Extreme Environmental People Skills

Early Bird “B”

30th Annual Environmental Permitting Summer School
Tuesday, July 19, 2016
Kevin Hennessy, Esquire, Lewis Longman & Walker, P.A.
• Founding member and executive shareholder of LLW Tampa Bay office
• Over 25 years of experience working with complex environmental land use disputes

Nandra Weeks, Geosyntec Consultants
• More than 25 years of consulting experience with environmentally challenging projects
• Focuses on building bridges between colleagues, clients, regulatory agencies, and stakeholders in various situations

Alan Krischer, Holland & Knight
• Partner, land use group of H&K Miami office
• Over 20 years experience representing property owners in zoning and land use issues

Jessica Ireland, University of Florida
• Program Coordinator, Florida Natural Resources Leadership Institute
• Specializes in program management and environmental education and communications

Jonathan Dain, University of Florida
• Director, Florida Natural Resources Leadership Institute
• Specializes in collaborative approaches to addressing contentious natural resource issues
Course Theme

Developing collaborative decision-making skills and processes to create the greatest potential for reaching positive and sustainable solutions to complex environmental and land use disputes.
Objectives

Upon completion of this session, participants will be able to:

1. Understand collaborative decision-making.
2. View conflict as opportunity.
3. Apply tools for conflict management.
   a. Interpersonal skills
   b. Triangle of needs & interests
   c. Stakeholder analysis
<table>
<thead>
<tr>
<th>Time</th>
<th>Agenda</th>
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</thead>
<tbody>
<tr>
<td>1:00-1:25</td>
<td>Welcome, introductions, course overview</td>
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<tr>
<td>1:25-1:50</td>
<td>Positive and negative outcomes of conflict</td>
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<tr>
<td>1:50-2:30</td>
<td>Improving your interpersonal skills for successful negotiation</td>
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<tr>
<td>2:30-3:00</td>
<td>Stakeholders, positions, &amp; interests</td>
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<td>3:00-3:20</td>
<td>BREAK</td>
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<tr>
<td>3:20-3:50</td>
<td>Triangle of needs &amp; interests</td>
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<tr>
<td>3:50-4:50</td>
<td>Stakeholder analysis tool</td>
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<td>4:50-5:00</td>
<td>Conclusions/tying it all together/Q&amp;A}</td>
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Activity: Words associated with CONFLICT

• Think of a conflict you are involved in or aware of.
• What emotions does this conflict elicit (adjectives)?
Positive and negative outcomes of conflict

• The word conflict is inherently negative, but the outcome does not need to be.
• The aim of conflict management is:

To use conflict as an opportunity for mutual understanding, collaborative problem-solving, and innovative solutions.
Example: Positive outcome of conflict
Interpersonal Skills for *Effective* Negotiation

- Reducing misunderstanding
- Problem solving
- Decision making
- Assertiveness
- Dealing with difficult situations
- Effective verbal communication
- Listening
Improving YOUR Interpersonal Skills for Successful Negotiation
Emotions and Facial Expressions
“The most basic and powerful way to connect to another person is to listen. **Just listen.** Perhaps the most important thing we ever give each other is our attention.”

Rachel Naomi Ramen
DON’T TALK TOO MUCH!!!!
You Need to Listen...
OPPORTUNITIES YOU CAN MISS
*If You Talk Too Much*

- Building **rapport** and **trust**
- Uncovering the **needs** of stakeholders
KEY LISTENING SKILLS
CLEAR
Business Listening

Commit to listening - mind and body
Listen - tone/inflection/rate of speech
Evaluate - through your own experience
Acknowledge and paraphrase
Respond and test - question your understanding
“In the middle of difficulty lies opportunity. The important thing is not to stop questioning.”

Albert Einstein
WHY ASK QUESTIONS?

- Get **information**
- **Maintain control** of a conversation
- Express interest in another person
- **Explore** the personality & difficulties of another person
- To **encourage further thought**
- **Clarify** a point
- To **encourage participation**
THE ART OF ASKING GOOD QUESTIONS
The mark of a good conversationalist is not that you can talk a lot. The mark is that you can get others to talk a lot. Thus, good schmoozer’s are good listeners, not good talkers.

- Guy Kawasaki

We have two ears and one mouth so that we can listen twice as much as we speak.

- Epictetus
What is a Stakeholder?

• Can impact a situation or issue
• Can be impacted by a situation or issue
• Has special expertise or level of interest that leads to involvement.
Positions vs. Interests

**Position:**
WHAT I/we want or don’t want is...

**Interest:**
WHY I/we want or don’t want it is because...
Positions vs. Interests:
Camp Flying Eagle
Why are they acting this way?
Triangle of Needs & Interests

**Process**
How people want to be involved
*Process matters*

**Relationships**
How people want to be treated
*Relationships matter*

**Substance**
What people care about
*Substance matters*
Seek stakeholder input on preferred future land use options to focus future activities.

Seek out grants and other funding options.

Develop a Community Involvement Plan, including regular Stakeholder’s meetings.

Critical issues identified by the Gifford Community:
- Issue #1: Deserted Buildings & Cars
- Issue #2: Lack of Business Opportunity
- Issue #3: Lack of Housing Choices
- Issue #4: Neighborhood Lighting
- Issue #5: Crime (Safety, drug dealing)

Gifford Road Landfill

REDEVELOPMENT ALTERNATIVES
- Greenspace/Recreational
- Municipal Enhancements
- Commercial or Light Industrial

Path Forward
Advocacy & the Triangle of Needs & Interests
**Stakeholder Analysis Tool**

<table>
<thead>
<tr>
<th>ISSUES</th>
<th>DESCRIBE THE ISSUE/CONFLICT</th>
<th>STAKEHOLDERS INVOLVEMENT</th>
<th>POSITIONS</th>
<th>INTERESTS</th>
<th>HOW TO ENGAGE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Who should be involved and/or considered?</td>
<td>Who should be involved and/or considered? (Including you/your organization)</td>
<td>Why consider? • Stand to gain • Stand to lose • Decision-makers • Decision blockers • Provide needed expertise or perspective • Other</td>
<td>What do they want?</td>
<td>Why do they want it?</td>
<td>Why are they acting this way? Are the interests related to: 1. Substance 2. Process 3. Relationships</td>
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<td>Why consider? • Stand to gain • Stand to lose • Decision-makers • Decision blockers • Provide needed expertise or perspective • Other</td>
<td>What do they want?</td>
<td>Why do they want it?</td>
<td>Why don’t they want it?</td>
<td>Why are they acting this way? Are the interests related to: 1. Substance 2. Process 3. Relationships</td>
<td>Why are they acting this way?</td>
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Stakeholder Analysis Case Study: Vacation in Paradise!
Conclusions/tying it all together

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Challenge: what will you apply in your work?