



BAY AREA
AIR QUALITY
MANAGEMENT
DISTRICT

AGENDA: 4

Environmental Justice Training Module: Partnerships and Power Sharing

**Board of Directors Meeting
February 2, 2022**

**Veronica Eady
Senior Deputy Executive Officer
of Policy & Equity**

Definition of Conflict



“Conflict is any situation where your concerns or desires differ from another person’s.”

Thomas and Kilmann (1974)

Elements of Conflict



All conflicts are:

- perceived by the senses
- manifested through body language and kinesthetic sensations
- embodied and given meaning by thoughts and ideas
- steeped in intense emotions, made conscious through awareness

And:

- may then be resolved by conversations and experiences
- develop into character
- nurture a capacity for openness and trust
- and contribute to learning and an ability to change.

Biological Elements of Conflict



The brain is awash in chemicals, hormones and neurotransmitters that accentuate or dampen its responses and influence its organization and operations. With regard to conflict, the following compounds seem to be most active:

- Adrenalin
- Testosterone
- Oxytocin
- Estrogen
- Endorphins
- Dopamine
- Serotonin
- Phenylethylaline
- Vasopressin

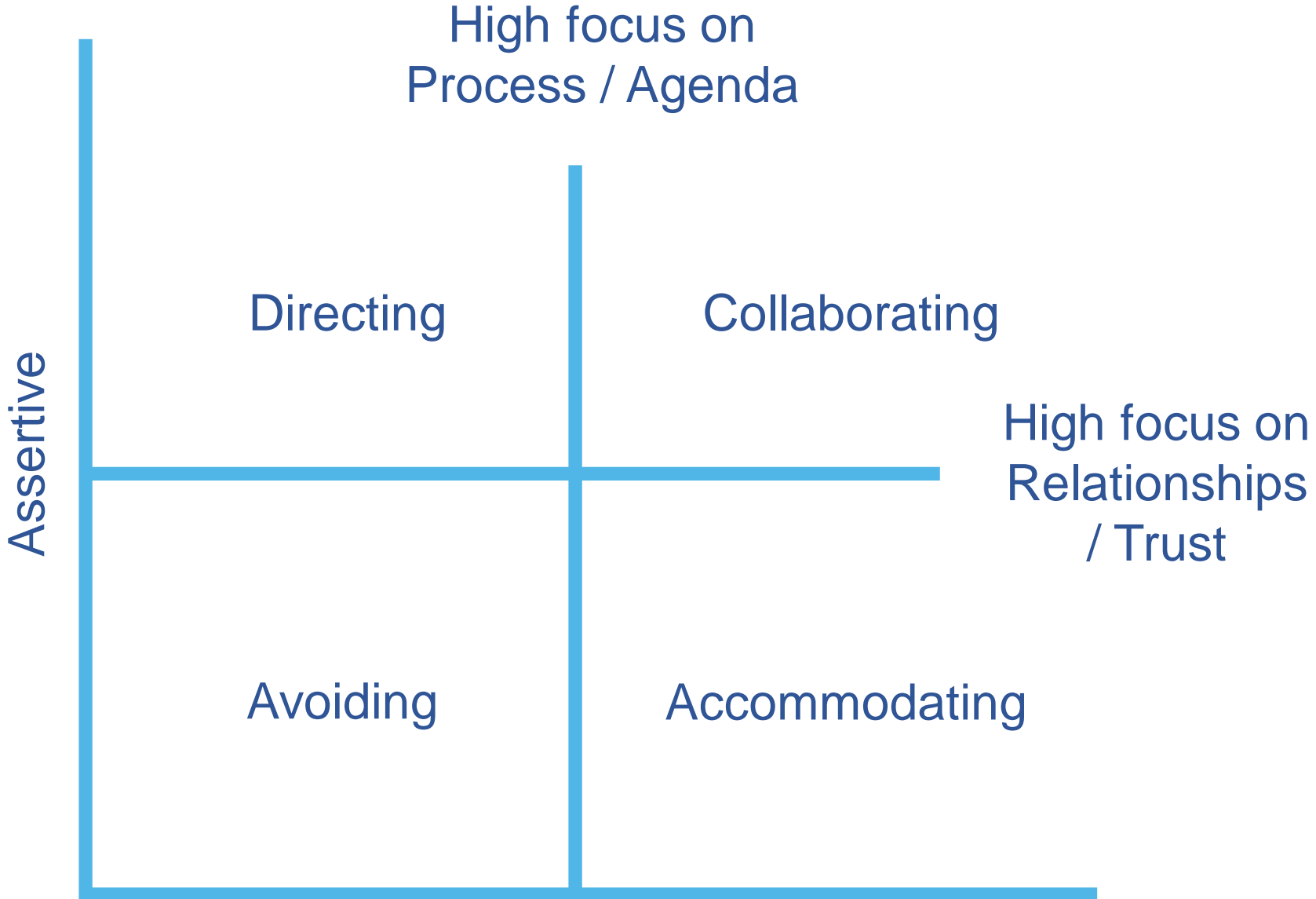
Dual Pathways in Conflict



The “**fight or flight**” response is a physiological reaction from the release of adrenaline hormone that occurs in response to a perceived harmful event, attack, or threat to survival.

The physical basis for collaboration, altruism, trust, forgiveness, and interest-based conflict resolution techniques, has been clearly identified with the “**tend and befriend**” hormone oxytocin.

Dual Pathways in Conflict



High focus on
Process / Agenda

Directing

Collaborating

High focus on
Relationships
/ Trust

Avoiding

Accommodating

Cooperative

Collaboration and Conflict Through Process and Relationships



The Challenge



How do we overcome evolutionary instincts towards “fight or flight” and foster a culture at the Air District that cultivates “tend and befriend” approaches to our work?

Keynote Presentation



Understanding your conflict resolution style to navigate conflict

Sarah Rubin

Chief Outreach and Engagement Advisor
Department of Conservation



The logo for the California Geological Survey (CGS) is located in the top-left corner of the slide. It consists of the letters "CGS" in a bold, white, sans-serif font, set against a background of a rocky, desert landscape with a blue sky.

CGS

The logo for the Department of Land Resources Planning (DLRP) is located in the top-right corner of the slide. It consists of the letters "DLRP" in a bold, white, sans-serif font, set against a background of a green agricultural field with rows of crops.

DLRP

Navigating Conflict through Collaborative Partnerships

February 2, 2022 | BAAQMD

Sarah Rubin

Chief Outreach and Engagement Advisor
California Department of Conservation

The logo for the Department of Mineral Resources (DMR) is located in the bottom-left corner of the slide. It consists of the letters "DMR" in a bold, white, sans-serif font, set against a background of a rocky, desert landscape with green vegetation.

DMR

The logo for the California Geological Energy Monitor (CalGEM) is located in the bottom-right corner of the slide. It consists of the letters "CalGEM" in a bold, white, sans-serif font, set against a background of a rocky, desert landscape with a blue sky.

CalGEM

This Morning



- **Managing Conflict**

- Conflict is normal, it's how you manage it

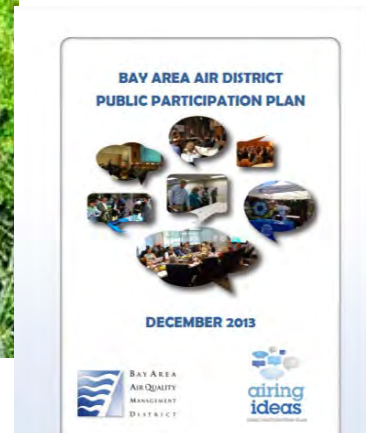
- **Introduction to Tools for Success**

- Neurobiology / Brain science
- Understanding Your Own Conflict Style
- Practical Tips

Challenging Situations

- Colleagues/ staff/ public

Sarah's work with the air district began in 2000



**California
Department of
Conservation**



What do we think of when we think of public engagement?



Conflict

Conflict is normal.
Conflict is hard.

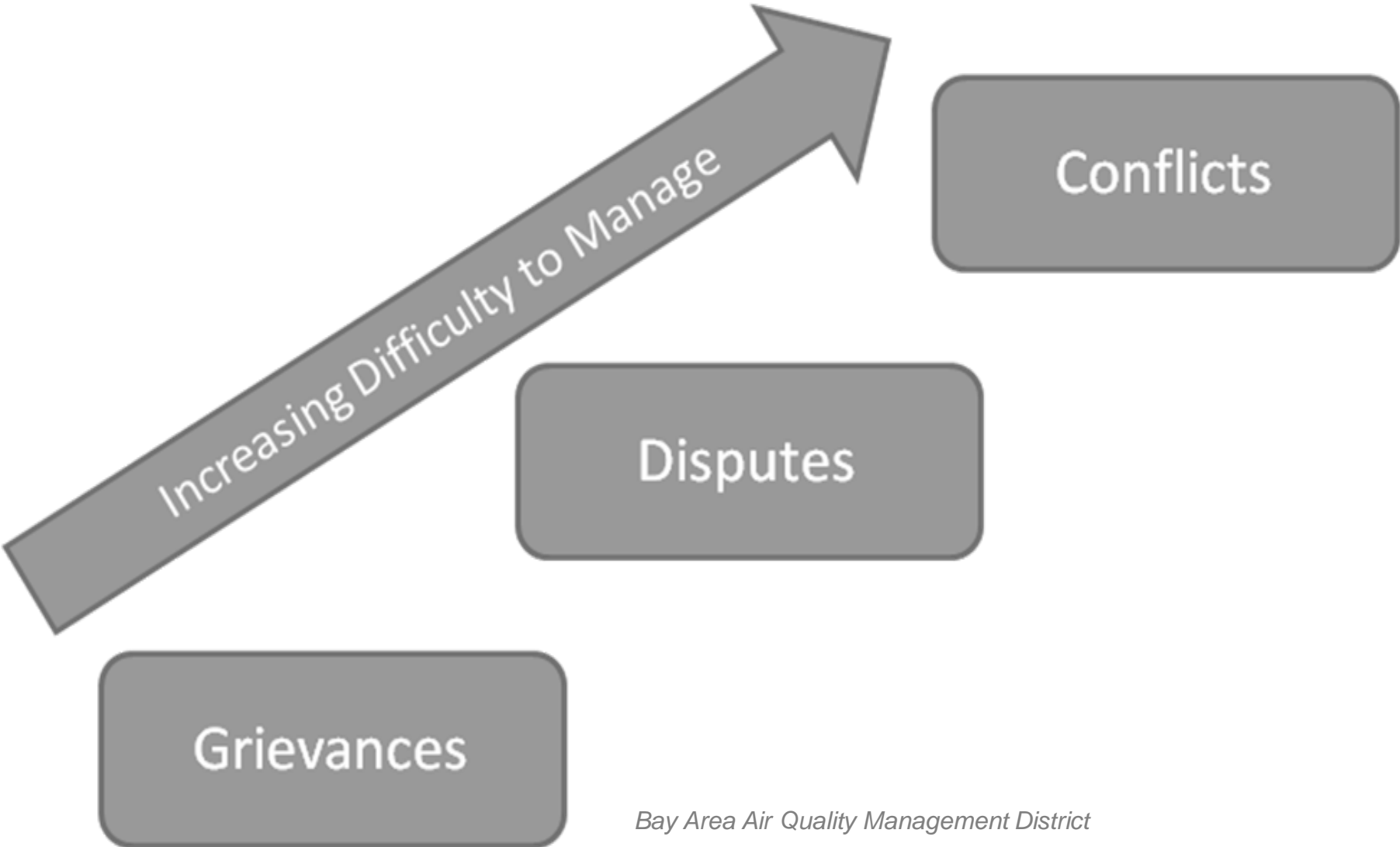
Without conflict, the status quo remains. In other words, avoiding it prevents you from growing and the relationship from moving forward.

“Is this a problem we can ‘solve,’ or is it an ongoing polarity we must manage well?”

- Barry Johnson, Polarity Management



Escalation Increases Complexity and Cost of Conflict



Conflict management and collaborative partnerships

Five Skills & Tips for Success



Conflict Style Self Test

Tip for Success #1:
Understand Your
Own Conflict Style

Thomas-Kilmann Conflict Mode
Instrument

(Sterling Forst, NY: Xicom, 1977)

<https://www.usip.org/public-education/students/conflict-styles-assessment>

Discussion

What surprised you about your own results?
How might this knowledge help you to gauge other folks' styles?





Use Knowledge of Your Own Conflict Style Strategically

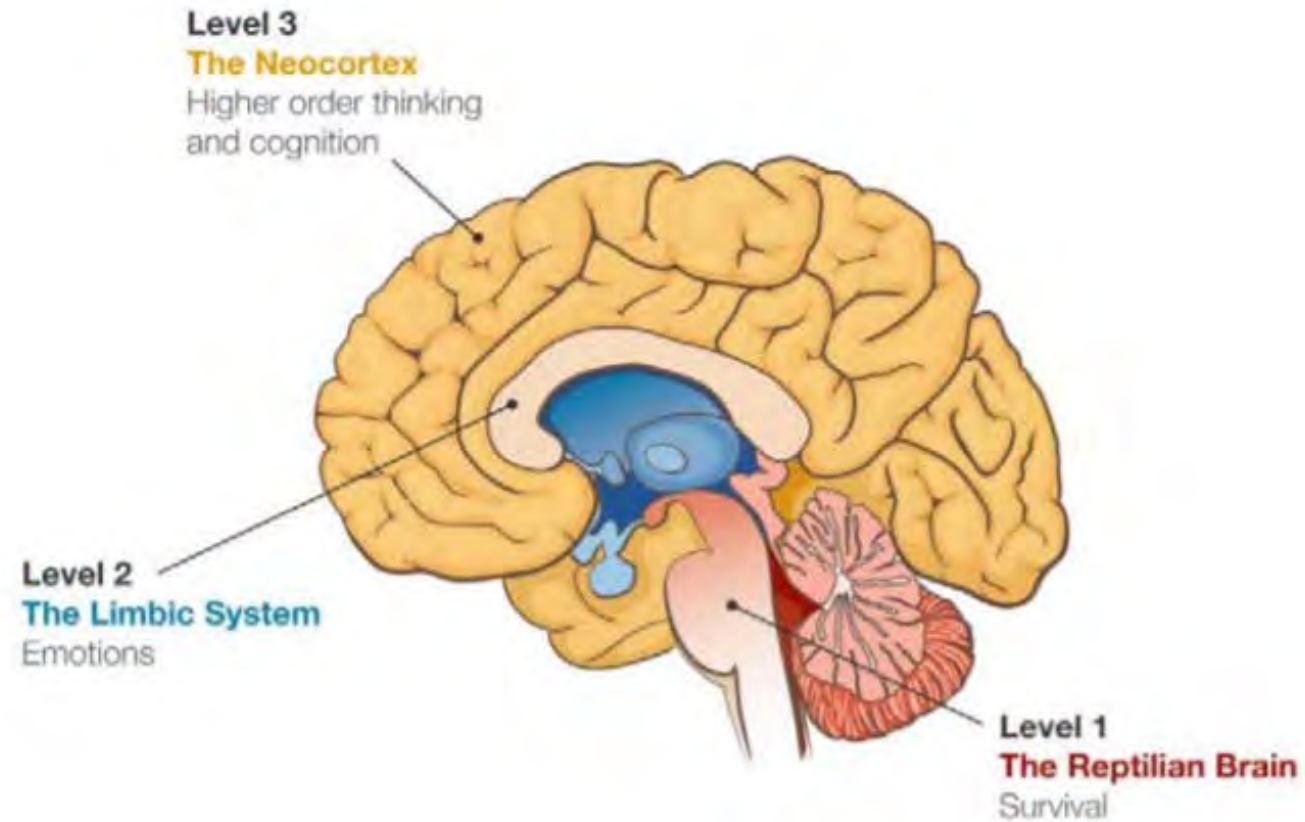


Tip for Success #2:
Ponder How Others
Experience Your Agency

Why government led engagement often doesn't work

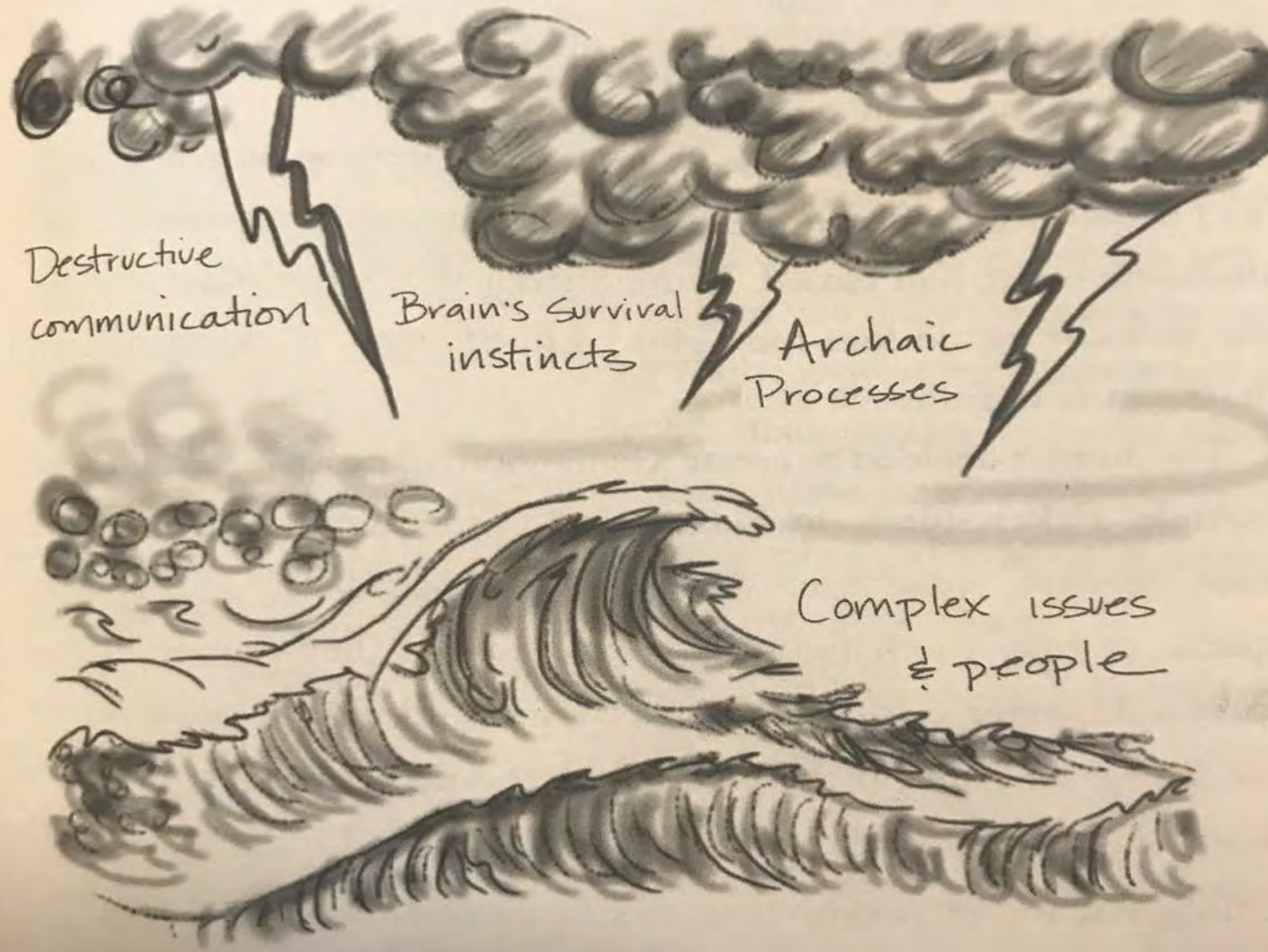
Some answers from neurobiology or 'brain science'

Brain Science



Lack, J. & Bogacz, F., 2012: [“The Neurophysiology of ADR and Process Design: A New Approach to Conflict Prevention and Resolution?”](#) *Cardozo J. Conflict Resol.*, 4(Summer), pp.33–80.

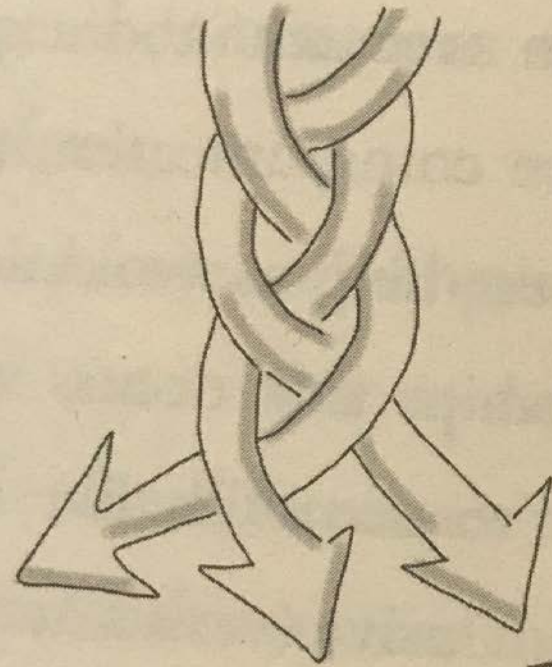
Four Forces Creating a Perfectly Human Storm



Source: Talk Matters!
by Mary Galinas

Three Bodies of Knowledge

Brain science & mindfulness



Effective
communication skills

Innovative
conversational forms

Typical meeting set up...



Our brains ...

Like certainty & dislike unpredictability

Our brain tells us to be:

- More sensitive to danger/ fear than reward/ pleasure
- Seek safe/ comfortable status positions at all times
- Seek/ relate to 'in group' but not out group
- React negatively to unfair behavior
- Motivated by autonomy – don't like to be forced to behave a certain way

Sources: Lack, J. & Bogacz, F. and Galinas, M.

Collaborative Partnerships

A serene landscape featuring a calm body of water reflecting the sky, surrounded by lush green vegetation and yellow wildflowers in the foreground. The water is still, mirroring the soft light of the sky. The foreground is dominated by vibrant green plants and clusters of bright yellow wildflowers. The background shows a line of trees under a pale, overcast sky.

Tip for Success #3: Build authentic partnerships

Partnerships - Why

Extend the agency's education and outreach capacities so more residents are aware and informed

Balance the most involved advocates with perspectives representing more of the community

Reduce misperceptions and mistrust, and reduce contentiousness

Identify broader community-based resources and recommendations

Develop communication channels for keeping people informed over time

Enhance the cultural competency of engagement plans

Reach people emotionally as well as physically

Reference: CA-ILG's Partnering with Community-Based Organizations for More Broad-Based Public Engagement

Successful Partnerships Need the Right Conditions

Adequate advance dialogue

- determine the mutual interests of the partnership

Agency's decision-makers are on board

- and committed to the intended outcome of the partnership.

Authentic request

- for community input that will be seriously considered in the decision-making process.

Mutual respect

- for what each party brings. (ex. attitudinal barriers)

Clearly defined roles and expectations

- For both the agency and community partner

Communication

- The agency is prepared to support the information and communication needs of the broader cross section of the public

Tip for Success #4:
Listen Respectfully

Dialogue & High Emotions



High Emotion Speaking and Listening



Understand physiological reactions

Invite the other person to share their issues

Breathe deeply

Listen to the other person until they are done speaking

Take stock of the situation –what is going on for you?

Acknowledge the others strong feelings (verbally or non-verbally)

Address the current issue calmly

Create a safe space or time to talk it through

Disagreeing Respectfully

Listen carefully
and actively

Ask person how
they came to
their viewpoint or
decision

Tell person that
you disagree
with them

Clearly, directly,
and calmly tell
them your point

Succinctly tell
them the reason
for your point

Thank them for
listening

Tool: Scenario Planning

Ideal

Likely/
Status Quo

Worst Case



Tip for Success #5:
Learn From Each
Other

Your Wisdom Matters

Wrap Up

Department of Conservation



Traditionally, DOC divisions focused solely on their area of responsibilities.

Today, DOC is using a new framework to connect and unify divisions around four themes of natural and working lands.

The framework enables **DOC's collective expertise** to help address California's resource challenges and opportunities.

Governor's
Water Resiliency
Portfolio and
California
Water Plan

WATERSHED MANAGEMENT

Reinforcing the stewardship of California's watersheds to protect environmental and economic sustainability.



California
State Hazard
Mitigation
Plan

HAZARDS MANAGEMENT

Reduce the risk of hazards and mitigate their harmful effects on California communities.



CHALLENGES
AND
OPPORTUNITIES
FOR
CALIFORNIA

SUSTAINABLE ECONOMIC DEVELOPMENT

Leverage California's natural assets to support sustainable economic growth in rural and urban communities.



Community
Economic
Resiliency
Fund

CO₂

CARBON MANAGEMENT

Advance California's drive to carbon neutrality through the use of natural and working lands.

Governor's
Climate
Change
Initiatives

The Department of Conservation uses a four-pillar **framework** to align its work with the Governor's climate and natural resource goals.

These pillars illustrate how **DOC supports** partners inside and outside state government.

The pillars also provide a means for **identifying future work** within DOC and with partners.

DOC's Carbon Management

Helping local communities use the vestiges of our past, to fight climate change in the future.

WILDFIRE RISK
REDUCTION PLANNING

BIOMASS CONVERSION
TO CARBON NEGATIVE
ENERGY SOURCE

MINING LANDS
RECLAMATION

CONSERVING LAND TO
SUPPORT SUSTAINABLE
GROWTH AND CO2 STORAGE

GEOHERMAL ENERGY
PRODUCTION

OIL WELL
MONITORING
AND
EMISSION
REDUCTION

CLIMATE
CHANGE
INITIATIVES

Carbon Management

DOC enhances the capacity of natural and working lands to help California achieve carbon neutrality by 2045.



THANK YOU

Contact: Sarah Rubin, Chief Outreach and Engagement Advisor

Sarah.Rubin@conservation.ca.gov

916-214-5731 (cell)

The listening Project



THE LISTENING PROJECT

A Community-Driven
Project of the Richmond Progressive Alliance



The Listening Project

A Project of the RPA

OUR WORK

In support of a transition away from fossil fuels in the City of Richmond, the Richmond Progressive Alliance (the RPA) is undertaking a community-engagement process we're calling a "listening project" (the Listening Project). The goal of the Listening Project is to better understand the concerns and needs of Richmond communities that have historically suffered the greatest harm from generations of fossil fuel operations in our City.

The Listening Project A Project of the RPA

OUR PROCESS

LISTEN

To the MOST harmed
by fossil fuel
operations in
Richmond

EDUCATE

To DISPEL myths
created by Chevron's
rhetoric that is
embedded in our city

ENGAGE

To build RELATIONAL
POWER and a
community-driven
campaign

ACTIVE

To MOBILIZE the
community with a
campaign towards a
fossil free Richmond

The Listening Project Podcast Teaser

