L05: Civil Discourse in the Face of Incivility: Leading to a Successful Resolution of Community Conflict

Trainer:
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Civil Discourse in the Face of Incivility
Leading to a Successful Resolution of Community Conflict

Experiential Learning Model

What is Leadership?

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Tomorrow will be Challenging

... and I mean challenging ...

The Future of Leadership

↑ Shift in thinking reflective

↑ Shift in strategy authentic

↑ Shift in tools adaptive

What Do You See?
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The Five Powers

- The Power of Imagination
- The Power of Voice
- The Power Commitment
- The Power of Change & Transition
- The Power of Teamwork

Video: Pay it Forward

- Grow the art of thinking
- Create a picture of what could be
- Believe positive change can be achieved
- Turn ideas into action

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The Power of Imagination

• Engage in active listening
• Employ Covey’s fifth habit
• Share information
• Communicate information clearly

The Power of Voice
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Your Brightest Ideas

The Power of Voice
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The Power of Commitment

- Ask if it is good for constituents
- Relate each issue to Corps Values
- Have a decision making process
- Think through the process

"Commitment is what transforms a promise into reality . . . Commitment is the stuff character is made of. The power to change the face of things. It is the daily triumph of integrity over skepticism. Until one is committed, there is hesitancy, the chance to draw back, always ineffectiveness. Concerning all acts of initiative (and creation) there is one elementary truth, the ignorance of which kills countless ideas and splendid plans: the moment one definitely commits oneself, then providence moves too."

W. N. Murray
The Scottish Himalayan Expedition

The Power of Commitment

The Power of Commitment

The Power of Commitment

The Power of Commitment

Your Brightest Ideas

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The Power of Change & Transition

- Change happens
- Anticipate change
- Monitor change
- Adapt to change quickly

The Power of Change & Transition

The Power of Change & Transition

Change / Transition

Situation Psychological

Ending Neutral Zone New Beginning

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Video

The Power of Teamwork

• Conduct an orchestra of talented people
• Engage others in the process
• Allow more than one voice to be heard
• Remember that no one has to lose for you to win

The Power of Teamwork

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Applying the Five Powers

- Public
- Private
- Imagination
- Voice
- Commitment
- Change & Transition
- Teamwork
- Solution
- Success
- End goal
- Getting it done

One Community's Story

Looking Back: June 9, 1972
Heavy rains caused massive flooding of Rapid Creek, killing 238 people and destroying more than $100 million in property

Divisive Times

After the Flood
Some in the community wanted to start a civic improvements program which would include the creation of a greenway, a civic center, an airport terminal, a city/school administration building. Others said, “NIMBY.”

As is the case in divisive times, Rapid City citizens were in conflict. They disagreed about the need to create an economic enhancement program, how to fund it, and, if approved, what the projects should be.
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The Power of Imagination

In 1992 Rapid City created a twenty-year strategic plan
• Move forward with a long-term vision
• Improve the quality of life in Rapid City
• Provide for economic development

The Power of Voice

The community is encouraged to participate
• Proposals are requested every five years
• Three committees hold public hearings and review proposals
• Community is encouraged to submit proposals, submit application to serve on committees, and attend hearings

The Power of Commitment

Both the Rapid City community and city leaders are committed to Vision 2012
• Time to the process
• Talents to develop a project / plan
• Tax dollars
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The Power of Change & Transition

Each cycle of Vision 2012 signals change & transition
- Changes in existing programs and creation of new programs
- Ideas turned into reality as Council membership and policies change
- Address the needs of the community as its priorities and needs change

The Power of Teamwork

Vision 2012 is not the creation of a single person—it is the creation of the Rapid City community
- Private citizens participate in the process
- Local organizations participate in the process
- Community leaders / elected leaders participate in the process

Vision 2012 Projects

Canyon Lake Park
$2,220,000

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Vision 2012 Projects

- Roosevelt Park Pool Complex
  $10,300,000
- Roosevelt Park Ice Arena
  $5,000,000

Vision 2012 Projects

- Journey Museum
  $10,400,000

Vision 2012 Projects

- Sioux Park Tennis Courts
  $600,000
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Vision 2012 Projects

Rapid City Visitors Center
$2,758,340

Vision 2012 Projects

YMCA Gymnasium
$800,000

Vision 2012 Projects

Catron Boulevard / Southwest Connector
$4,500,000
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Vision 2012 Projects

Rapid City Public Library
$2,773,000

Vision 2012 Projects

South & West Middle Schools Gyms / Community Centers
$3,300,000

Vision 2012 Projects

Fire Station #6
$1,086,500
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**Vision 2012 Projects**

- YFS/Girls Inc.
  - $3,000,000

- Boy’s Club Gym
  - $1,000,000

- Public Safety Building
  - $1,250,000

- Skyline Drive Wilderness Area
  - $737,000

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**Vision 2012 Projects**

- **Dahl Education Complex**
  - Total Cost: $3,500,000

- **Kansas City Street**
  - Total Cost: $1,351,290

- **Main Street Square**
  - Total Cost: $3,500,000
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**Vision 2012 Projects**

Main Street Square
$3,500,000

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**Vision 2012 Projects**

Main Street Square
$3,500,000

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**Vision 2012 Projects**

Civic Center Arena Expansion
$25,700,000

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Case Study

Public Private

Imagination Voice Commitment Change & Transition Teamwork

Mess

Solution Success End goal Getting it done

Video: Leadership

Experiential Learning Model

Experience “Do it!”

Apply “Now what?”

Share “What happened?”

Generalize “So what?”

“What’s important?”
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What We Learned Today

- Situation: divisive behavior
- Continuation: on-going application
- Model: the Five Powers
- Answers: shared decision making
- End the Affirmation: the new leadership

Resources

Books
- Leadership and Self Deception by The Arbinger Institute
- The Future of Leadership by Bennis, Cummings, & Spritizer
- Transitions & Managing Transitions by William Bridges
- 7 Habits of Highly Effective People by Stephen Covey
- The Sneetches & other books by Theodor Geisel (Dr. Seuss)
- Poke the Box by Seth Godin
- A Team of Rivals by Doris Kearns Goodwin
- Think and Grow Rich by Napoleon Hill
- Making Ethical Decisions by Michael Josephson
- Mode Awakenings: Overcoming the Civility Crisis in the Workplace by Giovinella Gonthier

Movies/Videos
- Pay It Forward
- Priorities for Life, Dr. Robert Cooper
- Moving It Up in the Village Square, Liz joyner from TEDx FSU
- TED Talks

Your Brightest Ideas