

PCMG FEBRUARY WORKSHOP 2019

**CONFLICT
MANAGEMENT & RESOLUTION**

SAVE THE DATE

THURSDAY 7TH FEBRUARY, LONDON



Martin Brooks

@impacttologist



10th April 1998



THE INDEPENDENT

Newspaper of the Year for photographs

Saturday 11 April 1998 70p No 3,582 ***

Blair, Ahern and Mitchell seal historic agreement 17 hours after passing of talks deadline

Peace at last for Ulster

By David McKinnon
Irish Correspondent

THE PEOPLE of Northern Ireland were offered peace yesterday, with a historic agreement which paved a way out of 30 years of violence.

After a night and day of drama, the exhausted politicians hammered out last minute differences and produced a potentially ground-breaking document. Tony Blair, the Prime Minister, Bertie Ahern, the Taoiseach, and talks chairman George Mitchell sealed the deal at 7pm yesterday, 17 hours after the midnight deadline.

A great many have such doubts and many political obstacles to be cleared, but the sense that a new beginning had been made was palpable both of the radio themselves and on the streets of Belfast. A woman who walked through the city centre said: "I saw people with tears in their eyes. I shed a few myself."

They were tears of relief rather than of victory, for the agreement produced yesterday was composed of scores of concessions stitched together in a 26-page document combining points made by the two governments and the eight parties at the talks.

The political achievement lies in the

were our foes." Echoing these sentiments, Mr Ahern said the agreement was about the promise of a brighter future: "Esley no hope a life can be drawn under a bloody past."

Mr Ahern added that his ultimate political aspiration remained the coming together of all the people of Ireland "achieved peacefully and with consent".

The US President, Bill Clinton, intervened during the day with telephone calls which, according to both the Unionists and Sinn Féin, helped overcome a final hurdle. Mr Blair ap-

parential reunification of Ireland. We will examine this document to establish whether it can move us decisively in that direction."

He added: "Sinn Féin hasn't signed up to anything. Sinn Féin is the course of the coming days will consider and reflect on the contents of the document. We will have our own debates and discussions, be in touch with our grassroots, and at the end of that comprehensive process of dialogue and discussion we will make our position known to the public."

His suggestion that the document might represent a move towards Irish unity was warmly greeted with the view of Mr. Mitchell, who declared: "I know that I have chosen from this table with the union stronger than when I set down."

Both unionist and republicanist must now sell the agreements to grassroots which will include many such doubts about the new course of play and take which it entails out.

But in itself it represents a triumph for almost all involved, in particular the loyal representatives who made a successful transition from the politics of demand to the politics of negotiation.

The official talks deadline had been



Key points of the deal

■ A Northern Ireland assembly will have 108 members, elected by proportional representation. It will be run by an executive committee of 10 members.

■ The assembly will have powers to legislate, but its first responsibility is to set up a North-South Ministerial Council on issues including cross-border co-operation.

■ The Irish government will send no soldiers, which has been the territory of Northern Ireland, in





The 3 “P’s” of conflict management

- **P**revention
- **P**erspective
- **P**ersuasion



“Prevention” is better than “cure”

What actions can you take to prevent conflict?

- SMART goals
- Clear measurables on all variables; (time, quality etc)
- Clear “milestones” agreed
- Communication channels for feedback; who, how & when
- Active seeking of information by **both** parties
- Common sense, right?



Prevention





Prevention – 1 more thing

- Assumptions
- The enemy of clarity and the enabler of conflict
- Remember when you “**assume**” you make an “**ass**” out of “**u**” and “**me**”
- Don’t assume – clarify & document everything

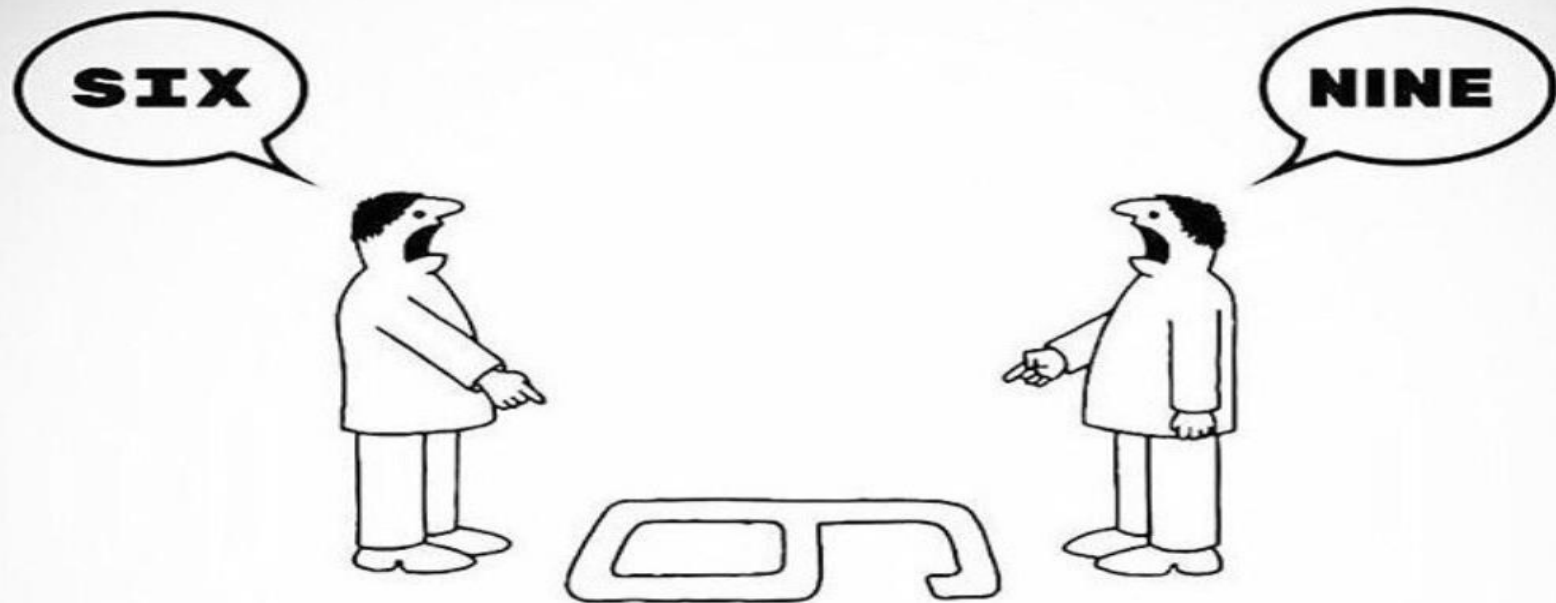


The 3 “P’s” of conflict management

- Prevention
- **Perspective**
- Persuasion



The power of perspective



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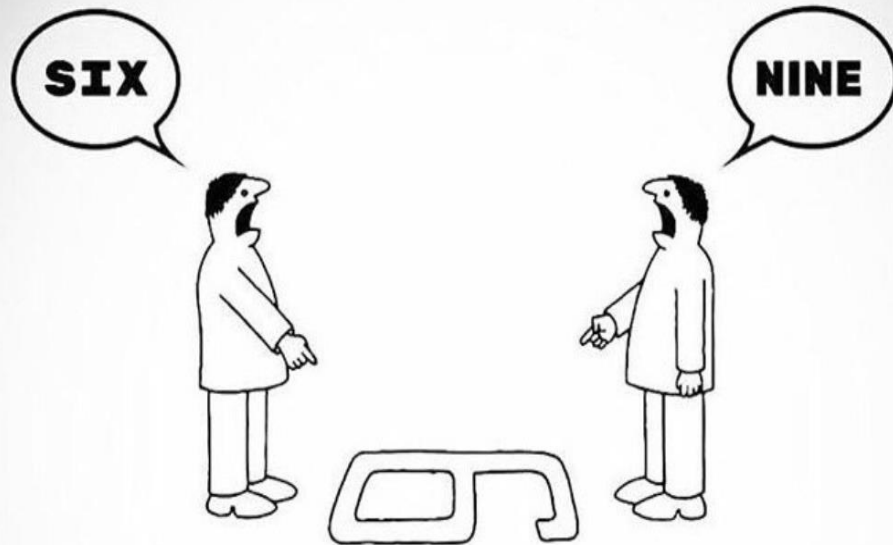
Just because you are right,
does not mean, I am wrong.



EVIDENCE



What can be the problem with our "*evidence*"?



EVIDENCE

Just because you are right,
does not mean, I am wrong.

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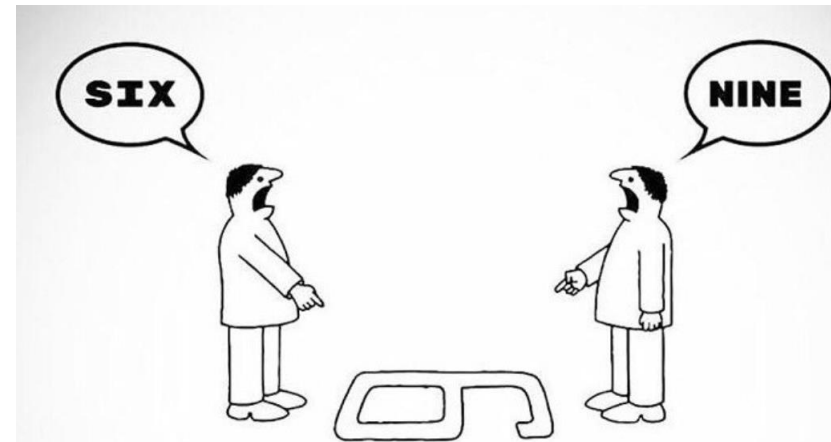
EVIDENCE

Evidence should be a deciding factor in settling disputes as the measurable, targets or deliverables are clear – the problem arises when they are not! - Prevention

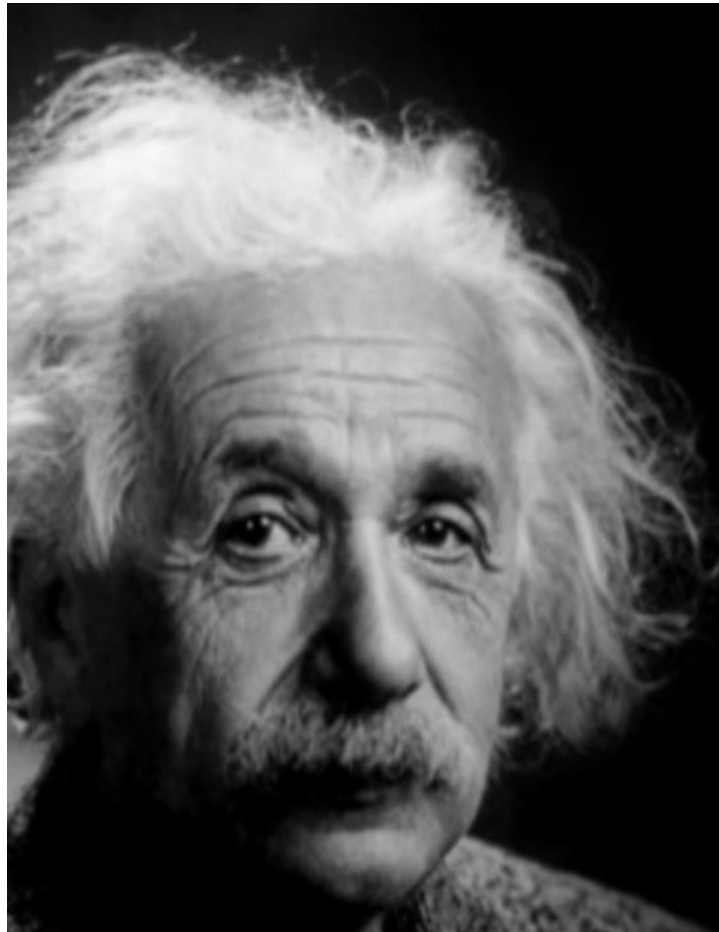


Acknowledging perspective

- Assertive thinking acknowledges “perspective”
- You have your right to your opinion
- I have an equal right to mine – invoke the power of “Reciprocation”
- Let’s talk
- Straight forward, right?



Just because you are right,
does not mean, I am wrong.

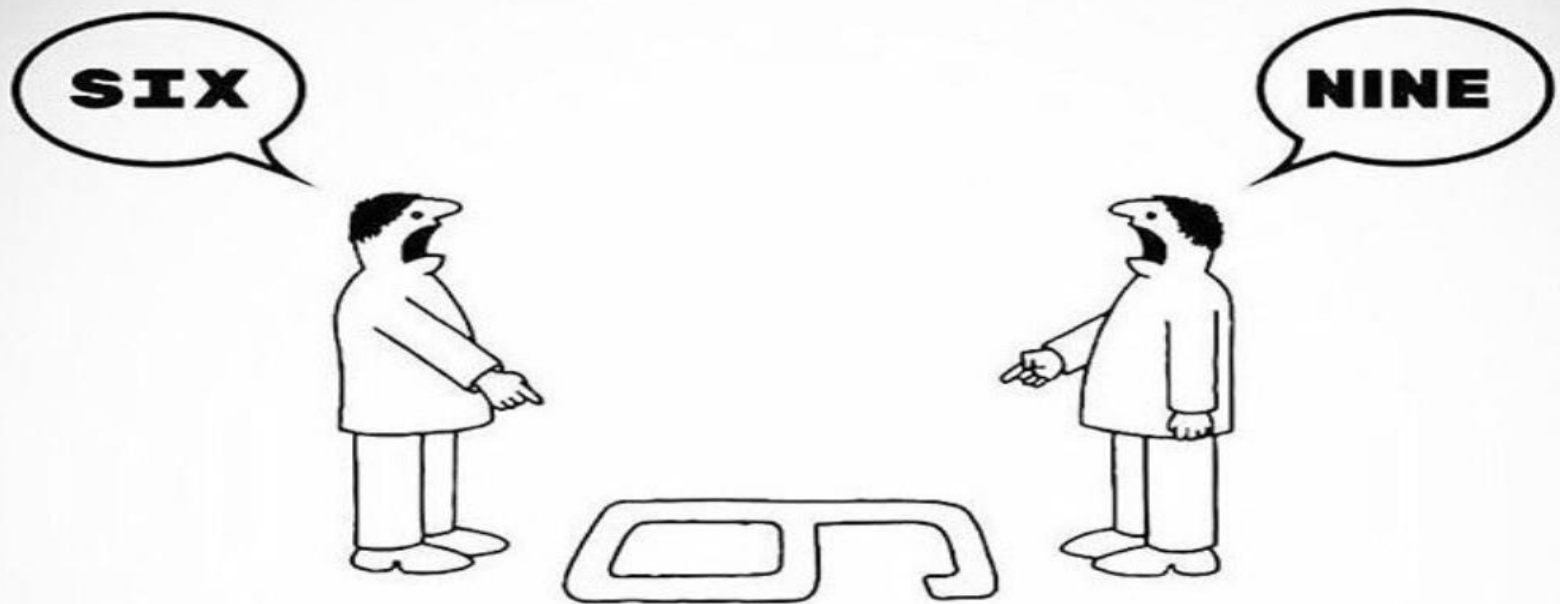


“In theory,
theory and
practice are the
same. In practice,
they are not.”

Albert Einstein



Theory into action - Acknowledging perspective



Just because you are right,
does not mean, I am wrong.



The 3 “P’s” of conflict management

- Prevention
- Perspective
- **Persuasion**



Three step assertive technique

1. *"I understand from your perspective you may; (think, believe, feel.....)"* - **fully** acknowledge their perspective
2. *"However based on **all the evidence**, I believe"* (your perspective)
3. *"Therefore I suggest you ..."* (your preferred "next step")

Repeat as necessary!



Constructive feedback

1. Ask for permission (even if you don't need to) – include positive “nod”.
2. State the thing you are not getting.
3. Express the “implications” of that - **why** it's a problem
4. State what you'd like to see instead
5. Ask for their ideas on HOW (**not if**) they are going to do that
6. Agree next (SMART) steps



Negotiation tools to resolve conflict

- Knowing and using your tradeables to negotiate
- Using the symmetry technique
- Packaging
- Practice



Tradeables

- What do you want in a negotiation?
- What can you “trade” with to get it?





Tradeables

- What do you have that is of high value to the other party?
- Remember, the value of the tradeable is determined by its “worth” to the other party – not its cost to you (and vice versa)
- Your best tradeables are the low cost/ high value one’s
- What are your best tradeables?



The symmetry technique

- Three magic words to “kick start” the negotiation process and avoid “discounting” or “giving away”

“*..as long as...*”



Peppers





Packaging





Packaging/ repackaging proposals



Exercise; putting it together

- Practice some of the techniques that would be most relevant to your scenarios
- Give your “partner” a mini brief to allow them to be your opposite number
- Use the techniques we covered to resolve the potential conflict



Techniques;

- Three step; *I understand, however I feel, therefore I suggest...*
- Offer a “tradeable” to get what you want using “*as long as..*”
- Repackage where necessary

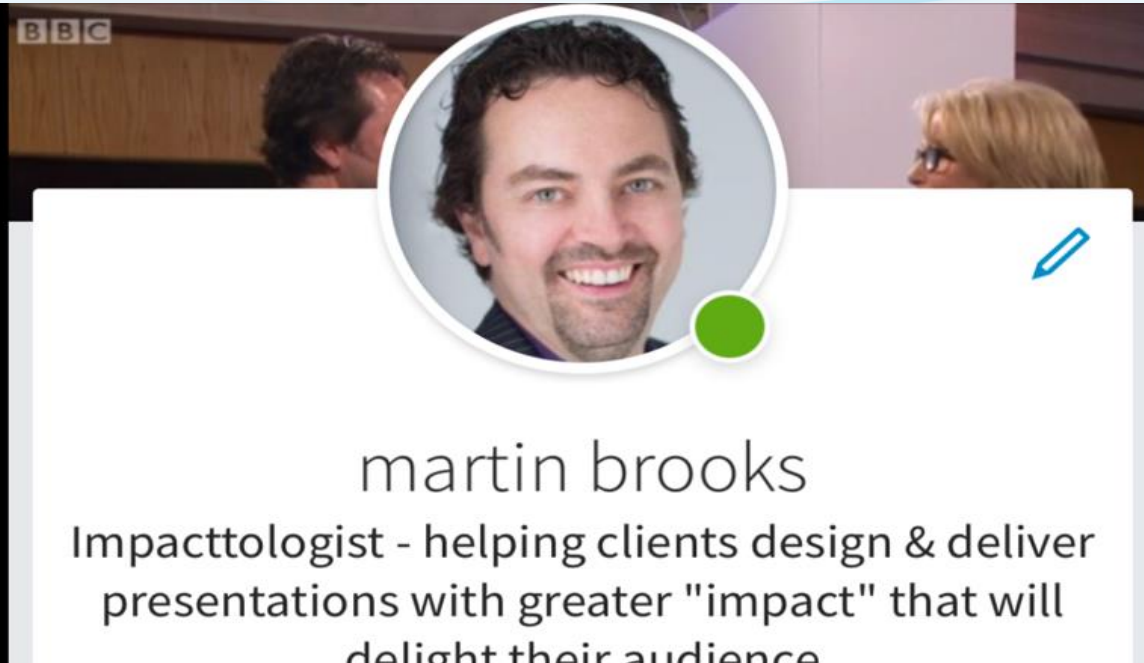


Key messages for conflict management

1. Prevention is better than cure, make all contracts as SMART as possible
2. Gather solid evidence to support your position
3. Open-mindedly explore the other person's perspective & evidence
4. Challenge the other side where appropriate based on your evidence and/ or negotiate to resolve the issue.

For any questions or feedback email me on;
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Martin Brooks, The Impacttologist®

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Conflict management & resolution

Thank you



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BBC



@Tomos_1

The M4 issue will drag on in the next Assembly #BBCWalesDebate

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