

fa-sil'ê-tā shūn an'ê-li'tiks

FACILITATION ANALYTICS™

Tools To Help You Unpack, Analyze, and Navigate Conflict

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Overview

- Defining The Process
- Frameworks for Unpacking
- Frameworks for Navigating
- Systemic Metrics

Why?



- **Static**
- **Noise**
- **Dropped Messages**

Definitions

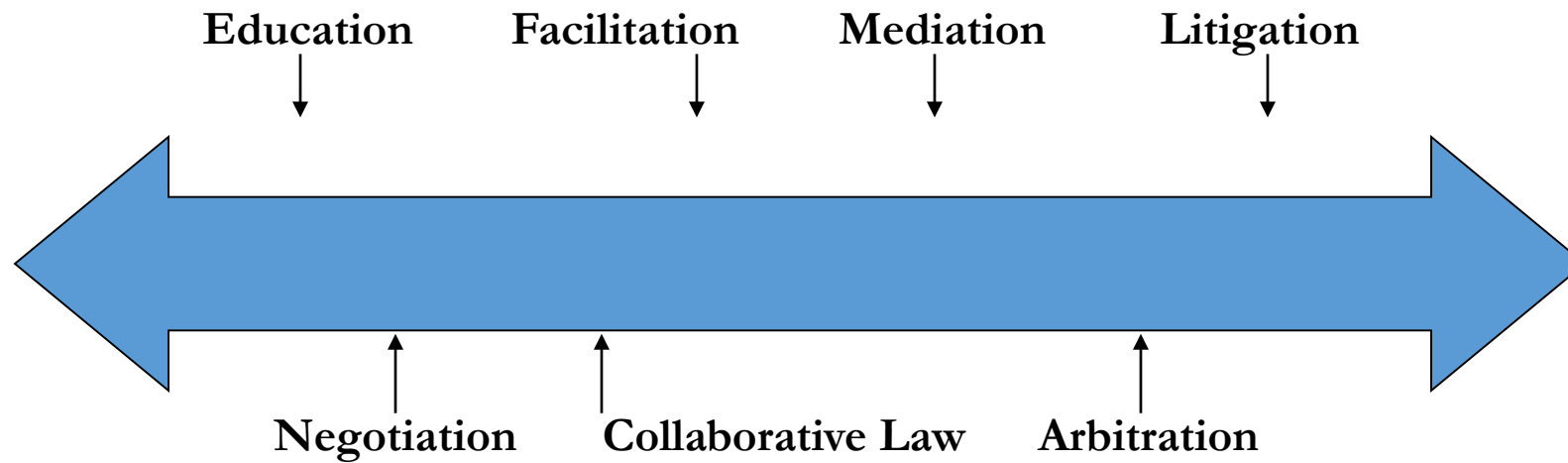
- **Facilitate:** To make easier or more convenient.
- **Analyze:** to separate into constituent parts or elements.

Reflective Exercise

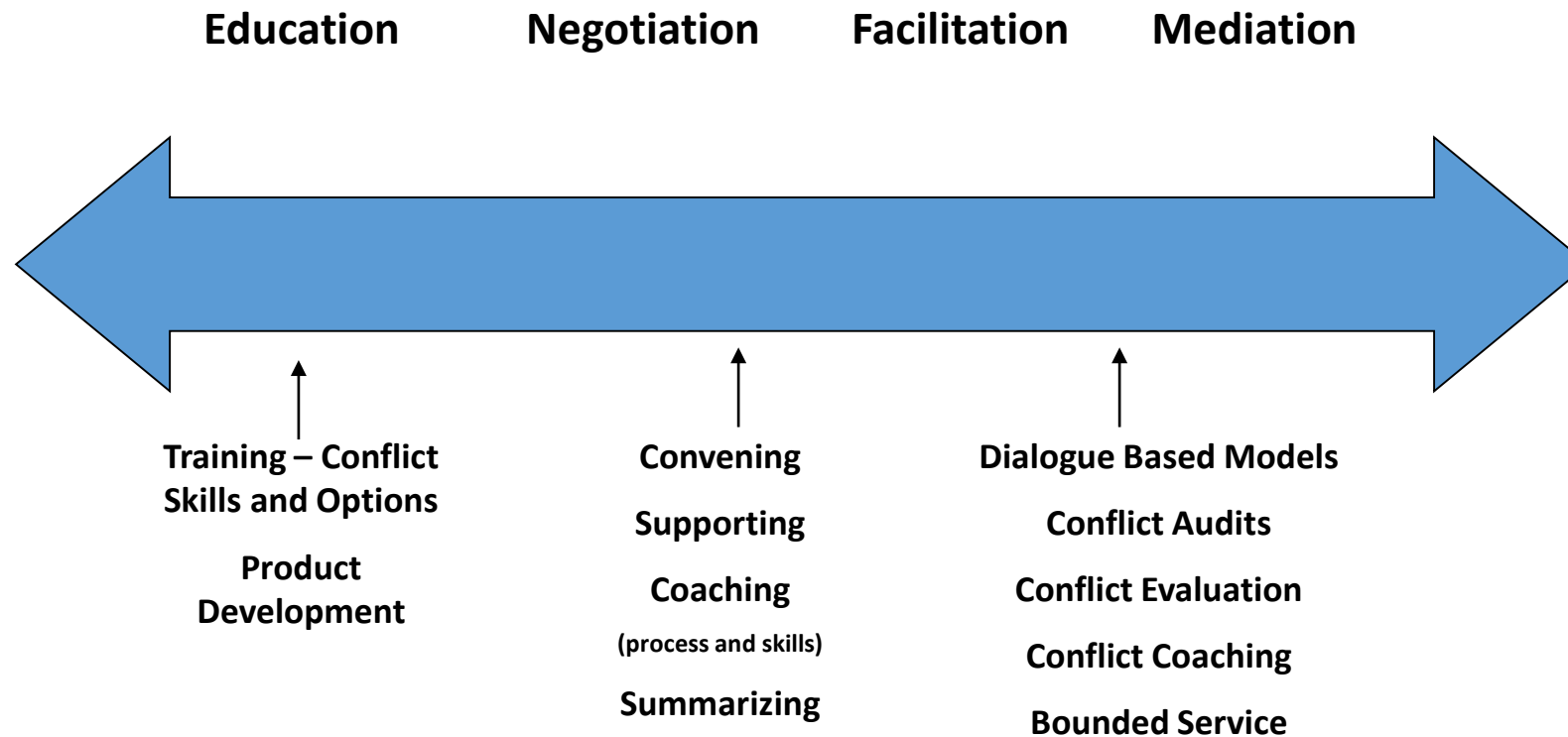


1. Process


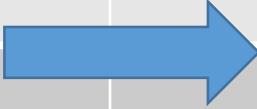
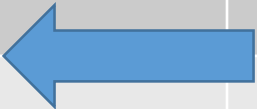
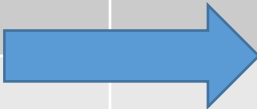
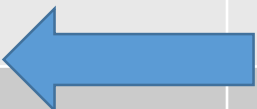
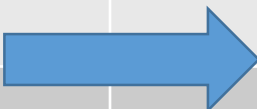
Process Flowchart/Options

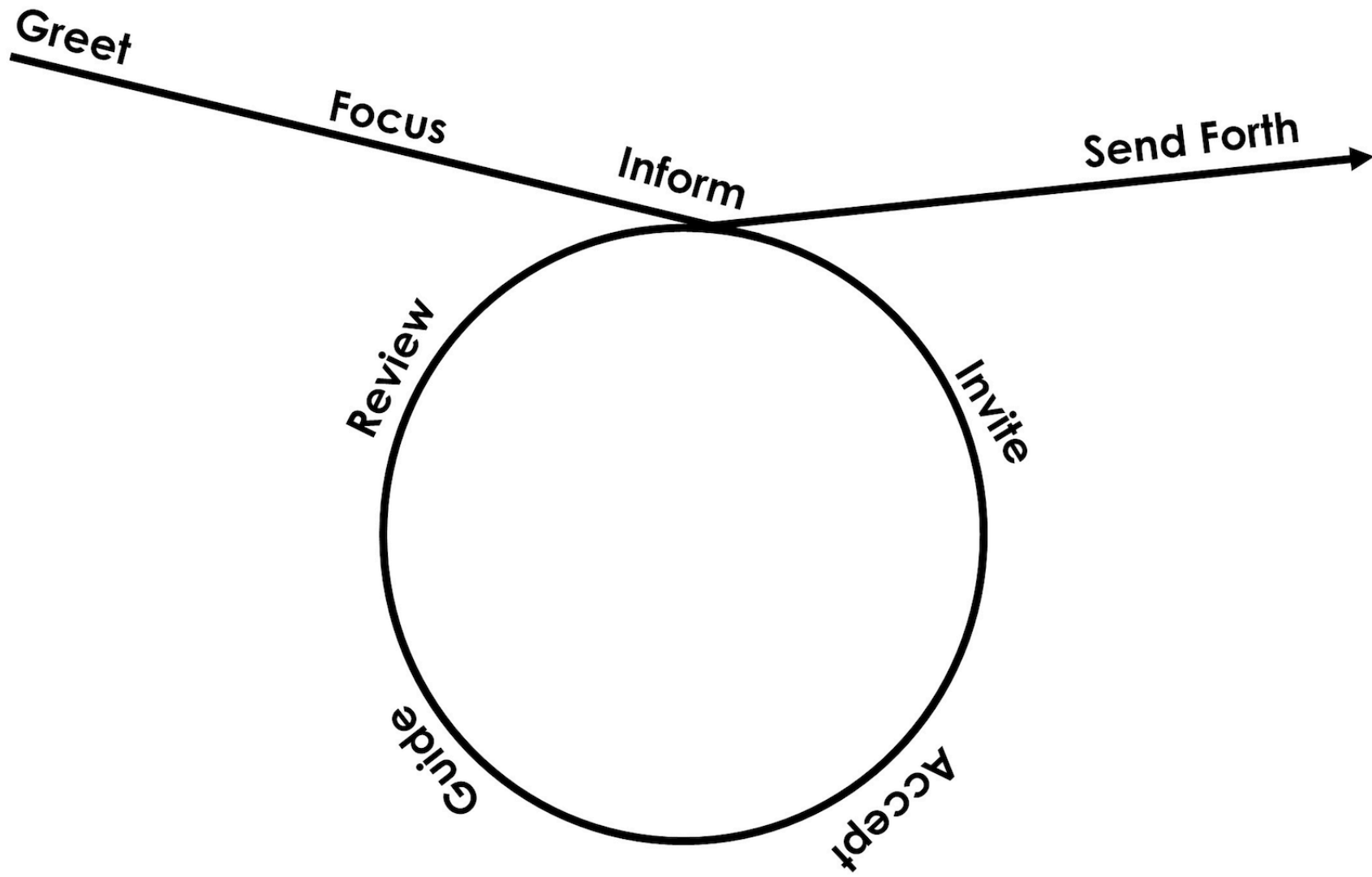


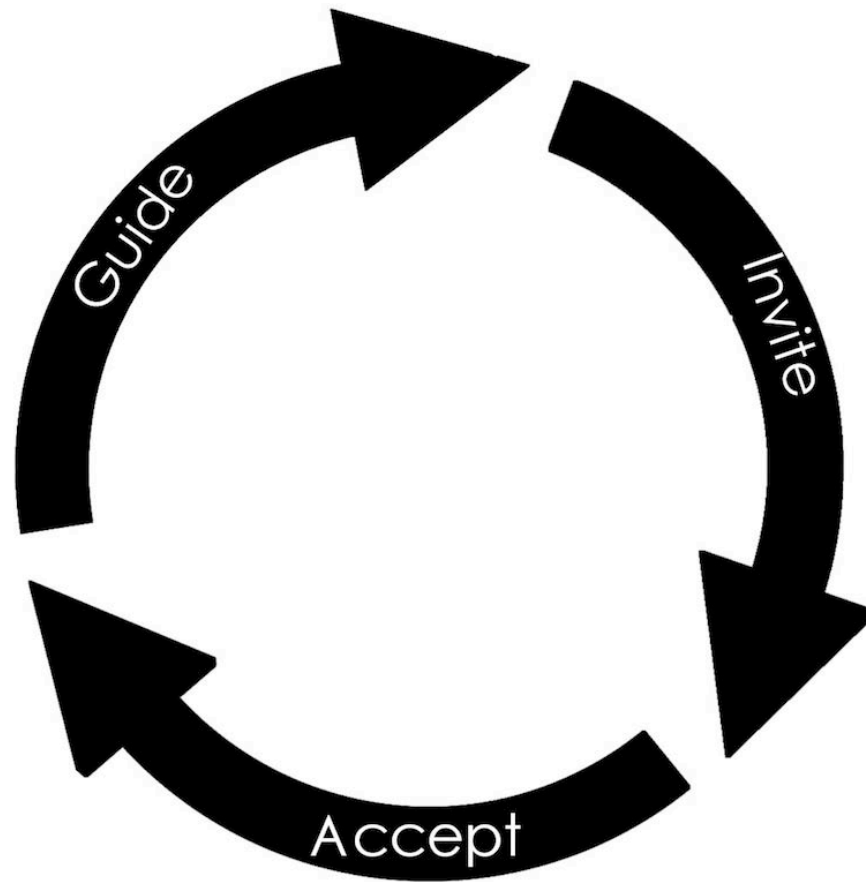
Practice Options



Mediation Options

People		Focus On		Problem
Transformative		Facilitative		Evaluative
Higher		Party Self Determination		Lower
Transformative		Facilitative		Evaluative
Lower		Mediator Direction		Higher
Transformative		Facilitative		Evaluative



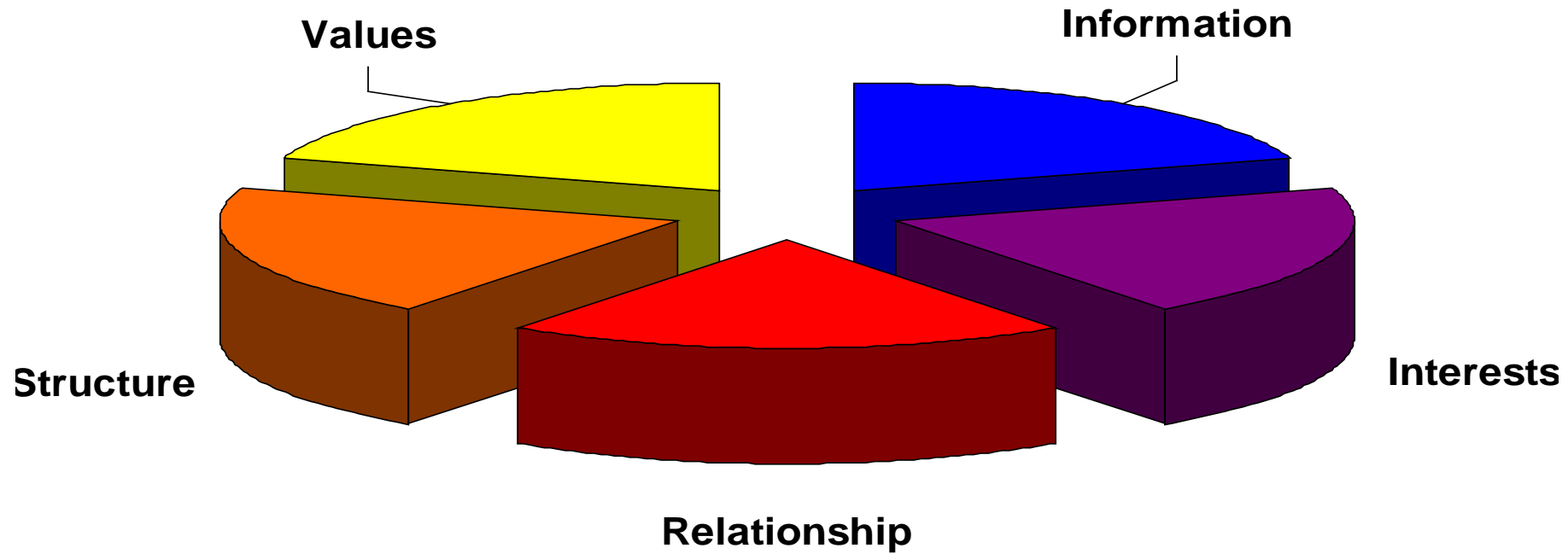


2. Unpacking and Mapping

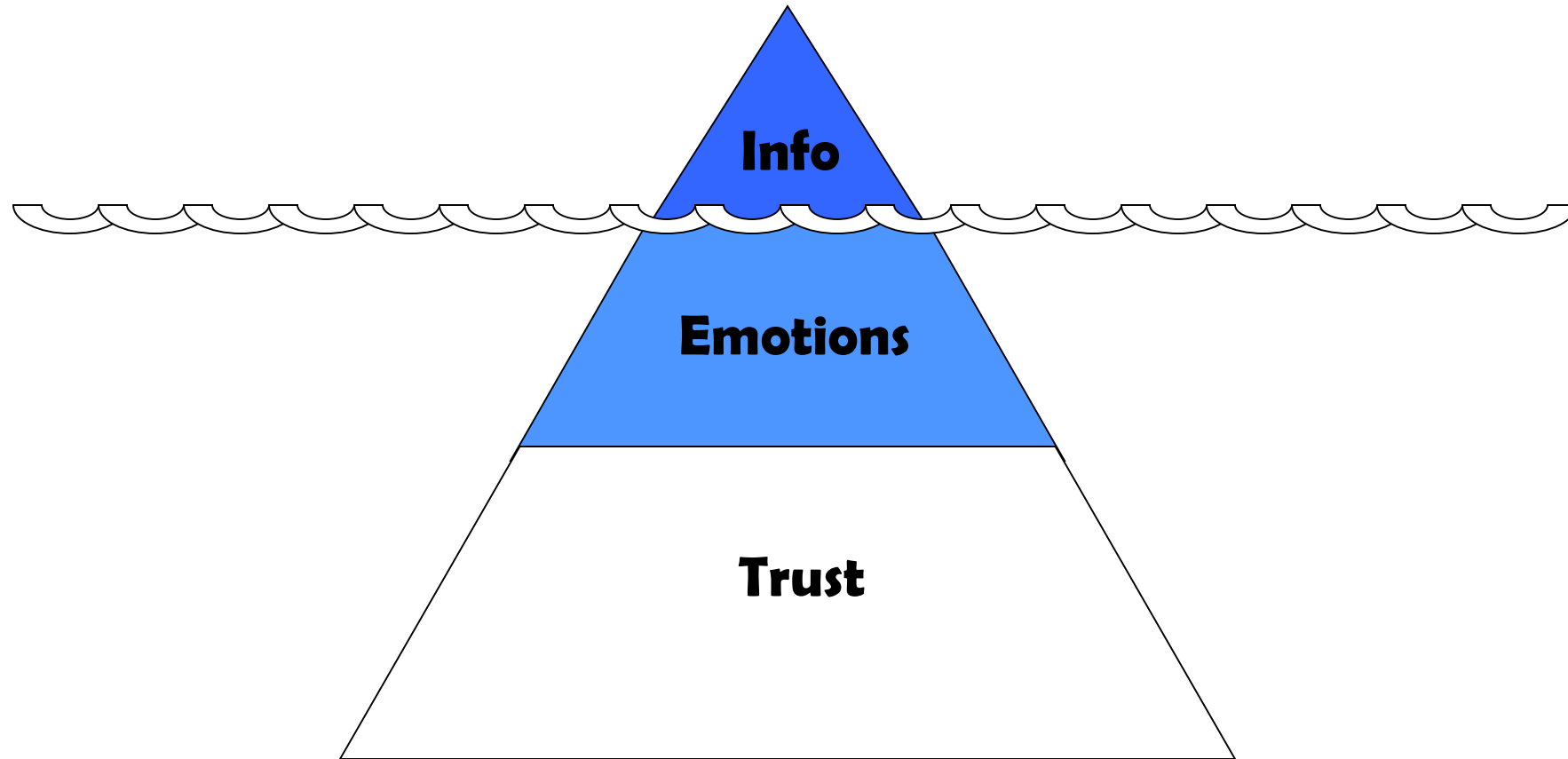
Why Use Diagnostic Tools?

- Diagnostic tools help you “unpack.”
- Unpacking helps identify components and inter-relationships.
- Using the tools helps you “translate” and “change the narrative”.
- Sharing tools helps to build skills.
- Tools can be used to keep you on track.

Sources of Conflict or Trust



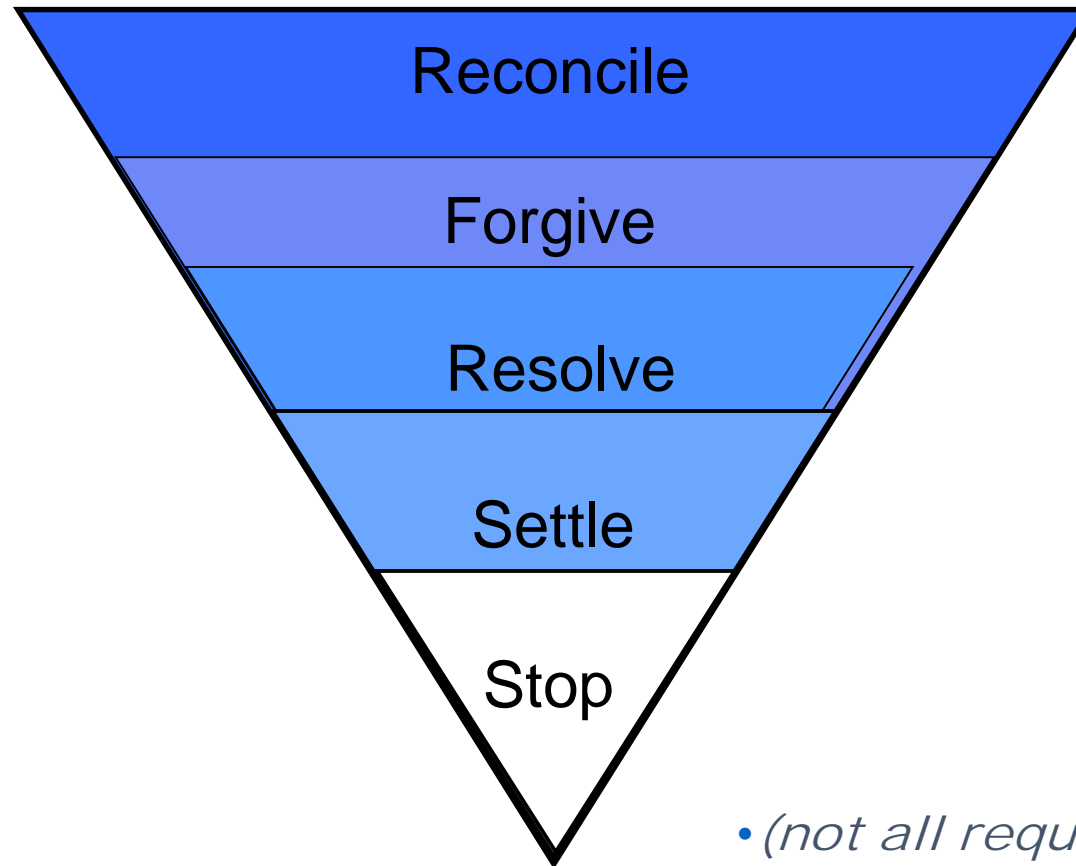
Levels of Discussion



Complex Conflicts

- **Multiple Stakeholders**
 - Different interests and positions
 - Individual and organizational factors
 - Historical experience
- **Complicated data and conflicting information**
- **Value differences, emotional factors**

Five Levels of Resolution



• *(not all require same level of understanding)*

Responses to Conflict

Aggressive	Passive	Assertive
<ul style="list-style-type: none">■ Threats■ Anger■ Force	<ul style="list-style-type: none">■ Withdrawal■ Ignoring■ Denying	<ul style="list-style-type: none">■ Understanding■ Respecting■ Problem Solving■ Accepting

FIGHT

FLIGHT

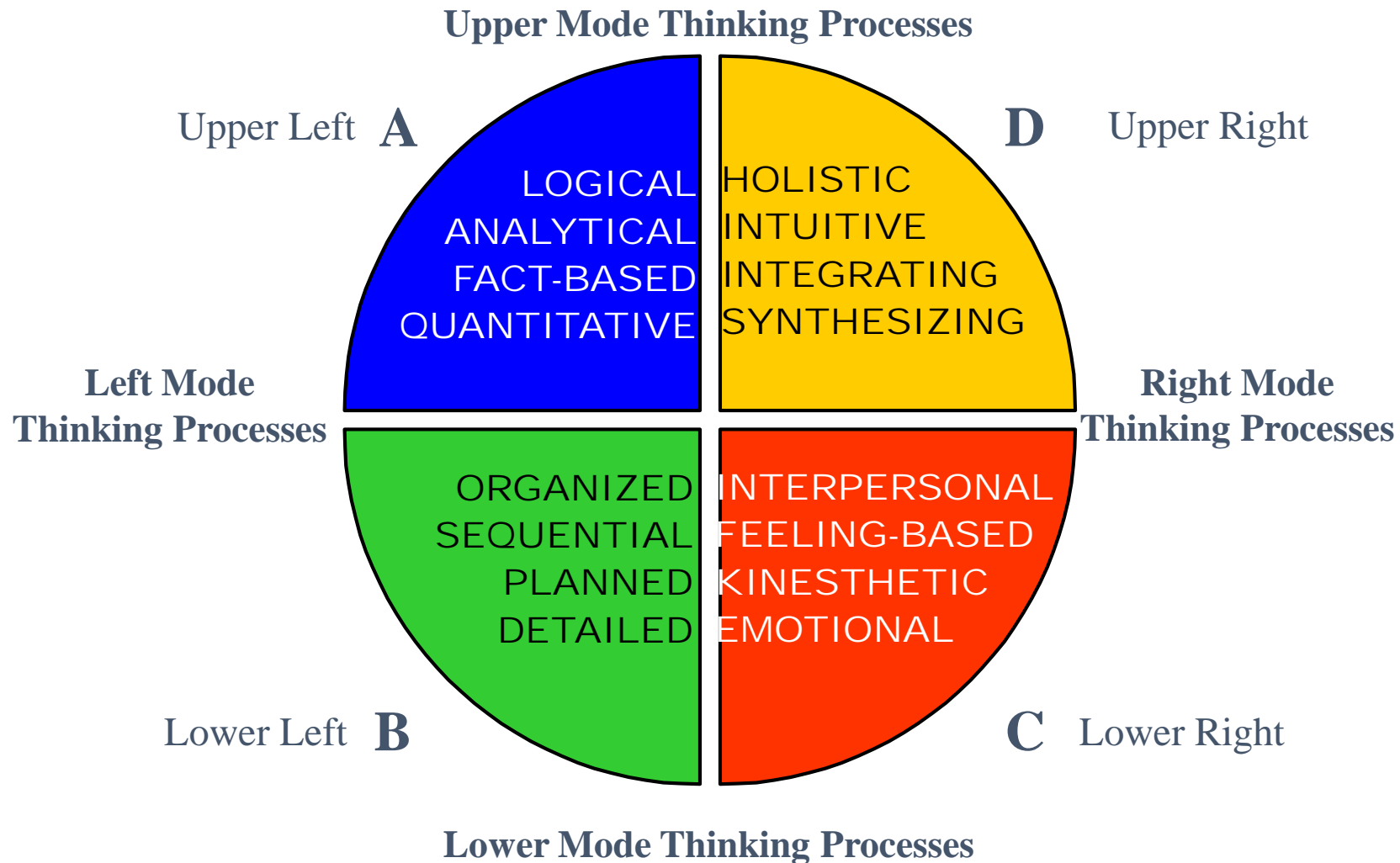
UNITE

Suggested Further Reading

- Stone, Patton, Heen, Difficult Conversations, Penguin Books, 2000
- Fisher and Ertel, Getting Ready To Negotiate, The 'Getting To Yes' Workbook, Penguin Books, 1995
- Covey, The Speed of Trust, Free Press, 2007

3. Navigating

Whole Brain™ Model



Key Questions

• **What**

A

• **Why**

D

• **How**

B

• **Who**

C

Key Focus

• **Facts**

A

Asks
Why and What?

• **Ideals**

D

Asks
Why and What if?

• **Process**

B

Asks
How and When?

• **Values**

C

Asks Who?

Use of Data

• **Analyze**

A

Asks
Why and What?

• **Integrate**

D

Asks
Why and What if?

• **Harvest**

B

Asks
How and When?

• **Communicate**

C

Asks Who?

Outcomes

• **Results**

A

Asks
Why and What?

• **Benefits (vision
and values)**

D

Asks
Why and What if?

• **Efficiency**

B

Asks
How and When?

• **Support**

C

Asks Who?

HBDI™ Question Summary

What: data, principles, people, other

Who: people, roles, other

Why: importance, interests, focus, sequence, other

How: can we go forward?

Other Tools

- Principle Framework from “Dealing with Disruptors”:
Respect/Protect/Sustain
- Source Spreadsheets
- “Disruption Matrix”

4. Metrics

Conflict Score

• **Number of conflicts:**
 $(I + N + V + S + R)/5 * \# = CNS$

$(I + N + V + S +$

• **Intensity of Conflicts:**
 $(I + N + V + S + R)/5 = IF$

$(I + N + V + S +$

• **Conflict Score:**
 $(CNS \times IF)/125 \times 100 = CS$

Asset Score

- $(\text{Asset Average } \underline{\quad} / 5) * 100$

10 “Assets”

- Information
- Resources
- Process Skills
- Relationships
- Vision
- Sense of Community
- Past Experience
- Leadership
- Governance Systems
- Participation and Engagement

Diagnostic/Tracking Score

- **$(AS - CS)/10 = CHDS$**

Check - In

- Questions?
- Your Experience?
- Other Thoughts?

5. Application

Scenario

- Corporation (Buyer) has a strongly collaborative and customer centric culture.
- Vendor has a very hierarchal internal focused culture driven by regulatory and financial metrics.
- Litigation over multiple years and in multiple forums has strained relationships and left both angry and frustrated at the cost and lack of progress.

WHERE WE ARE



Interests

- All recognize the interdependence
- Both want to survive and thrive.
- Corp necessarily focuses more on product market.
- Vendor must think about regulatory structure and restraints.

Common Interests

- Operational Funds*
- Long-term Sustainability*
- Staying in Business*
- Cutting Litigation Costs

•*stresses of recession have obscured common interests and introduced tension; communication issues have eroded trust and led to conflict.

Values – in common

- Excellence (not all agree is being met)
- Integrity of data

Values – in tension

- Safe-keeping – (control)
- Collaboration – (transparency and respect)
- Accountability

Information - Concerns

- Corp not receiving answers to questions.
- Corp not receiving notice of priorities or delays.
- Corp not sure concerns are being heard or addressed.
- Vendor regulator not informed on Corp needs, business factors
- Vendor not informed on Corp strategic options
- Unclear channels of communication (structure).
- *NOTE: Lack of information creates conflict and erodes trust.*

Relationships

- Corp – Vendor: what relationship does the Corp want and need with Vendor?
- Vendor – Regulator: What flexibility does Vendor have?
- Corp – Regulator: standing, opportunity to be heard.
- Vendor – General Public: What are responsibilities?
- Corp - Customers: how meet needs?
- Corp – Vendor –Regulator-Political Leaders: where are leverage/pressure points?

Structure

- Unclear roles and authority – both between and within organizations.
- Inadequate communication structures – both for ongoing collaboration and for navigating conflict.
- Different conflict approaches – differences in values and information flow exacerbate.
- Lack of clear goals and accountability for Vendor in interaction with Corp.

WHERE WE MIGHT GO



Interests

Common interest IN:

- Operations
- Sustainability
- Financials

Options

- Dialogue between organizational leadership on needs opportunities and constraints
- Confirm importance of customer relationship to long-term financial health of vendor
- Schedule joint meeting with regulator and discuss needs and intersection with public interest
- Set clear, measurable, realistic goals for monitoring progress

Values

AdDress TENSIONS

- Excellence
- Respect
- Accountability

OPTIONS

- Better define
- Tie to goals
- Use to evaluate both options and actions

Information

OBTAINING

- Questions not answered
- Info not provided
- Info not trusted

Options

- Clarify expectations, monitor and evaluate
- Policy and procedure audit
- Joint engineering team

Information

COORDINATION

- Fear of other's motives
- Unintended consequences
- Unresolved conflict

OPTIONS

- Regular contact between identified managers
- Quarterly meetings between identified executives
- Shared goals on overlapping interests and conflict “protocol”

Relationships

Organizational

- Information flow
- Conflict

OPTIONS

- See “Information” above
- See value goals on collaboration and accountability above
- Need better definition and engagement
- Change personnel where relationship has become unworkable

Relationships

PERSONAL

- Declining Trust
- Withdrawal
- Resentment
- “Lobbying”

OPTIONS

- Listen, and listen to understand
- Invitation
- Focus Forward
- Set and observe “boundaries”

Structure

Unclear Roles

- Expectations
- Conflicts
- Assumed authority
 - Actions
 - Representations

OPTIONS

- Better definition, joint development of policies
- Clearer direction on when to flag conflict
- Define conflict protocol

Structure

Communication

- “Bottlenecks”
- “Feedback loops”
- Problem-solving
- Conflict resolution

OPTIONS

- See information and relationships above
- Early surfacing of issues and concerns
- Conflict “protocol”

Structure

ACCOUNTABILITY

- Results
- Interaction
- Implementation

OPTIONS

- Define what is wanted and needed
- Determine consequences
- Develop process for monitoring and evaluating

Additional Check - In

- Questions?
- Your Experience?
- Other Thoughts?

Final Thought

- “Good ideas are not adopted automatically. They must be driven into practice with courageous patience.”

~Admiral Hyman Rickover

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