** the other party's **behavior**, partially or entirely.

Trust is an efficient means for lowering transaction costs in any social, economic and political relationship.

Trust comes into play every time a new policy is announced.

Credibility

Trusted and Believable



Competency

Ability to do something
successfully or efficiently

What does it look like
when you are
behaving in a
credible way?

DWYSYWD

Credibility “Maintenance Plan”

Here is what credibility looks like behaviorally

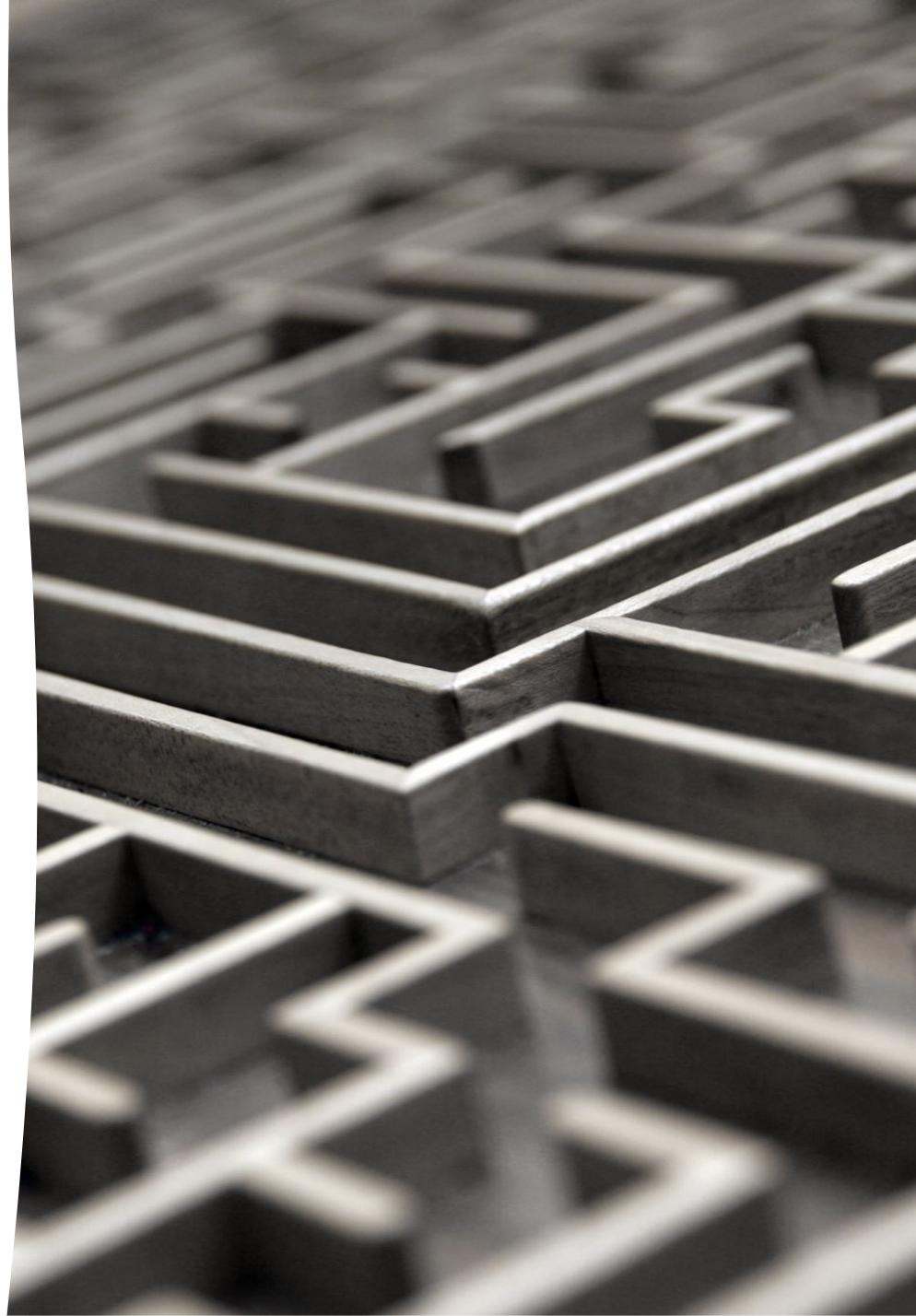
Develop and maintain credibility

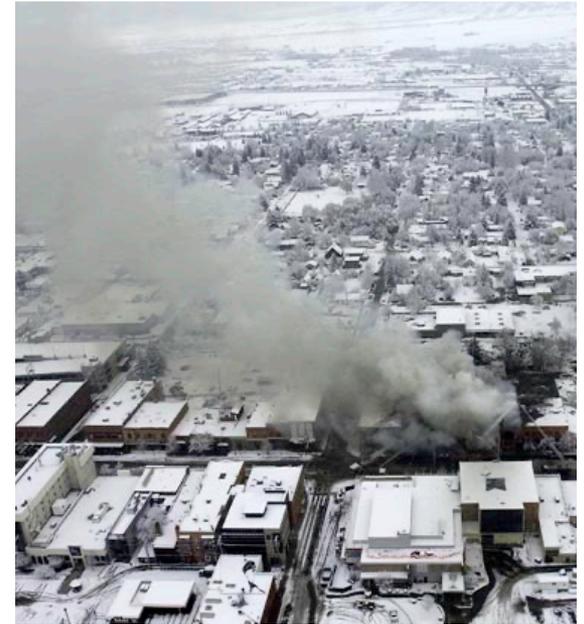
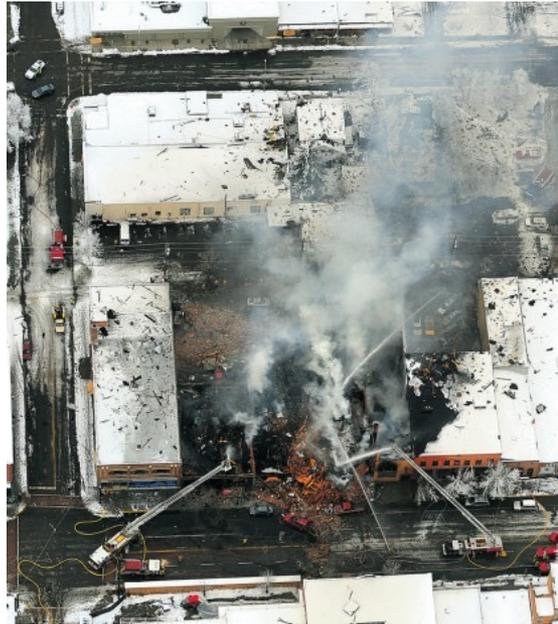
Trust

Easy Come?

Or

Easy Go?





City of Bozeman, MT
March 5, 2009

Bozeman Daily Chronical: Cop apologizes for Facebook comments

A Bozeman police officer apologized to his fellow officers and Bozeman's citizens for inappropriate comments he made on a social networking website at a press conference Wednesday.

The meeting was intended to quell public concerns about the police department after the officer's irreverent Facebook page comments came to light earlier this week.

"We recognize how fragile and important the public trust is," Deputy Police Chief said standing at a podium in City Hall Wednesday afternoon. **"We had an officer who made a poor decision. I hope the public will not paint the entire agency with the same brush as they have this officer."**

August 19, 2009

The Officer's Facebook postings about jailing "stupid" people and how he enjoys "messing" with the public are cited in a lawsuit filed against him and other officers last week. The suit accuses the officers of illegally entering a man's home and unjustly arresting him in February.

Although the Officer is being disciplined for his actions, he is not being fired.

"I don't appreciate what he said," the Deputy Police Chief said. "He stumbled and skinned his knee and we're taking measures to address it. **We're not distancing ourselves from the Officer; we're distancing ourselves from his actions.**"

The vice president of the Bozeman Police Protective Association, a professional organization for law enforcement officers, also spoke Wednesday.

"This incident has brought discredit and embarrassment to all employees of the Bozeman Police Protective Association, the Bozeman Police Department as well as the City of Bozeman," vice president said. **"The actions of just one officer can weaken public confidence and cast suspicion upon our police department as a whole ... We do not condone this officer's behavior and it is not representative of"** the department.

The Officer, who is 28 and has served with the department for five years, said Monday that his Facebook posts were a joke and not intended for public viewing. He apologized to his fellow officers and the people of Bozeman.

**Bozeman
police
officer
resigns after
Facebook
page puts
bad face on
department**

**Bozeman Daily
Chronical Headline**

The **Bozeman police officer** who sparked public outcry last month for his comments on a social-networking website **has resigned.**

The Officer's last day with the Police Department was Wednesday, City Manager said Thursday afternoon.

"He was not asked to resign," the Manager said. "That was a decision he came to."

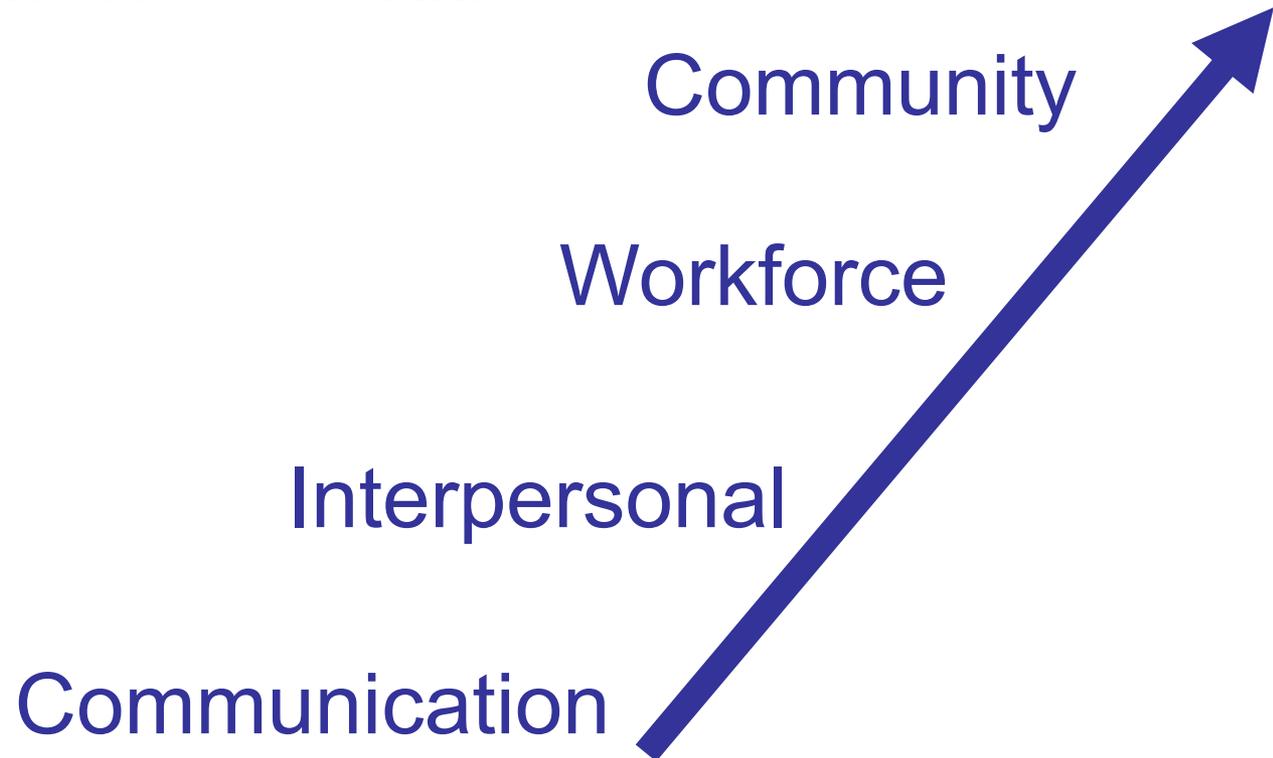
September 3, 2009

Build Public Trust

- Be civil
- Engage citizens
- Follow through
- Be transparent
- Facilitate/mediate processes
- Explore alternatives
- Be inclusive
- Listen, then listen more
- Seek to hear ALL citizens

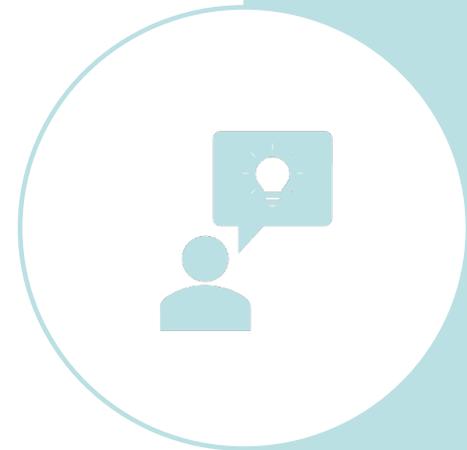
Techniques for Managing Conflict Constructively

A Gradient of Skills



Emotional Intelligence

Ability to recognize and understand emotions in **yourself** and **others** and the ability to use this awareness to **manage your behavior** and **relationships**.



Four Core EQ Abilities:

1. Self-Awareness
2. Self-Management
3. Social Awareness
4. Relationship Management

Rational vs Emotional Thinking

**Success
requires more
than IQ**

- Increasing your *emotional intelligence* helps you:
 - Build strong relationships
 - Succeed at work
 - Achieve your goals

It's not about the nail



Employee Engagement in the US

- According to Gallup employee engagement levels reached a record high in 2019 (pre-pandemic)
 - Actively Engaged 35%
 - Not Engaged 52%
 - Actively Disengaged 13%

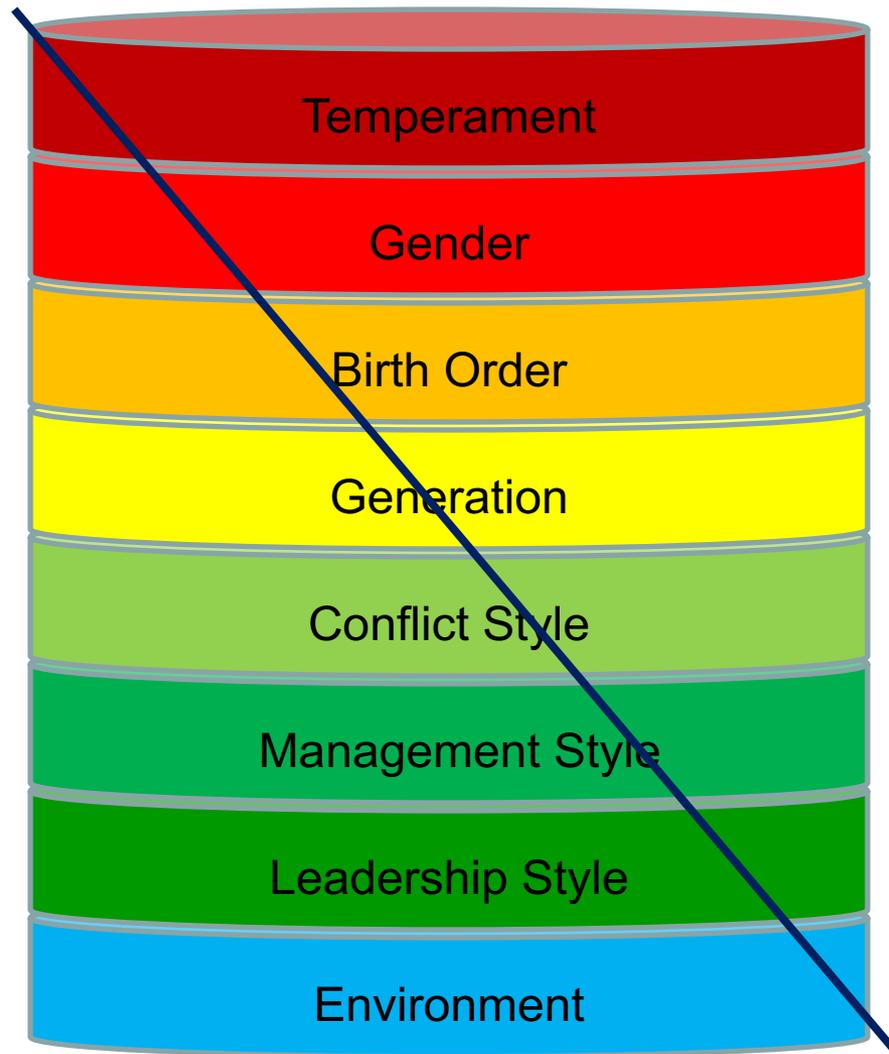
These findings are based on a random sample of 4,700 full- and part-time U.S. employees working for an employer from January to August 2019.

Employee engagement is determined by factors such as:

- Feeling clear about their role
- Having the opportunity to do what they do best
- Having opportunities at work to develop
- Enjoying strong coworker relationships
- Working with a common mission or purpose



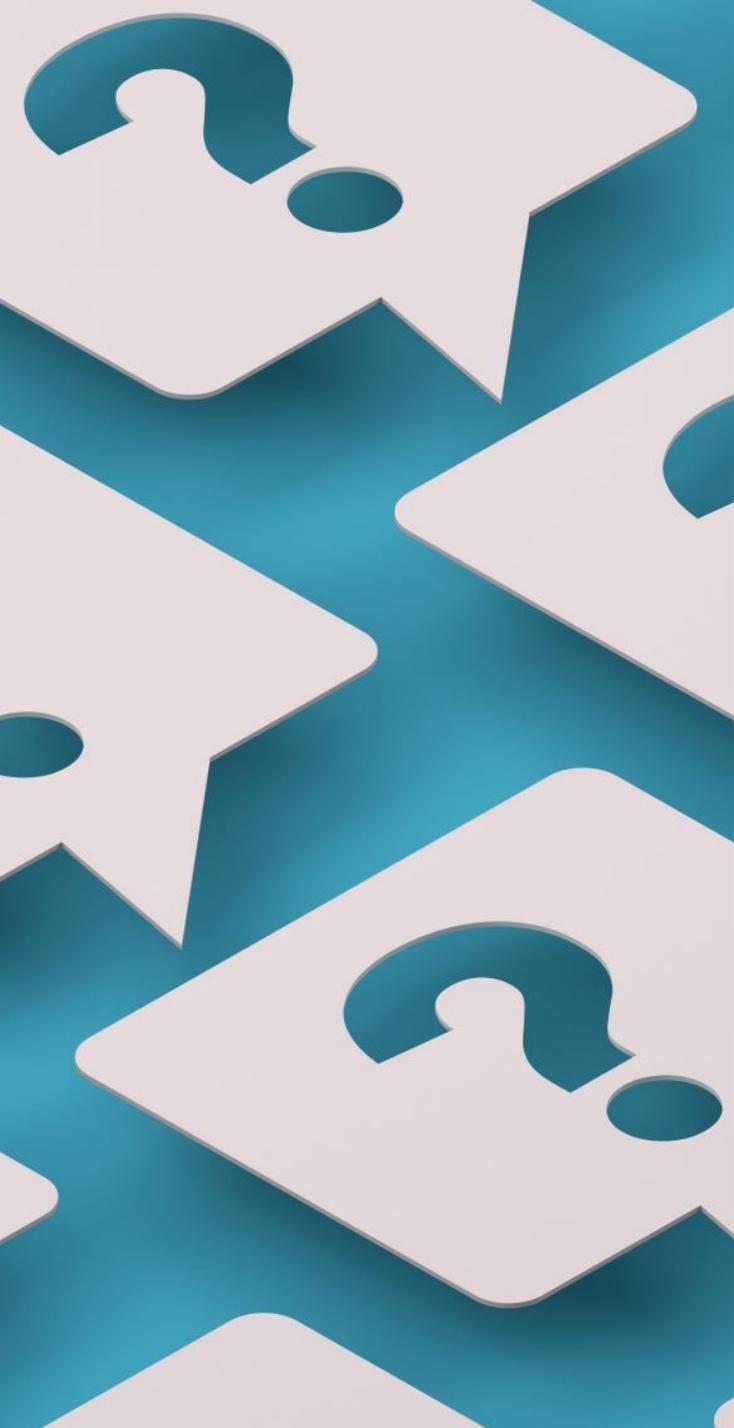
We are complicated!





Effective Listening Exercise

- Pair up with someone
 - Select one of you two speak first
 - Talk for 2 minutes about any topic you chose
 - Listener must listen – no questions, no response
 - On my signal, switch
-
- Favorite vacation
 - First job
- 



Debrief Questions

- Speaker: How did it feel to speak uninterrupted for 2 full minutes?
- Listener: How did it feel to not verbally engage with the speaker?
 - How did you show the speaker you were present?

Negotiation 101

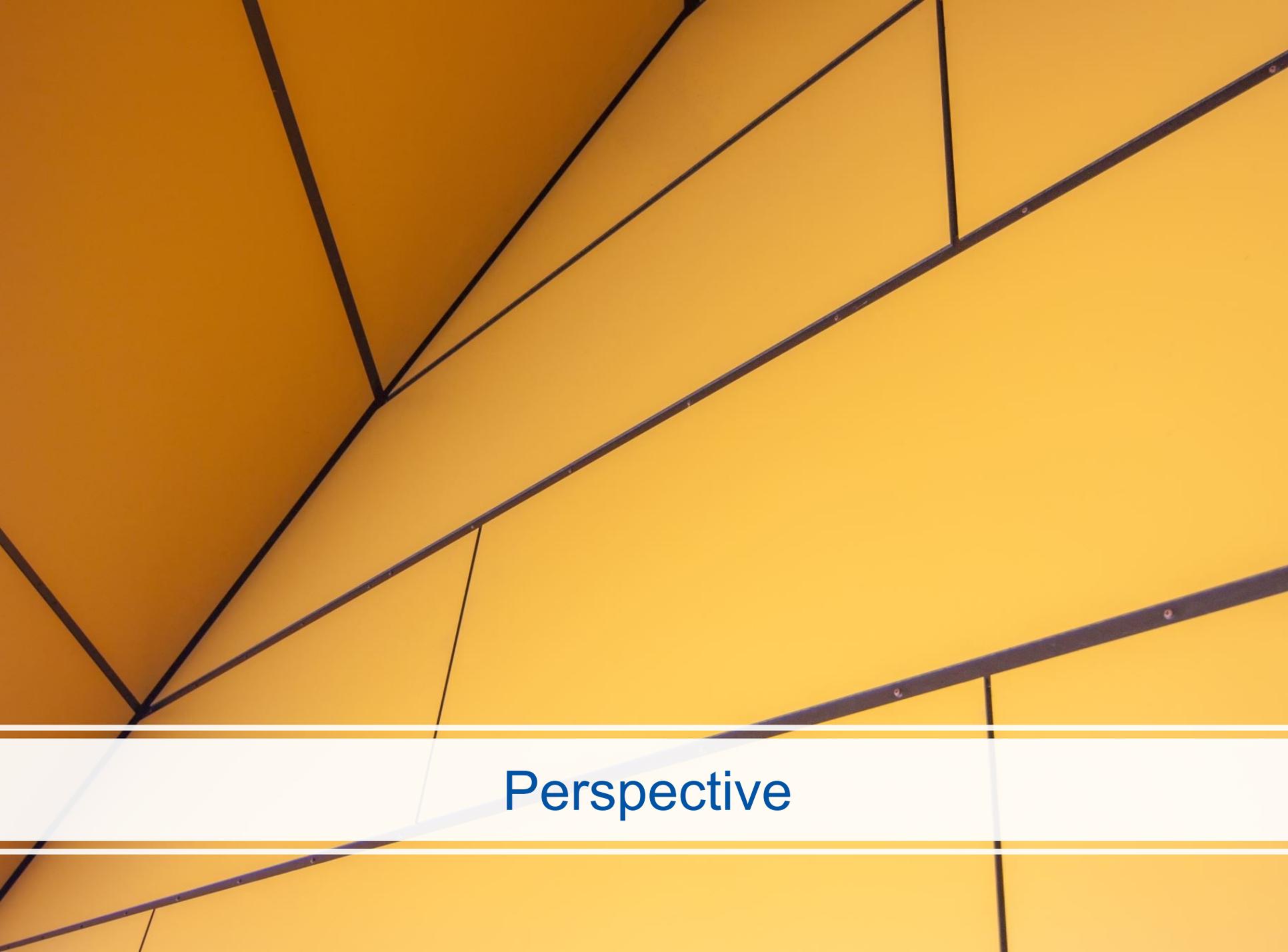
Learn to speak in the language of the listener

Learn to listen in the language of the speaker

What do you see?

Old Woman?
Young Woman?



The background is a vibrant yellow-to-orange gradient. Overlaid on this are several thick black lines that intersect to form various geometric shapes, including triangles and quadrilaterals. The lines vary in thickness and orientation, creating a dynamic, abstract composition. A white horizontal band is positioned across the lower third of the image, containing the word 'Perspective' in a blue, sans-serif font.

Perspective

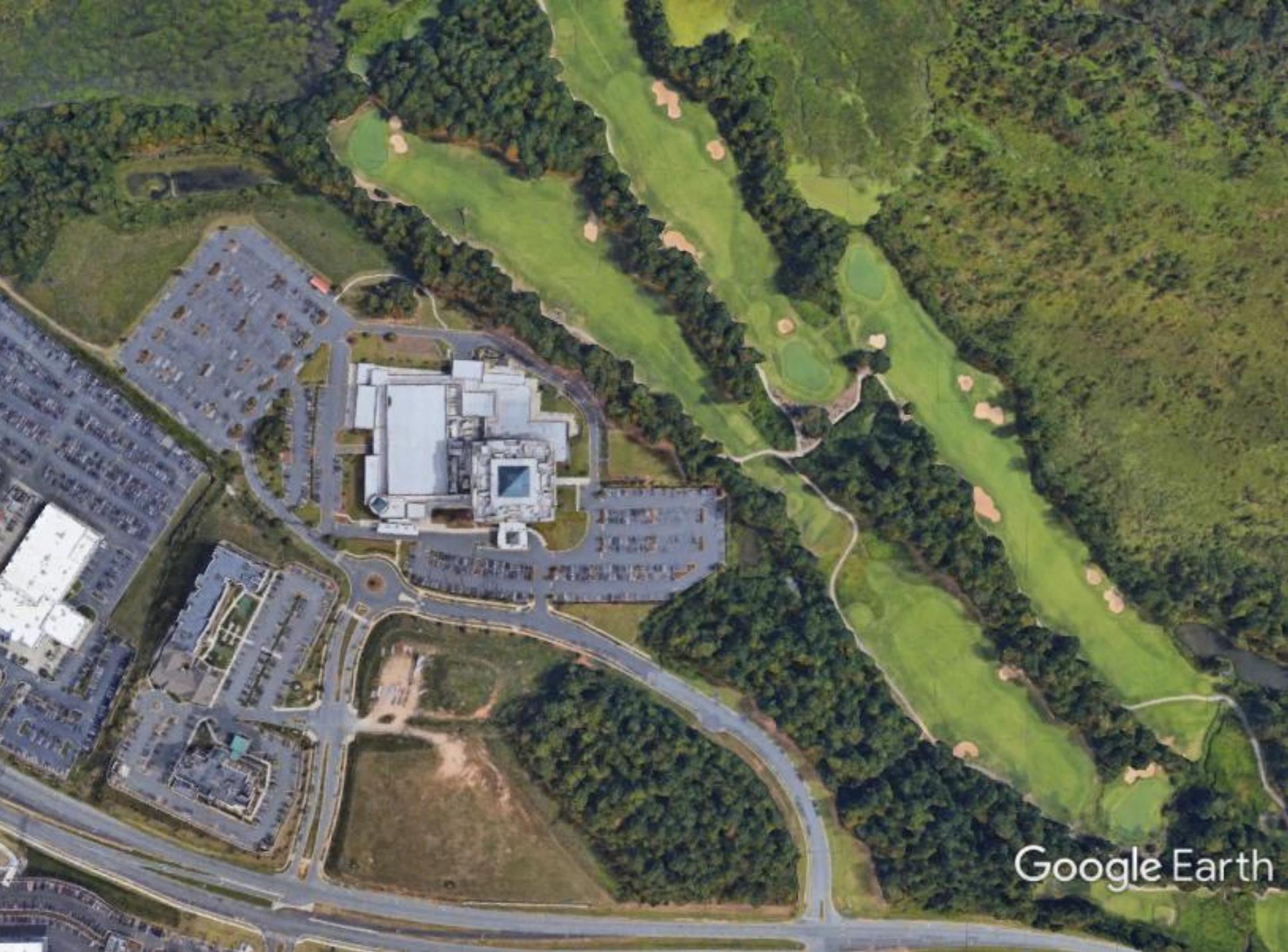
Google Earth



Google Earth



Google

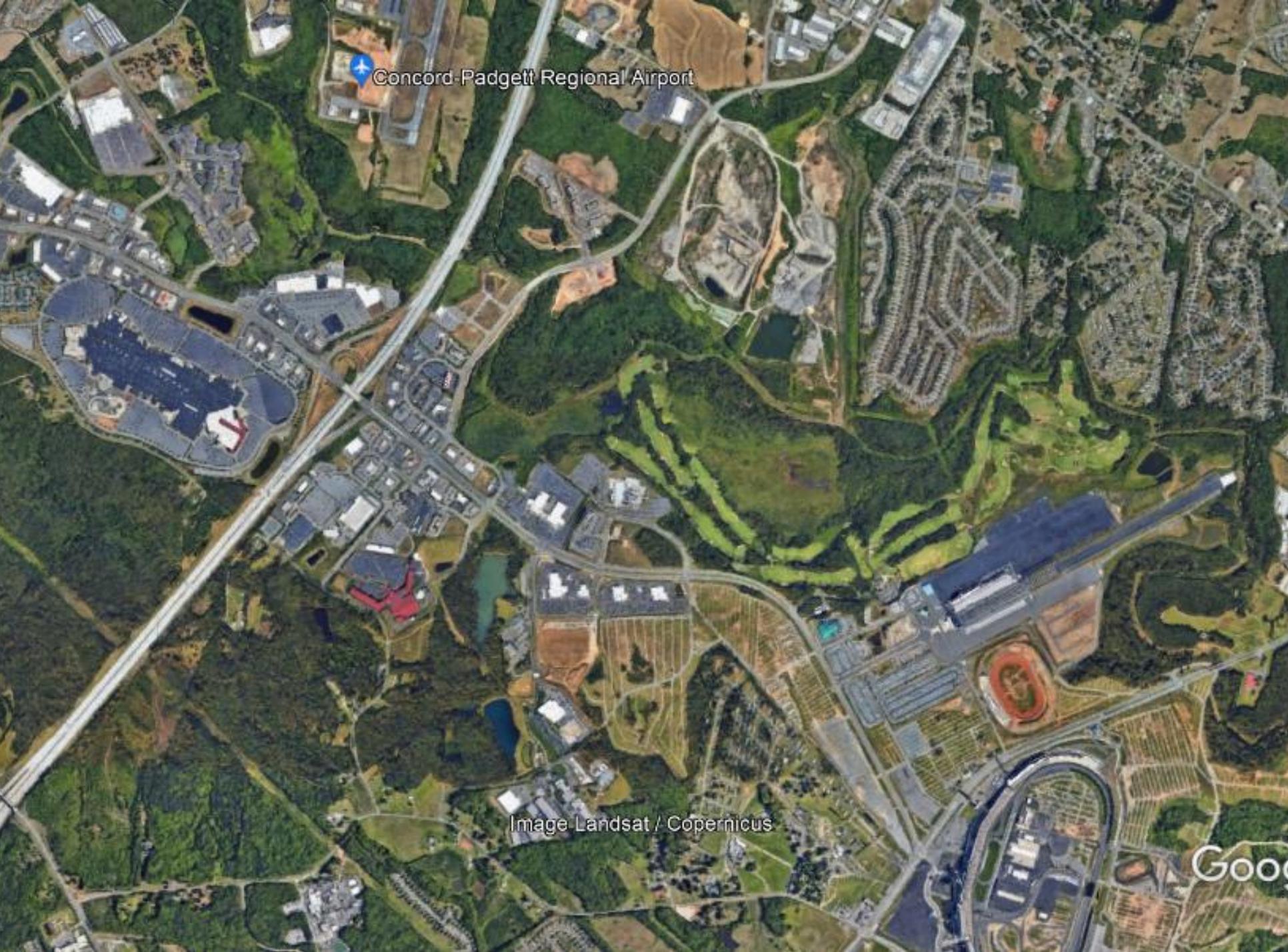


Google Earth

Concord-Padgett Regional Airport

Image Landsat / Copernicus

Go



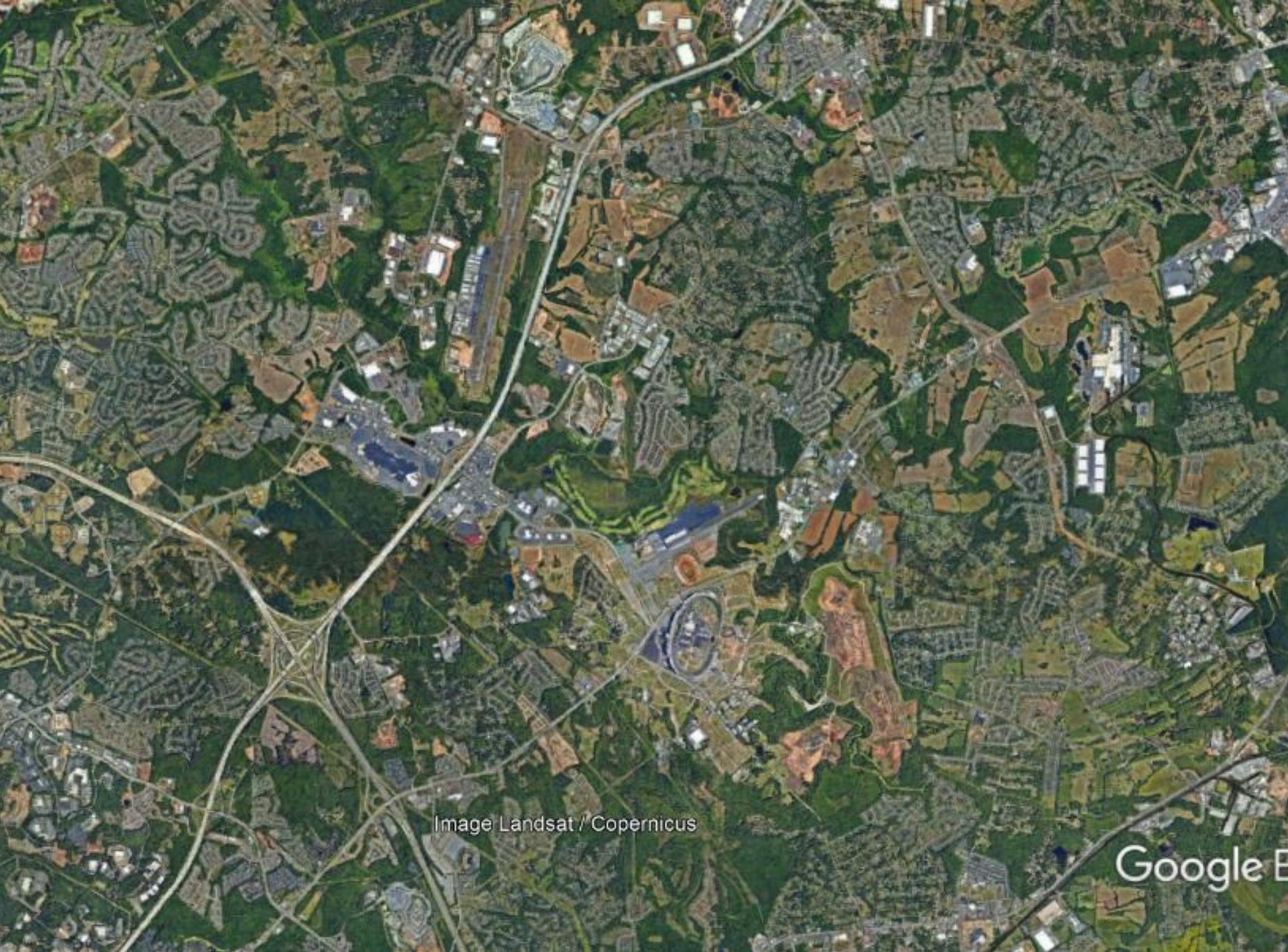
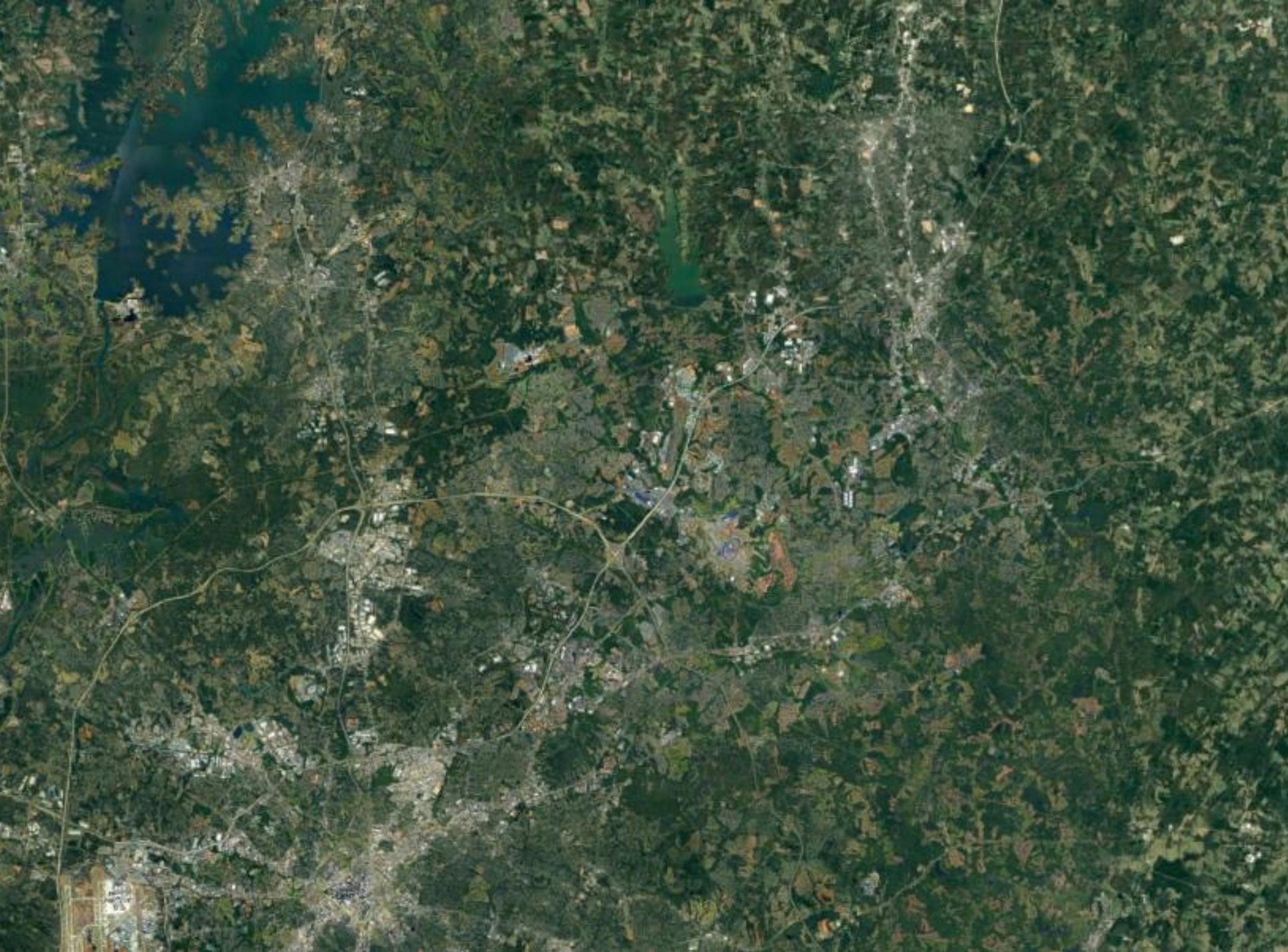
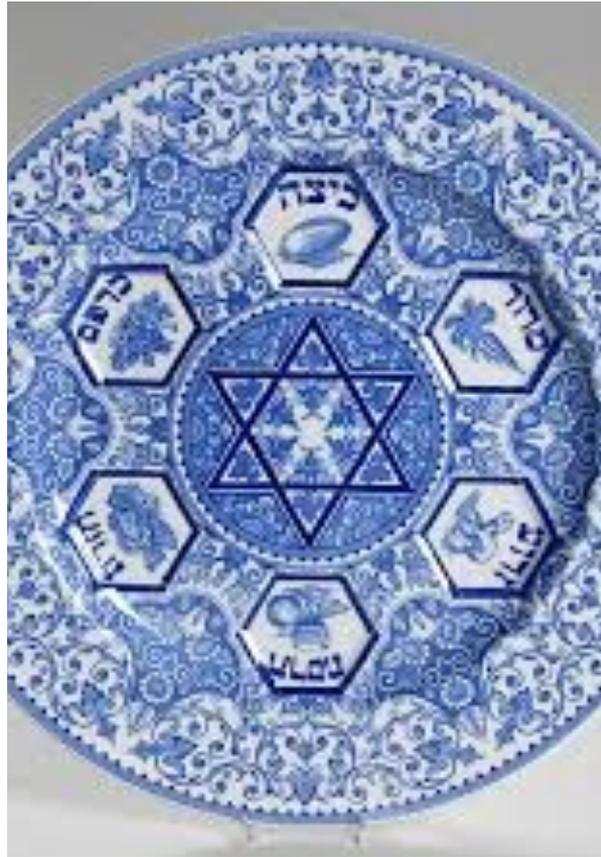


Image Landsat / Copernicus

Google E





China Patterns

Negotiation Strategies



Comparing Collaborative and Competitive Strategies

Factor	Collaborative	Competitive
• Goal	• Mutual Gain	• Self Benefit
• Resource View	• Expandable	• Fixed-Pie
• Issue Focus	• Interests	• Positions
• Relationship	• Valued	• Unimportant
• View of Other	• Partner	• Adversary
• Communication	• Open	• Controlled
• Information	• Exchange	• Protected
• Trust	• High	• Limited
• Power	• Shared	• Coveted
• Metaphor	• Partnership	• Game

Negotiation Strategies

- **Avoider** - *Engage them*
- **Accommodator** - *Ask them first*
- **Compromiser** – *Move to the best possible solution*
- **Competitor** - *Help them to understand the other's point of view*
- **Collaborator** – *Prioritize the most important issues*



Negotiation Style Assessment



My Style

- What are the problems with relying on one style?
- What is the right strategic approach to ***this*** problem?
- Intention versus by accident!



Dominant/Non-Dominant Signature

<i>George Washington</i>	John Adams.	<i>Jefferson</i>	James Madison
James Monroe	J. Q. Adams	<i>Andrew Jackson</i>	W. Van Buren
W. H. Harrison	John Tyler	<i>Samuel Houston</i>	Zachary Taylor
Millard Fillmore	Franklin Pierce	<i>Abraham Lincoln</i>	Abraham Lincoln
Ulysses S. Grant	<i>Abraham Lincoln</i>	R. B. Hayes	James A. Garfield
Chester A. Arthur	<i>Grover Cleveland</i>	Benjamin Harrison	William McKinley
Marshall D. Shreve	<i>John D. Rockefeller</i>	Woodrow Wilson	Warren G. Harding
Calvin Coolidge	Herbert Hoover	Franklin D. Roosevelt	Harry Truman
Dwight D. Eisenhower	John F. Kennedy	<i>Lyndon B. Johnson</i>	Richard Nixon
Lyndon B. Johnson	Jimmy Carter	Ronald Reagan	George Bush
Bill Clinton	<i>Barack Obama</i>		<i>Michelle Obama</i>

Power & Escalation

A city councilman in Utah, Mark Easton, had a beautiful view of the east mountains, until a new neighbor purchased the lot below his house and built a new home. The new home was 18 inches higher than the ordinances would allow, so Mark Easton, mad about his lost view, went to the city to make sure they enforced the lower roof line ordinance. The new neighbor had to drop the roof line, at great expense.

Recently, Mark Easton called the city, and informed them that his new neighbor had installed some vents on the side of his home. Mark didn't like the look of these vents and asked the city to investigate. When they went to Mark's home to see what the vents looked like, this is what they found...





“Abstract Art”
representing a cactus

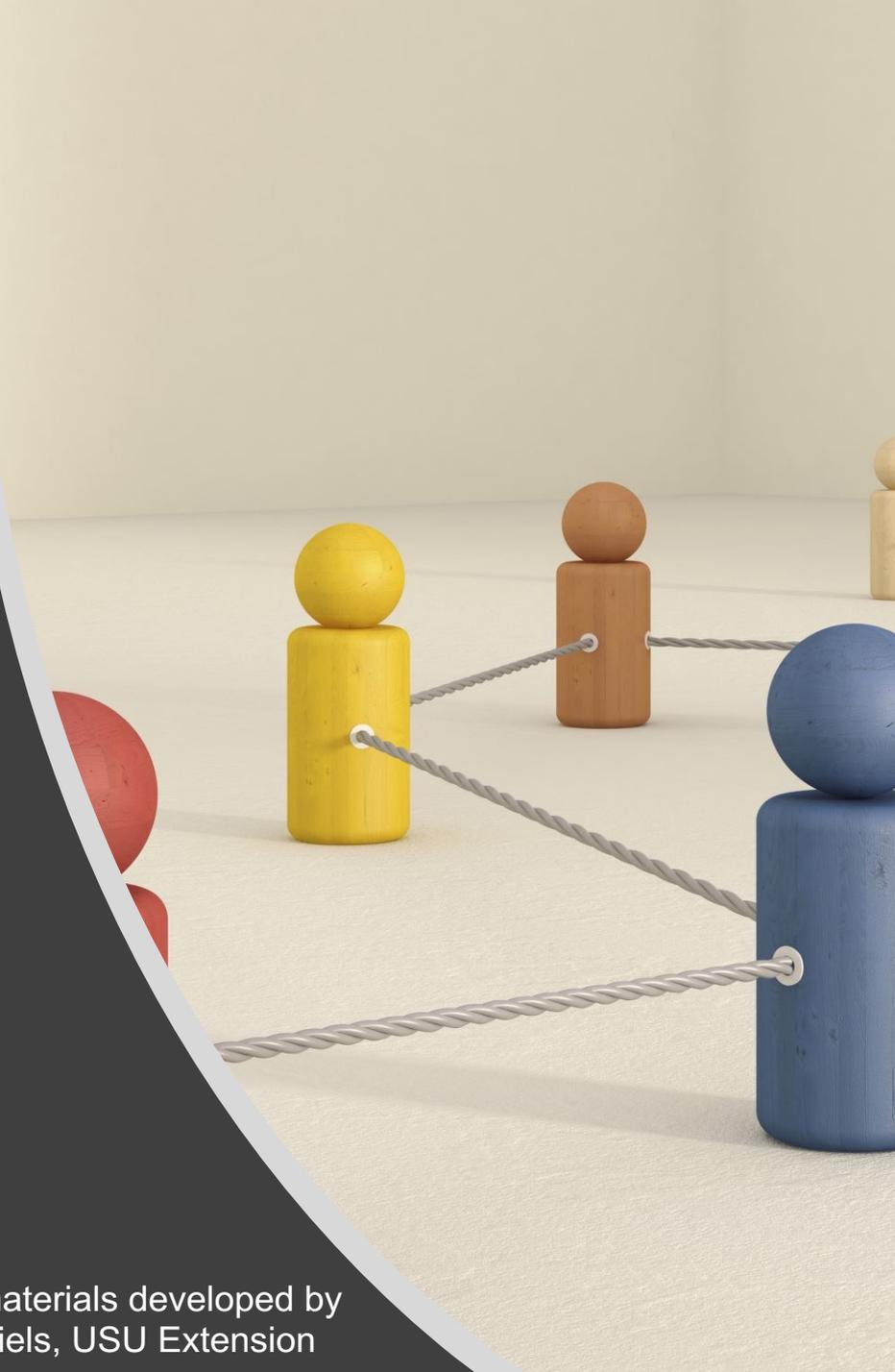
What are the elements of this conflict?

- How did Mark's position with the city influence his behavior?
- How did Mark use his position with the city to his advantage?
- Did Mark's treatment of his neighbor contribute to the escalation?
- What are some alternatives Mark, and the neighbor could have pursued?



My favorite simple
conflict definition:

**Perceived goal
interference
among
interdependent
parties.**



Adapted from materials developed by
Dr. Steve Daniels, USU Extension

Perceived goal interference among interdependent parties.

Why I like
this
definition
so much...

- Understand the **goal interference**....
- Understand the **accuracy of perceptions**....
- Understand the **nature of the interdependence**, and
- You have gone a long way in understanding the situation.



Conflict as Opportunity

- Good governance requires tension
- Conflict leads to better decisions
- Stop arguing about who is right
- Stop blaming and judging
- Explore each others' stories
- Move from certainty to curiosity
- Shift to a *Learning Stance*
 - *Adopt a position of inquiry*
- **Separate the interest from the position**



Positions

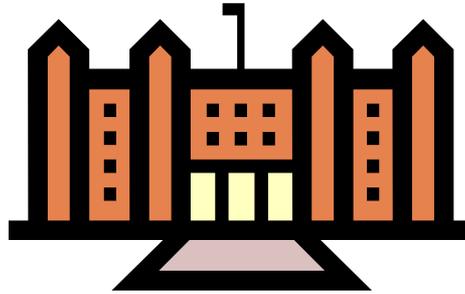
Positions are...

- something one has decided as a way to settle a conflict or a difference
- a pre-determined solution

Examples of two positions:

School Consolidation

“We must consolidate our school!”



“We oppose consolidation of our school!”

Cluck YES for Chickens in Glasgow



Pluck NO for Chickens in Glasgow

Interests

Interests are . . .

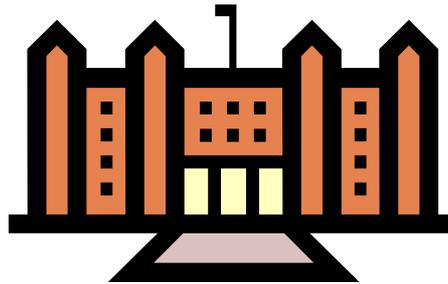
- needs, beliefs, values underneath positions
- why something is important

Examples of interests:

Interests

Cost-efficiency
Educational quality
Stretch resources

Community pride
Value historic school
Educational quality



Positions

Want school
consolidation

Oppose school
consolidation

Why focus on interests?

- Gets to **heart** of issue.
- Moves people beyond **polarized** positions.
- Sets stage for **mutual** understanding.
- Leads to group **cooperation**.
- Sets stage for issue **re-framing**.
- Sets stage for generating **creative options**.

Partner Discussion

- Discuss an issue or policy proposal that is too focused on the *positions*.
- Identify potential interests that may provide creative space to move forward with addressing the issue.

Situational Types & Source of Decision- Making

Policy Situation	Problem Definition	Solution	Source of Decision-Making
Type I	Known	Known	Decider
Type II	Known	Unknown	Decider and Partners
Type III	Unknown	Unknown	Partners

Type I Situation

- **Problem:** The problem is commonly understood and agreed upon.
- **Solution:** The solution is known and can be implemented.
- **Source of Decision-making:** The **decision-maker** can identify and carry out the best technical solution with little or no involvement of **others** (partners, spouse, employees, etc.)



Example

- **Problem:** A street intersection where the number of crashes is above the county average.
- **Solution:** Traffic engineers identify that a traffic signal is the most effective and least expensive method of correcting the problem.
- **Source of decision making:** County commission appropriates funds to the street department to install the traffic signal.

Type II Situation

- **Problem:** The problem is understood and generally agreed upon.
- **Solution:** No clear-cut technical solution is available; or the range of solutions is potentially large, each solution affects different people in different ways (there are potential winners and losers).
- **Source of Decision-making:** The decision-maker is confronted with an array of potential solutions but must work with citizens to select the best options.

Example

- **Problem:** The county landfill does not comply with new state and federal requirements. Solid waste must be disposed of in some other manner.
- **Solution:** A range of potential solutions exists including contracting with a private firm, constructing a new landfill, incinerating the waste, increasing the rates of recycling and reuse.
- **Source of decision-making:** County Commissioners must work with affected citizens to determine the option or options that best meet the interests of all.



Type III Situation

- **Problem:** Many people disagree on the problem. No single problem can be identified.
- **Solution:** With no consensus on the problem definition, there can be no consensus on potential solutions.
- **Source of Decision-making:** The decision-maker must rely on partners to guide decision-making. Partner's participation in the decision-making process is key to identifying the problems and generating options to solve them.

Example

- **Problem:** The local water supply reservoir is showing symptoms of heavy sediment and nutrient loadings. The agricultural community blames the problem on urban development, developers point to the farmers, and all blame the state regulatory agency for not enforcing state rules.
- **Solution:** Since each interest views the problem from a different perspective, each is armed and ready with a preferred solution.

Example

- **Source of decision-making:** The decision-maker cannot decide on the problem much less the preferred solution without losing support from one or more factions.
- Partners must work collaboratively to identify and agree upon the problems and generate options for their resolution.
- If all affected partners reach consensus on the preferred solutions, then the decision-maker's decision is a simple one.

Decision by
vested power
alone

Decision with
minimal input for
informed
consent

Decision with
repeated
opportunity
substantive
input

Decision based
on recommended
policy from
stakeholder
negotiations

Decision by
stakeholders

Decision-Making Process

← Less Partner Involvement More Partner Involvement →

Public Participation Methods

Press release
Direct mailing
Informational
meetings

Surveys
Open Houses
Public Hearings
Focus Groups

Information
exchange
meetings
Advisory
committees

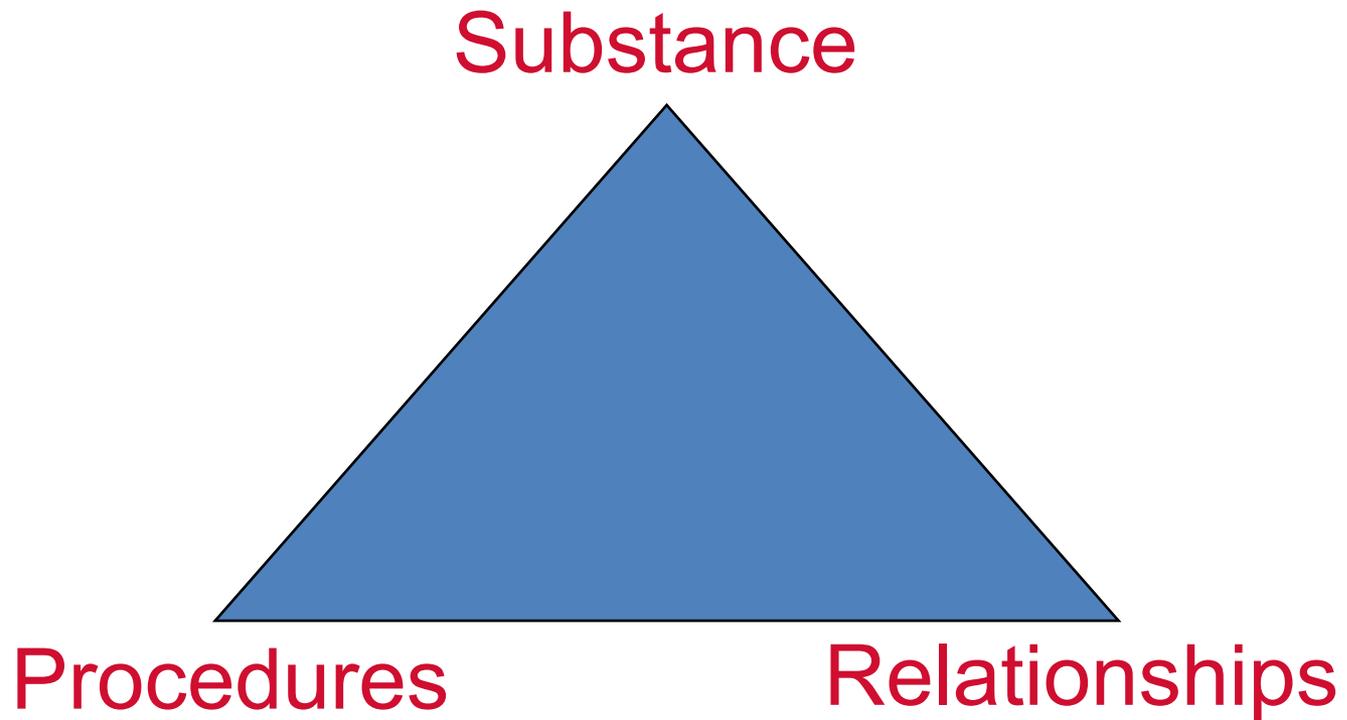
Team Building
Policy dialogues
Roundtables
Collaborative
problem solving

Mediated
negotiations
Negotiated
rulemaking

With a Partner

- **With a partner:** Discuss a past conflict you had to manage.
- Identify the situational type (I, II or III) and the source of decision-making. Describe how the conflict was managed and the outcome.
 - What worked well?
 - What would you like to do differently next time?

The Progress Triangle



Understanding
Different
Kinds of
Progress

Substantive Progress: The
“concrete” content of a conflict.

Procedural Progress: The
processes used to make decisions;
the rules that govern interaction.

Relationship Progress: Matters
pertaining to the relations
between parties, such as power,
legitimacy, and face.

Understanding Parties/Relationships

1. Who are the stakeholders?
 - **Primary parties?**
 - **Secondary parties?**
2. Do any parties have unique status (e.g., Indian tribes)?
3. What are the parties':
 - **Stated positions**
 - **Interests, concerns, fears, goals**
 - **Values and worldviews**
4. What are the parties' relational histories?

Understanding Parties/Relationships

5. What are the parties' incentives:
 - **To collaborate?**
 - **To compete?**
6. What are the parties' BATNAs?
7. Is trust sufficient? Can it be built?
8. Can key representatives/individuals work together?

Understanding Procedure

1. At what stage is the conflict?
 - **Does the situation seem “ripe” for constructive action?**
 - **Is de-escalation needed first?**
2. What are the legal constraints?
3. Who has jurisdiction?
4. What management approaches have been used in the past (procedural history)?
5. Is mutual learning desired?

Understanding Procedure

6. What is the decision space?
 - **How much can be shared with other parties?**
 - **Are key supervisors supportive?**

7. Are resources sufficient (e.g., time, money, staff)?

8. What are the procedural alternatives?
 - **How accessible are they?**
 - **How inclusive?**

Understanding Substance

1. What are the issues?
 - **What are the tangible issues?**
 - **What are the symbolic issues?**
2. What are the likely sources of tension over these issues (e.g., facts, culture, history, jurisdiction, values, interests, people)?
3. Are issues complex? technical?
4. Is information needed? Is it available?

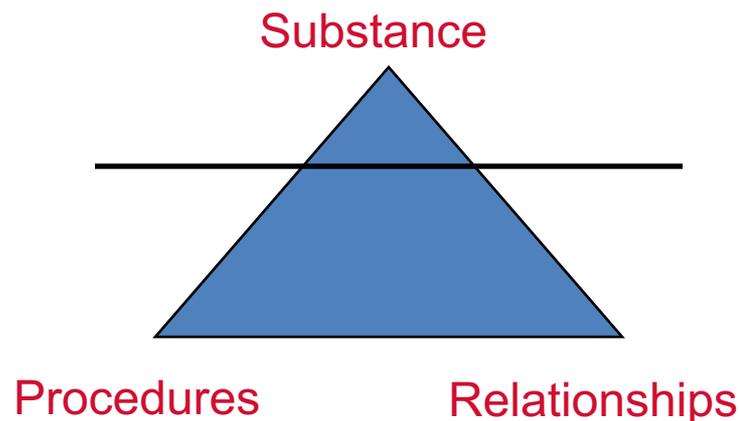
Understanding Substance

5. Are meanings, interpretations, and understandings quite varied?
6. What are the mutual gain options (opportunities for mutually beneficial improvements)?
 - **Expanding the pie**
 - **Log rolling**
 - **Bridging**
 - **Fractionation**

Key Summary Point

Think about the Progress Triangle like an iceberg, with 90% of it is out of sight/underwater.

Whenever someone asks, “did the collaboration ‘work’?” they are most likely focusing on the substantive dimension (and neglecting the others.)

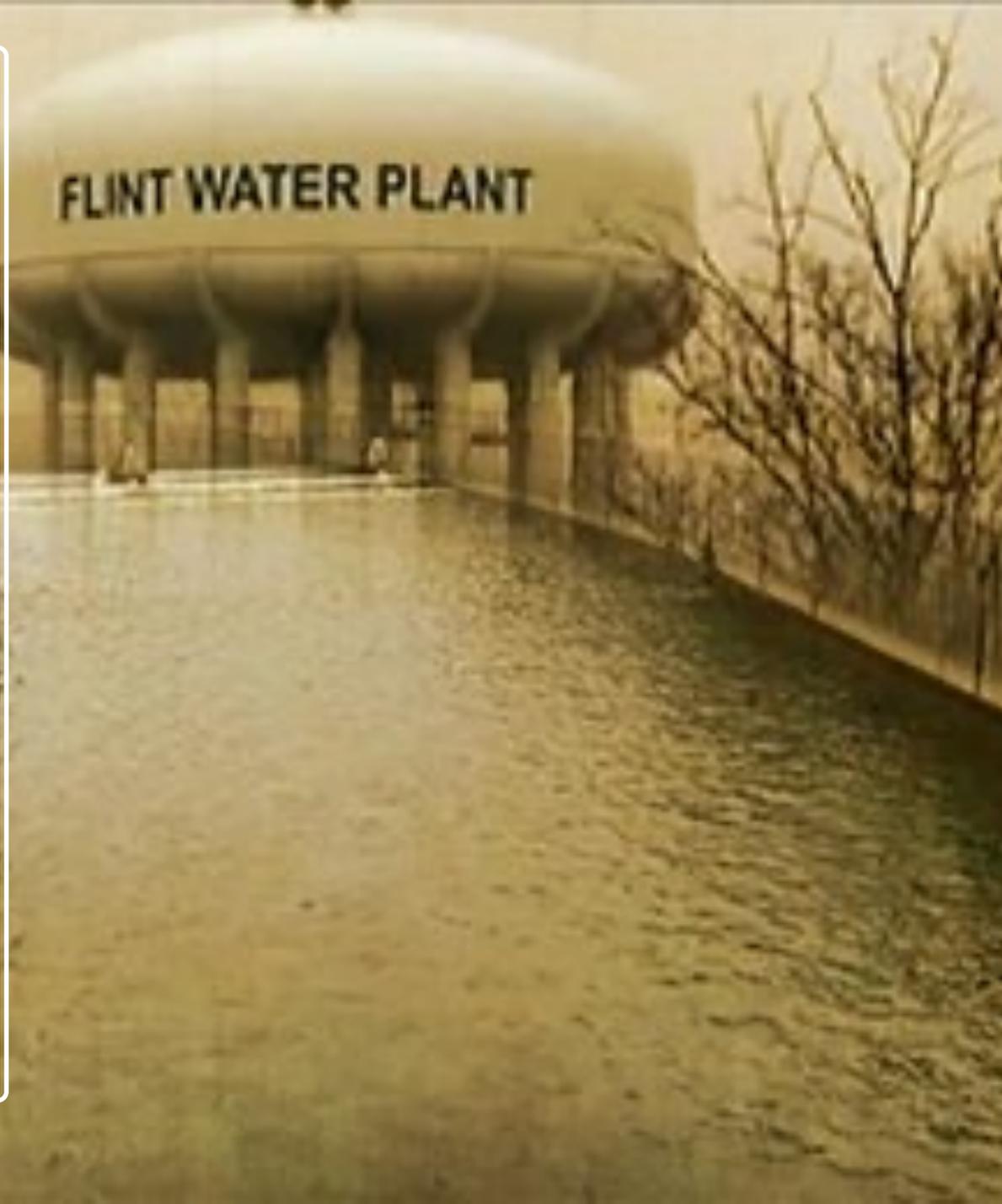


Avoidance

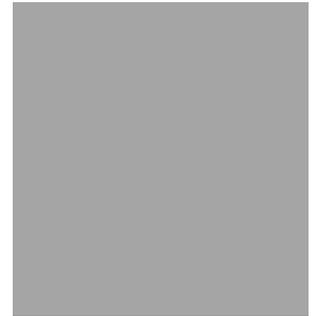
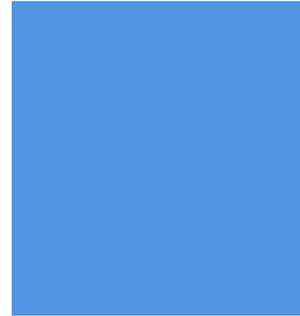
- Do you know of a public organization or group that has **successfully** used avoidance to deal with conflict?
 - Gandhi and Martin Luther King Jr. avoided all conflict that involved violence
 - Violence with violence: dominant side has more power

Avoidance

- Do you know of a public organization or group that has avoided conflict in ways that **hurt** the organization?
 - Flint, Michigan
 - Toyota - accelerator



Accommodation



- Do you know of a public organization or group that has successfully used accommodation to deal with conflict?
 - Bridger Pipeline spill near Glendive, Montana



Accommodation

- Do you know of a public organization or group that has used accommodation in ways that have harmed the organization?
 - Fed Reserve
 - REI & Bed Bath & Beyond's return policy

Competition

- When is the competition approach **appropriate** for public groups?
 - Inner city churches declaring “war” on drug lords
 - UPS incentivizes efficiency among packing lines creating a healthy competition
 - Use of court systems
 - Sacrifice money and time to WIN
 - Relationship is at risk

Competition

- What do you think are the **weaknesses** with the competition approach in public settings?
 - “Win-lose” approach
 - Losers regroup, strengthen resources & become winners and winners become losers
 - Leads to permanent gridlock where each side has just enough strength to block the other side from winning but not enough strength to win anything

Assumptions of the Compromise Approach

- Pie is limited.
- Best solution is to divide the pie.
- Win-win is not possible.
- Win-lose = too many negatives.
- Everyone wins something.
- ***But*** everyone loses something.
- Library patron example

Compromise

- Have you seen the compromise approach used **effectively** in public settings?
 - Union negotiations
 - Balance between goals and relationship
 - Nepalese porter and Chinese trekkers



Compromise

- Have you seen the compromise approach used **ineffectively** in public settings?
 - Win/win-lose/lose strategy
 - Wilderness designation
 - Volume on TV

Collaboration, Problem- Solving or Interest-based Problem Solving

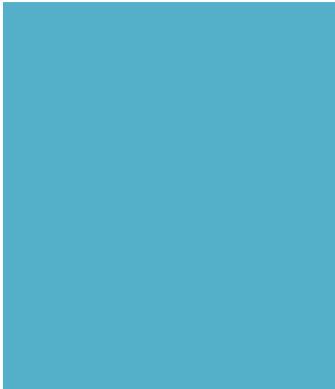
- This approach is the least understood of all five strategies.
- It usually involves a **redefinition of the problem** and then the disputants seek **creative ways to address the problem**.
- Expandable Pie

Library Patrons

- What are their positions?
 - Window is opened or closed
- What are their **interests**?
 - Avoid draft
 - Fresh air



- How would each negotiation style handle the conflict?
 - Avoider
 - Accommodator
 - Competitor



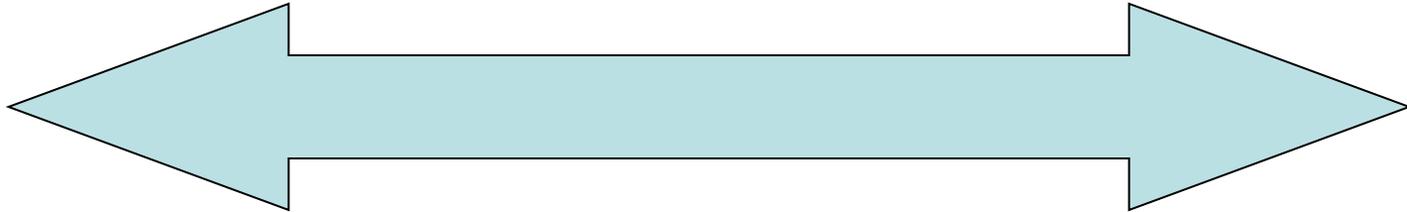
Brainstorm

How can one patron get fresh air while the other avoids a draft?

Human Continuum

Strongly Agree

Strongly Disagree



- Dogs are the best animal companions
- Women are better drivers than men

Conflict Communication Competence

- Active and reflective listening
- Relevant self-disclosure of information and reactions
- **Check your perceptions**
- Describe behaviors, and your reactions to them
- Use “I/I need” message pairs
- Criticize and evaluate constructively



We waited
30 min
NO SERVICE

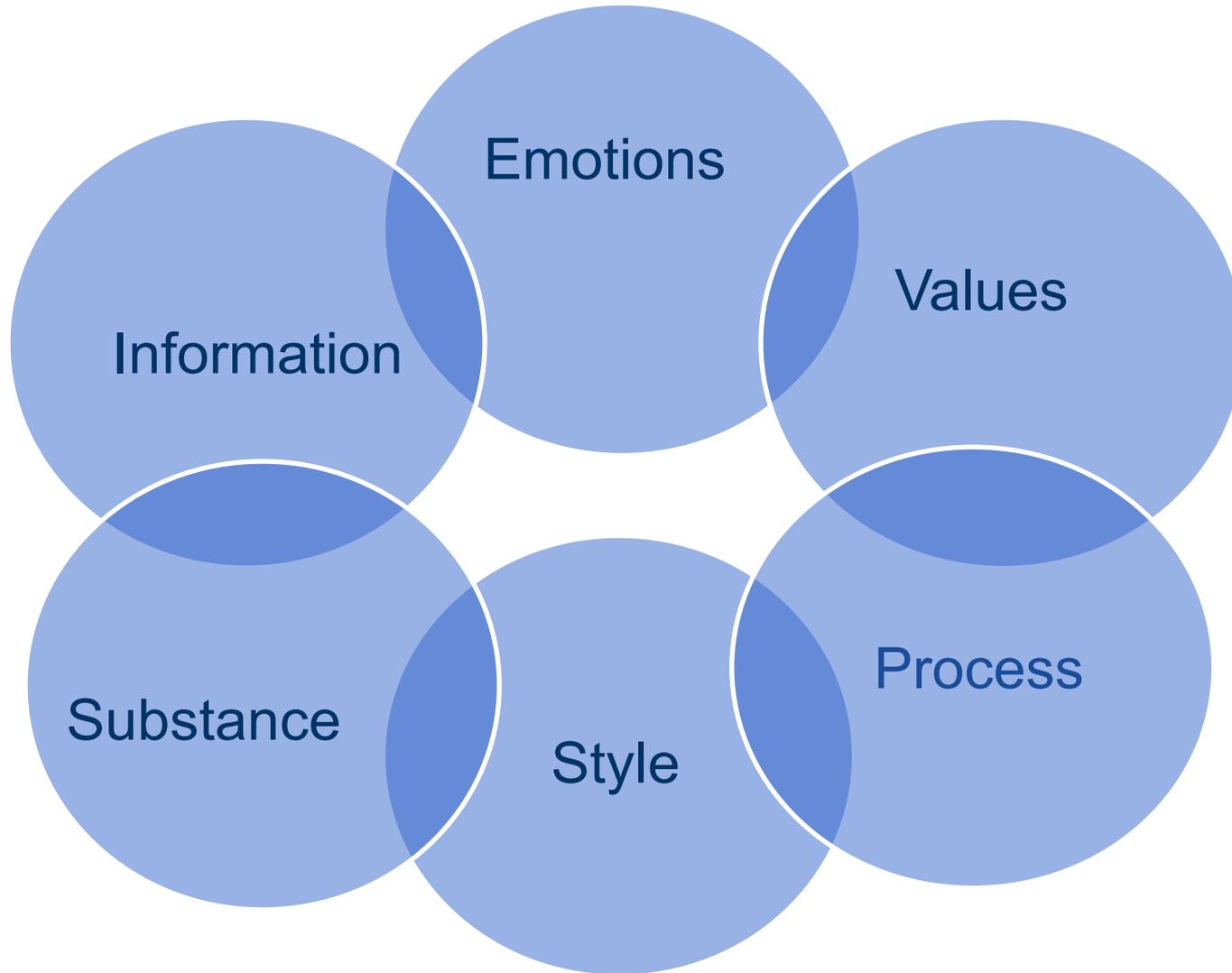
The image shows a wooden table with a hand-drawn sign in brown sauce. The sign consists of three lines of text, each underlined with a yellow line. The first line reads 'We waited', the second line reads '30 min', and the third line reads 'NO SERVICE'. In the background, there are condiment bottles (ketchup and mustard), a napkin dispenser, and a salt shaker. A yellow arrow points to a glass on the table.



- *Brainstorm characteristics of an effectively managed conflict?*

- *Brainstorm characteristics of a poorly managed conflict?*

Sources of Conflict



- About data
- Misinformation
- Having different information
- Which data to use
- Not having enough information
- Withholding information





Emotion Conflicts

- About feelings, ego, self-esteem, feelings of entitlement
- Arise when other conflicts get too ripe
- Lead to exceptionally narrow thinking
- Emotions short-circuit the ability to reason and to listen

Value Conflicts

- About deeply rooted beliefs and feelings
- Religion, politics, work ethics
- In some ways, easiest to manage in work context





Process or
Relationship
Conflicts

- About who we are to each other
- Boss/subordinate, working relationships
- Who has what authority?
- Are we friends? Are we peers?
- Can co-workers, students/professors have deep relationships?
- Do we have the same goals about our relationship?
- How are decisions made?

- About how to do things, how to communicate, which way to act is best
- Directive versus collaborative
- In person versus electronically
- Structure versus fluidity
- Common with strong personalities
- Frequent cause of annoyances
- Causes conflict when style difference is seen as obstruction



- About real or perceived scarce resources
- Money, time, space, equipment
- Amenable to regular problem solving once the issue is isolated



If Conflict keeps coming back...

You are working in the wrong circle!



Managing Conflict

Define the Problem

- * Ask the other person what the problem is
- * Restate
- * Say what you think the problem is
- * Establish ground rules

Explore the Problem(s) one at a time

- * Ask open-ended questions
- * Use "I" messages
- * Restate
- * Enforce Rules

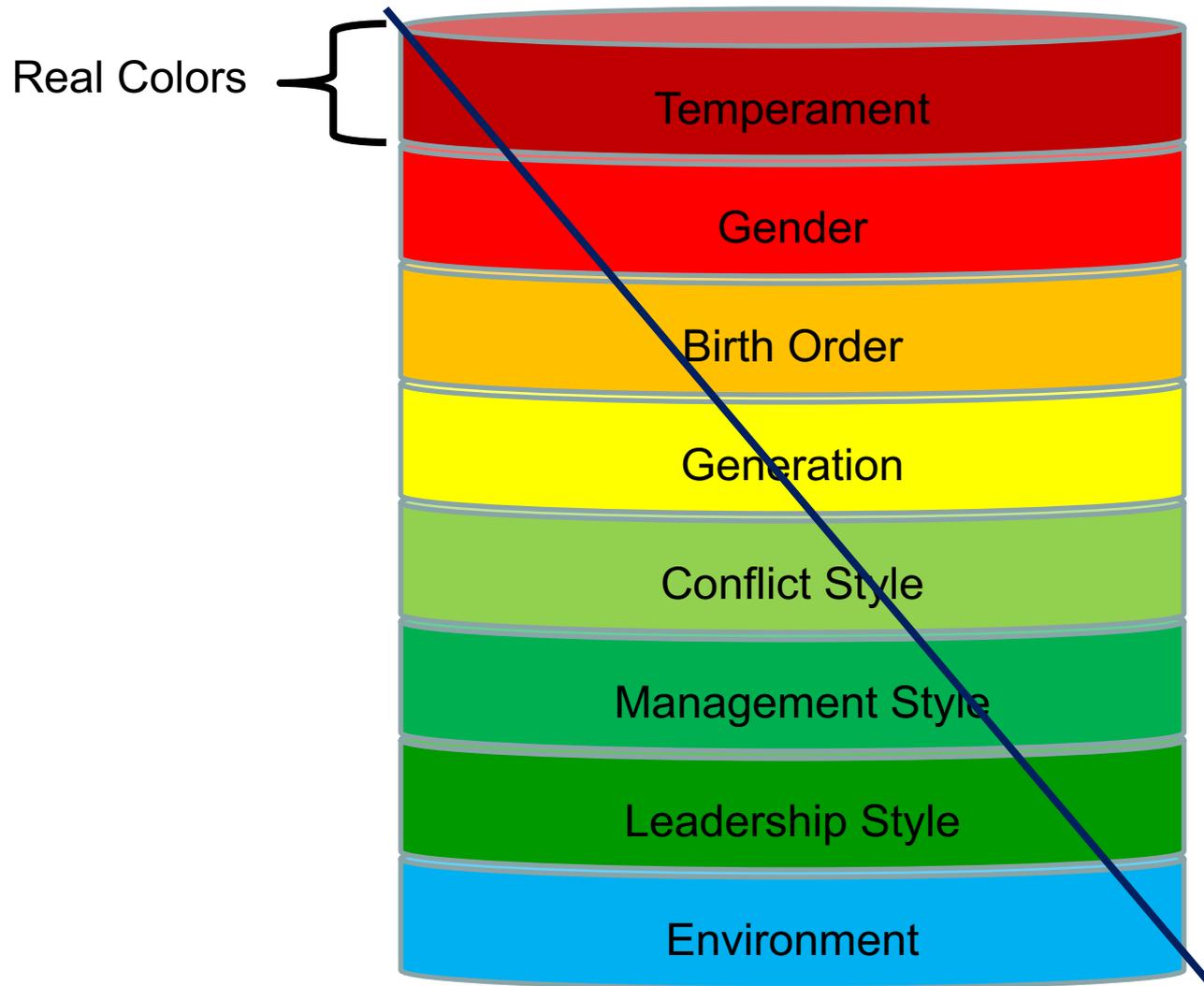
Find Solutions and Make Agreements

- * Ask the other person for solutions
- * Give your solutions
- * Brainstorm
- * Pick the best alternative to implement

Things to consider

- Listening too fast....
- What might be the impact of the words I am choosing to use?
- What are my assumptions about the others in conflict? Have I checked my assumptions?

We are complicated!



Comparing Collaborative and Competitive Strategies

Factor	Collaborative	Competitive
• Goal	• Mutual Gain	• Self Benefit
• Resource View	• Expandable	• Fixed-Pie
• Issue Focus	• Interests	• Positions
• Relationship	• Valued	• Unimportant
• View of Other	• Partner	• Adversary
• Communication	• Open	• Controlled
• Information	• Exchange	• Protected
• Trust	• High	• Limited
• Power	• Shared	• Coveted
• Metaphor	• Partnership	• Game

Conflict Strategies

- Avoider - *Engage them*
- Accommodator - *Ask them first*
- Compromiser – *Move to the best possible solution*
- Competitor - *Help them to understand the other's point of view*
- Collaborator – *Prioritize the most important issues*

What's Your Style?

- Take Assessment & identify your negotiation style
- What are the problems with relying on one style?
- What is the right strategic approach to *this* problem?
- Intention versus by accident!

Things to consider

- Listening too fast....
- What might be the impact of the words I am choosing to use?
- What are my assumptions about the others in conflict? Have I checked my assumptions?

Conflict as Opportunity

- Good governance requires tension
- Conflict leads to better decisions
- Stop arguing about who is right
- Stop blaming and judging
- Explore each others stories
- Move from certainty to curiosity
- Shift to a *Learning Stance*
- Separate the **interest** from the **position**



Bulldozer

- Extremely dominating/aggressive



Bellyacher



Adult Teenager

Vinnie Jones in the movie "Gone in 60 Seconds"



Killjoy



Yeah, but i hate most stuff

Citytv

Know-it-all



Kicking and Screaming for Coffee

<https://youtu.be/Ozpkzjl-oCU>

Bulldozer

- Give them a little time to run down before you engage
- Don't argue with them. You lose credibility and chance to communicate
- Use humor and friendliness
- Develop and maintain ground rules
- Ask them to sit down

Bellyacher

- Don't agree with or apologize for their allegations
- Acknowledge all facts related to their complaint
- Restate their complaints in your terms and see if they agree with your understanding of them
- “How do you want this discussion to end?”

Adult Teenager

- Ask open ended questions – wwwwww
- Calmly wait for response. Don't fill in the silence. Stay calm!
- If the person doesn't respond, comment on what is happening between you. End your comment with an open-ended question, such as, "Where would you like us to go from here?" Or, "How do you feel we can proceed?"

Killjoy

- Don't allow the negativism to take over the group.
- Avoid trying to argue Killjoy's out of their pessimism.
- Balance discussion with clear positive thinkers in the group.
- When solutions or decisions are offered, raise possible negative results yourself, so that you control the responses.

Know-it-all

- Be prepared with facts that have been carefully checked for accuracy.
- Use facts and reasons rather than emotional argument
- Use questions, not countering statements, to raise problems.
- Table it. Propose delays in action, to gain time for other group to either get on board or refute the Know-it-all.

At your tables. . . .

Discuss strategies and actions you have used to cope with one of the troublesome personalities.

Select a reporter who can share your insights with the group.

Coping with Troublesome Personalities

- Keep your sense of humor!
- Be respectful
- Be objective
- Expect reasonable and appropriate behavior

THANK YOU!!

Please contact us with any questions:

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**We've
always
done it
this way!**

They were following:

Instinct

Habit

Custom

Tradition

Precedent

Past experience

Standard practice

Taking the Initiative When There is a Gap





What is Civility

Civility refers to the way people **treat each** other with **respect** – even when they **disagree**. Even though **disagreement** and **confrontation** play a necessary role in politics, the issue is **how** that disagreement is **expressed**.

The key is to focus on the **strengths** and **weaknesses** of **proposed solutions** to community problems – not to engage in **personal attacks** against those who favor **different solutions**.

Competing Values

Value of free expression

versus

Value of respect for fellow

Critics have attributed the erosion of civility in society to the **elevation** of **self expression** over **self-control**.

Reap-
what-you-
sow

If public officials themselves attack their fellow officeholders, who can blame the public for:

- Believing the attacks; and
- Engaging in the same kind of attacks?

Argument Against Civility?

While civility is an “indispensable prerequisite to a democratic society,” it can also reinforce the status quo in terms of power relationships.

John Kasson, “Rudeness and Civility,” 1990.

“What really matters is not who is more civil, but who wins!”

“After all, revolutions aren’t made without ruffling feathers, and revolutionaries aren’t renowned for their etiquette.”

-Michael Reagan

Sociologist Charles
Flynn said:

“The freedom to insult one’s political opponents is an indispensable democratic privilege.” He also notes that insults “provide a check against those in power who may be tempted to think of themselves in grandiose terms, above the rest of humanity.”



Martin
Luther
King Jr.
said:

“In a neighborhood dispute there may be stunts, rough words, and even hot insults; **but when a whole people speaks to its government, the dialogue and the action must be on a level reflecting the worth of that people and the responsibility of that government.**”

Strategies for Achieving Greater Personal Civility



Separate the people from the problem.
Logical – Rational - Defensible



Obtain the facts.



Limit interpersonal misunderstandings.



Use fair processes - good governance.



Keep trying to persuade and allow
yourself to be persuaded.