

# *Creating a Safe and Healthy Environment for Neighborhood Councils*

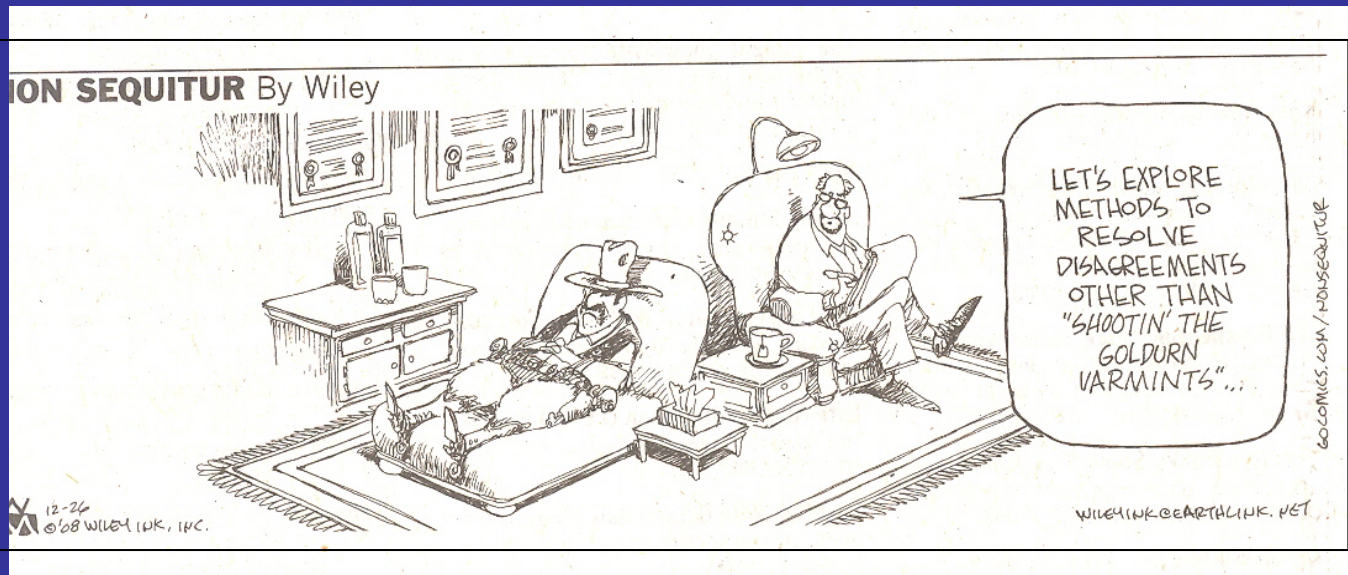
**Department of Neighborhood Empowerment  
Regional Roundtable and Training Day  
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# Why Do People Behave the Way They Do?

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*What is the easiest thing for a leader to do  
when two or more individuals are angry at or  
in conflict with each other?*



*What is the easiest thing to consider to do  
when two or more people are angry at or  
in conflict with each other?*

**NOTHING!**

# Difficult vs. Dangerous



# Types of Behavior That Could Pose a Risk of Violence

## LEVEL III: High Risk of Violence



- Specific verbal threat (intent + means to do harm)
- Physical altercation or assault upon another person
- Recurrent suicidal threats
- Brings weapon to the workplace
- Stalking

## LEVEL II: Moderate Risk of Violence



- Vague or veiled threats
- Verbalizes desire to hurt others
- Threatening or harassing phone calls or documents
- Physically intimidating behavior or body language
- Sabotage or damage to physical property
- Sees self as victimized (by organization or targeted individual)

## LEVEL I: Low Risk of Violence

- Challenging, bullying or intimidating statements
- Argumentative or belligerent
- Frequent profanity
- Noncompliance or refusal to cooperate
- Hostile or defiant attitude toward authority

# The "ANGER SPIRAL"



All people experience anger. Anger is a **signal** that something is wrong and it may be an appropriate response to a situation. However, **unmanaged anger can escalate** and spiral out of control into threatening or violent behavior. Most people do not explode without warning. Be alert for signs of tension build-up. Deal with the conflict or stressful situations **EARLY** - before anger escalates.

- ❑ See It Coming
- ❑ Calm Yourself
- ❑ Calm Other Person

# Defusing an Angry or Hostile Person

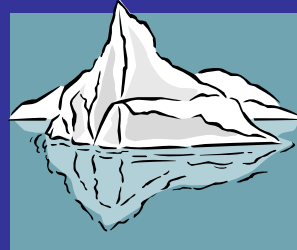
- ❑ Listen attentively and non-defensively.
- ❑ Show that you want to understand the person's point of view.
- ❑ Remain calm, respectful, emotionally neutral and non-judgmental. Don't minimize the person's problem.
- ❑ Slow yourself and the other person down. Time is on your side. Avoid temptation to act abruptly out of a sense of urgency.
- ❑ Don't interrupt, get into a power struggle or "take the bait"! Do not take the situation personally.
- ❑ Ask questions that require some logical thinking and allow the other person to look for solutions.





# Understanding Conflict

*Conflict is usually just a symptom of a larger underlying problem.*



- What is conflict?

**Individuals or groups are in conflict when:**

- (1) one or both parties are not obtaining what they need, want or expect and
- (2) they are actively seeking their own end goal.

- What things do people have conflict over?
- How do we usually deal with conflict?

*"Don't find fault: find a remedy."*

- Henry Ford

# Prevent Anger and Resentment Build-Up

C.A.L.M. ©

## A 4-Step Conflict Resolution Process

<b>Step 1: CONNECT</b>	<ul style="list-style-type: none"><li>• <i>"We both have a job to do."</i></li><li>• <i>"I want to work as an effective team. I want our work to go well."</i></li><li>• <i>"Would you be willing to discuss an issue that concerns me?"</i></li><li>• <i>"It's not easy for me to bring this up, but I'd like to talk with you about . . ."</i></li></ul>
<b>Step 2: ASSESS</b>	<ul style="list-style-type: none"><li>• <i>"What do you need/want/expect from <u>me</u>? What do you want me to <u>do</u>?"</i></li><li>• <i>"Here's what I need/want/expect from <u>you</u>. Here's what I want you to <u>do</u>."</i></li><li>• <i>"I'd like to hear your thinking on this issue."</i></li><li>• <i>"Could you explain your point of view?"</i></li></ul>
<b>Step 3: LISTEN</b>	<ul style="list-style-type: none"><li>• <i>"So your idea is that _____. Is that correct?"</i></li><li>• <i>"Let me see if I understand – do you mean _____?"</i></li><li>• <i>"Is there something I'm doing that is contributing to this situation?"</i></li></ul>
<b>Step 4: MEDIATE</b>	<ul style="list-style-type: none"><li>• <i>"How can we work this out?"</i></li><li>• <i>"What specific steps do each of us need to take?"</i></li><li>• <i>"What are possible solutions?"</i></li><li>• <i>"What do you think it will take to resolve this situation?"</i></li></ul>

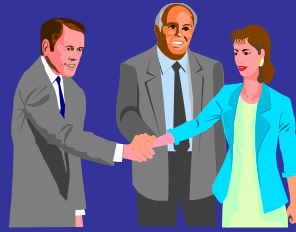
# How Do You Respond to Conflict?



## EXERCISE:

- 1) Describe a recent situation when you were in conflict with another person.
- 2) What was your reaction to this situation? What specifically did you do?
- 3) Did your actions:
  - A) AVOID the conflict?
  - B) ESCALATE the conflict?
  - C) RESOLVE the conflict?
- 4) What will you do differently next time you find yourself in conflict?

# Characteristics of an Effective Leader



- ✓ Courage
- ✓ Objective and non-judgmental
- ✓ Doesn't place blame
- ✓ Listens with empathy - Intent is to understand other person's perspective
- ✓ Focuses on behavior, not people
- ✓ Comfortable with disagreement
- ✓ Patient and flexible in searching for solutions
- ✓ Goal is to resolve conflict rather than defend your own position

# Individual Plan for Dealing with Conflict

*People can't fix things unless they know those things are broken.  
You've got to tell them.*

**Step 1:** Think of a person (at work or in your personal life) you need to deal with honestly and directly regarding a problem or an area of conflict.

**Step 2:** Write down what you could say in a clear, non-abusive, non-threatening way to initiate a dialogue. Use a sentence starting with "I" rather than "you".



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*Who benefits when workplace conflict is directly  
and constructively handled?*

*Who benefits when work conflict is directly  
and constructively managed?*

**EVERYONE**

# Leader's Role in Shaping the Neighborhood Council Environment:

## *What Skills Do You Need to Acquire for Your Interpersonal and Communication "Tool Kit"?*



- ✓ UNDERSTAND YOUR LEADERSHIP STYLE & YOUR IMPACT ON OTHERS
- ✓ COMMUNICATE CALMLY, ASSERTIVELY & NON-DEFENSIVELY
- ✓ DEAL WITH ANGER OR HOSTILITY EARLY BEFORE IT ESCALATES



## About Prince & Phelps Consultants:

Prince & Phelps Consultants (PPC) is a corporate training and management consulting company specializing in workplace violence prevention, conflict resolution, recognition and management of workplace substance abuse, trauma response and other related occupational health and safety issues. Mr. Prince and Dr. Phelps have worked as independent contractors both individually and in partnership since 1985.

During this time, they have consulted on more than 1,000 cases of threatening situations or acts of violence in the workplace. Their consultations have been in response to a wide array of situations ranging from intimidation, harassment and verbal threats to physical assaults, acts of sabotage, felony stalking, discharging firearms in the workplace and on-the-job homicide. Mr. Prince and Dr. Phelps have been primary responders to several incidents involving multiple homicides including the United States Post Office, Dana Point, CA (May, 1993), the City of Los Angeles Piper Technical Center (July, 1995), the United States Department of Agriculture, Port of Los Angeles (April, 1998), and the City of Los Angeles Bureau of Street Services (February, 2005). Consultation includes risk of violence assessment, participation on corporate threat assessment teams, supervisor coaching and ongoing assistance in case management.

Mr. Prince and Dr. Phelps have designed and conducted violence prevention training programs for numerous organizations, both in the private and public sector. They have trained over 30,000 managers, supervisors and employees in civil service organizations such as the City of Los Angeles, the U.S. Postal Service, the U.S. Department of Agriculture, and numerous Southern California municipalities on issues of workplace safety, threat management, and the prediction and prevention of workplace violence. They have provided briefings on this subject for the City of Los Angeles City Attorney's Office, the Civil Service Commission and the California District Attorneys Association. The PPC model is a dynamic approach that broadens the number of variables considered and that provides for ongoing assessment of a situation rather than relying solely on a point-in-time psychological assessment.

As well, Mr. Prince and Dr. Phelps have responded to over 200 occupational accidents and other traumatic events. In addition to incidents involving multiple homicides, fatal workplace electrocutions and explosions, severe burns, and armed robbery, PPC has provided services for organizational recovery to earthquakes, wildfires and community riots. PPC trauma services include management consultation on organizational recovery, group debriefings and individual counseling. PPC also provides training for managers, supervisors and emergency response teams to enhance organizational stability during traumatic events.

PPC also have extensive professional and public lecture experience, speaking on the topics of workplace violence prevention, occupational stress and trauma, and organizational disaster recovery. They have served as keynote and motivational speakers for national and international professional conferences and business gatherings. They have served as subject matter experts in the design and production of training videos regarding occupational trauma, substance abuse and dealing with difficult people. Television and radio networks have interviewed both Mr. Prince and Dr. Phelps and they have provided court testimony for their expertise on these topics.