

RESOLVE CONFLICT:

EVERYONE CAN WIN

Skill 5: Co-operative power

Extra study materials



CO-OPERATIVE POWER

Using power wisely Manipulation or Influence

Power dynamics underly many of our relationships. They rise to the surface during conflict, often dictating the outcomes. The ability to sway decisions comes from many power sources: the value placed on the relationship, relative expertise, position or status and personal power, to name just a few.

Conflicts resolve as each side does what they can to persuade the other. That's natural. But power is often misused and the line between legitimate influence and inappropriate manipulation has been crossed. The other person feels tricked, used, or stood over. True, the distinctions are sometimes blurred. But as we aim for co-operative power, power 'with' the other person, we aim to influence with integrity and avoid manipulation and intimidation.

Manipulated?

People feel tricked.

Outcomes favour the manipulator often at the expense of another.

Motives and process disguised

Input from others discouraged or ignored

Information presented is biased

Needs and concerns of others less considered

Promotes less commitment to making the solution work

Coerced decisions

Tends to stunt relationships.

Or influenced?

People feel persuaded.

Outcomes favour others as well as the influencer.

Motives and process open

Input from others encouraged and valued

Information presented is balanced.

Needs and concerns of others carefully considered

Promotes greater commitment to making the solution work

Consensus decisions

Tends to build relationships

Relative power is a fact. We need to use it wisely.



CO-OPERATIVE POWER

Power Game Triangle

Persecuting, Rescuing and being Victim are entrapping behaviours that can keep us stuck, replaying learnt behaviours from our past. They place a heavy burden on our personal power. We diminish ourselves when we're addicted to one or more of these roles. Getting free starts by noticing the problem. Where do you see it?

Do you or does someone you know get caught up in one of these? What goes wrong then?

Persecuting

"It's your fault!"

Uses rewards and punishments

Puts others down

Often wins in the short term

Bulldozes

Often alienates others

Who?

The result?

Rescuing

"They need my help."

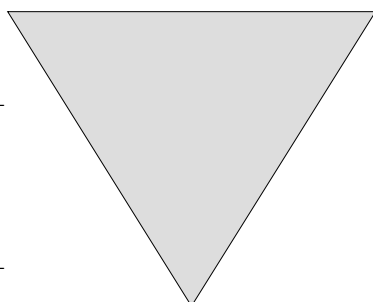
Solves problems for others,
helping too much and too
frequently

Deny their own needs

Acts as a buffer between
persecutors and victims

Who?

The result?



Playing Victim

"I need someone else to fix things
for me."

Focus on how bad and hopeless
it all is

Stays stuck in inappropriate
situations and acts helpless

Who?

The result?



CO-OPERATIVE POWER

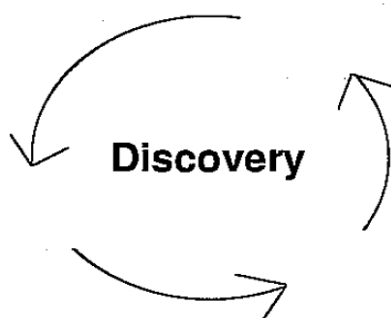
Transforming the Power Game Triangle

We can transform the power game triangle into a circle of discovery. We might consult, coach or focus on changing what we can change now. We might explain, mentor, or take responsibility. We're flexible and adjust our response to what's needed here.

Persecuting → Consulting

(add your own word) _____

Include others in open and more flexible decision-making
Express your own needs and concerns assertively, not aggressively
Listen to others to find out their needs
Respect everyone's needs
Incorporate as many as viable
Offer constructive feedback
Reduce blame and criticism
Encourage sharing of expertise
Provide enough information for informed decisions



Rescuing → Facilitating

(add your own word) _____

Ask questions to check how much help is appropriate
Distinguish between times when someone needs your help and times when you should step back
Clarify your own needs and concerns
State your needs assertively
Assist those playing persecutor and victim to listen to each other
Discuss consequences of persisting with current behaviours
Help others develop strategies for their own effective problem-solving

Playing Victim → Taking Responsibility

(add your own word) _____

Avoid blaming others and circumstances
Seek appropriate support, information, skills and assistance
Reduce demands on others
State assertively your own intentions and perspectives
Clarify and state your own needs
Find out and acknowledge others' needs too
Check your motivation: 'Am I willing to fix the problem?'
Choose and act upon a realistic option

What do you choose to do more of? _____



CO-OPERATIVE POWER

Building your personal power

Aim for co-operative power where you feel powerful and you support others being powerful too. 'Power with' relies on the personal power of each person in the relationship.

So how can you strengthen your personal power?

- **Generalise from positive experiences** – 'I completed that task without a hitch. I can complete tasks successfully.'
- **Form a loving relationship with yourself.** Be your own best friend. Keep plugging away against self-destructive tendencies, even after a fall from grace.
- **Catch yourself on negative self-talk, and nip it in the bud.** It's unhelpful to you and does not take you forward.
- If you know you **SHOULD** do something and you probably will, **CHOOSE** to do it instead – and remind yourself of the good reason.
- **See your life as a continual process of growth and development.** This positive mindset adds meaning and direction to sustain you.
- **Everything and everyone is on your side, if you decide to view them that way.** Everything can be seen as a splendid chance to learn and improve, even the bad bits, the failures and disappointments! When it's got you down, reframe the experience.
- **Build your own competencies.** Take a course. Develop a new skill. Learn that computer program.
- **Set yourself big goals and take small steps.** What would you love to achieve? What can you do towards it this week, next week, next month? Plan!
- **Really taking in praise, it feels good!** Just say: 'Thank you!' and don't deflect it. It can be a great healer. Honest praise is a gift. Don't turn it down.
- **Grow your personal power on inclusiveness.** Respect the input of others. Find new ways to promote a positive climate of mutual co-operation.



CO-OPERATIVE POWER

Recommended

Books

Influencing with Integrity: *Management skills for communication and negotiation* by Genie Z. Laborde

Primal Leadership: Realising the power of emotional intelligence by Daniel Goleman, Richard Boyatzis and Annie McKee.

Resonant Leadership: *Renewing Yourself and Connecting with Others Through Mindfulness, Hope and Compassion* by Richard Boyatzis and Annie McKee.

The Coaching Habit: *Say Less, Ask More & Change the Way You Lead Forever* by Michael Bungay Stanier

The Fifth Discipline: *The Art & Practice of The Learning Organization* by Peter M Senge

YouTube

[Your body language may shape who you are](#) Amy Cuddy TED Talk

