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The 3 Rs

RESPECT, RECOGNITION, RELATEDNESS
Essentials in Conflict Resolution.

Truida Prekel   with Helen Andrews and Lu-Marie Sobey

The 3 Rs & links to SynNovation

The 3 Rs – Respect, Recognition and Relatedness – are essential to establish a climate of trust and open-mindedness to enable creative approaches to resolve conflict. The 3 Rs are also very close to the African Ubuntu culture.

Since the late 1950s Synectics has developed concepts, tools & techniques that enable innovation and are also very effective in conflict resolution. SynNovation has adapted and used these in South Africa since 1996.

This approach offers practical processes and ways to create a positive climate to enable constructive collaboration – and identifies behaviours that could help or hinder.

The positive behaviours also resonate well with other concepts, and provide practical tools and ground rules to combine and implement these insights for creative conflict resolution:

- Thoughtful & Responsive, Transformational leadership, rather than Forceful & Directive, or Transactional leadership
- Emotional, Social & Cultural intelligence – very similar to the "positive behaviours"
- Generative or Degenerative Power, and Generative or Degenerative Love (Kahane).
- Recent findings in neuroscience, that suggest ways to deal with Threat and Reward responses to social interactions (the SCARF Model – Rock)
- Ways to create a climate in which groups function well when working on solutions.
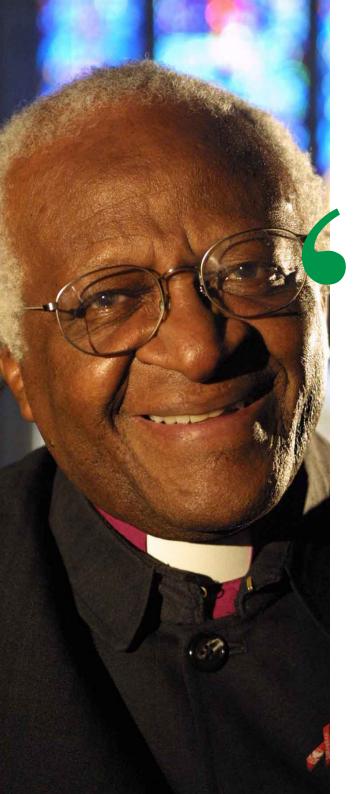
RESPECT

" Respect in the way we treat both ourselves, and others. This means knowing our own value, having a healthy self-esteem, and also treating others with respect, showing appreciation when appropriate, in order to also help to strengthen the other's self-esteem. In particular, we need to control the tendency many people have to put people down or "discount" others. "

RECOGNITION

" Recognition means the acceptance of the other and their interests and values, even if they are opposite to yours. Our job is not to preach or to convert them, but to be comfortable in the same space. "

Community facilitator
Ishmael Mkhabela

RELATEDNESS

"A person with **ubuntu** is open and available to others, affirming of others, does not feel threatened that others are able and good, for he or she has a proper self-assurance that comes from knowing that he or she belongs in a greater whole, and is diminished when others are humiliated or diminished, when others are tortured or oppressed."

Desmond Tutu, 1999

Negative Behaviours
REDUCE CHANCES OF SUCCESS

- Blame
- Name-call
- Make fun of
- Set up win-lose
- Be competitive

- Be pessimistic
- Preach or moralise
- Be judgemental
- Disapprove
- Be critical
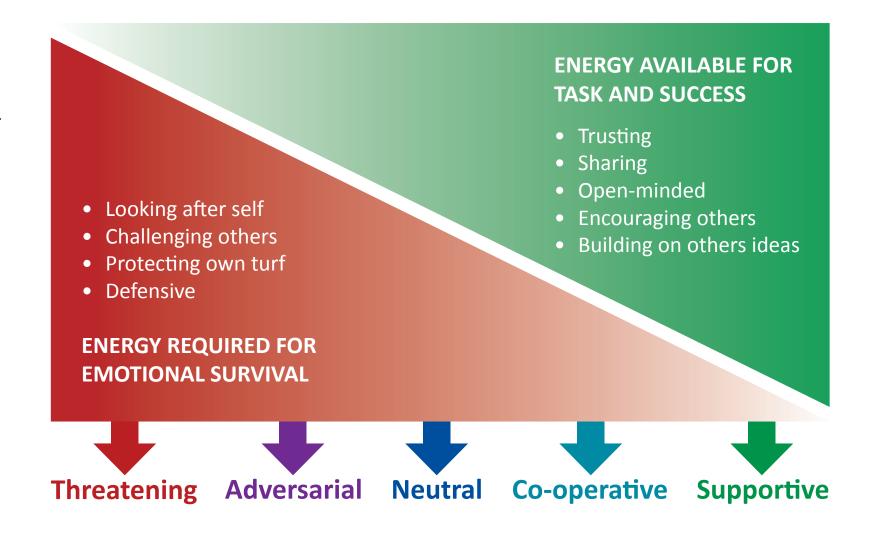
- Inattention
- Don't join
- Don't listen
- Act distantly
- Disinterested
- Use silence against

- Be dominant
- Order or direct
- Threaten / warn
- Command
- Demand

- Take ball away from
- Get angry
- Pull rank
- Scare

- Assume no value in idea
- Bored
- Nit-pick
- Interrupt
- Impatient
- No connections

- Put burden of proof on another
- Put on a stony face
- Give no feedback
- Be non-commital
- Cross-examine
- Ask questions

- React negatively
- Correct a person
- Discount or put down
- Be cynical or sceptical
- Insist on early precision

- Point out only flaws
- Disagree or argue
- Misunderstand
- Challenge

Creating the Climate for Conflict Resolution

TOTAL ENERGY OF INDIVIDUAL / TEAM

ENERGY AVAILABLE FOR TASK AND SUCCESS

- Trusting
- Sharing
- Open-minded
- Encouraging others
- Building on others ideas

- Looking after self
- Challenging others
- Protecting own turf
- Defensive

ENERGY REQUIRED FOR EMOTIONAL SURVIVAL

Threatening   **Adversarial**   **Neutral**   **Co-operative**   **Supportive**

CLIMATE

- Be optimistic
- Focus on what's going for the idea
- Assume valuable implications
- See / find value in ideas

- Take on faith
- Assume it can be done
- Share the burden of proof
- For a while suspend disbelief

- Take responsibility for understanding
- Jump to favourable conclusions
- Waste no time evaluating early
- Paraphrase for understanding

- Share the risk
- Listen approximately
- Stay loose and informal
- Protect vulnerable beginnings

- Set up win-win
- Make it no lose
- Share risk

- Deal as an equal
- Eliminate status and rank
- Give up right to punish / discipline

- Give ealy support
- Show approval
- Acknowledge
- Attentiveness
- Be interested
- Give credit
- Listen

- Support conclusions
- Value the learning of mistakes
- Use ambiguity

- Accept
- Join
- Build on + be open to
- Connect with
- Speculate with

Positive Behaviours
INCREASE CHANCES OF SUCCESS

Leadership styles linked to climate

TRANSACTIONAL "masculine"

In the past, leadership styles mostly tended to be individualistic, rational, hierarchical, competitive, strongly power- and goal-oriented, focussed, and generally **forceful** and **directive**.

TRANSFORMATIONAL "feminine"

To steer organisations through changes and challenges in the environment, leaders need to become more concerned about others, flexible, adaptable, intuitive, innovative, open-minded, aware of "the big picture" – more **thoughtful** and **responsive**.

Linking Positive Behaviours to different forms of intelligence

- Cognitive Intelligence (IQ)
- Emotional Intelligence (EQ)
- Social Intelligence (SQ)
- Cultural Intelligence (CQ)

} All are needed for success

IQ + **EQ** + **SQ** + **CQ**

BRAINPOWER + UNDERSTANDING + ADAPTABILITY + CULTURAL SENSITIVITY

= EFFECTIVE LEADERSHIP

How Power & Love link to the 3 Rs

Both power and love can be either generative, or degenerative. Power and love need to be in balance – like walking with both legs.

ADAM KAHANE

Power without love is reckless and abusive, and love without power is sentimental and anemic.

MARTIN LUTHER KING

The SCARF Model

Impact of Social Interaction on Individuals

Stress releases
- Cortisol
- Adrenaline

AWAY threat

—

STATUS
CERTAINTY
AUTONOMY
RELATEDNESS
FAIRNESS

+

TOWARD reward

Interest, humour, rewards release
- Seretonin
- Dopamine
- Oxitocin

David Rock

How to create a climate where groups can function well

REQUIRED FOR EFFECTIVE BRAIN FUNCTIONING	DAVID ROCK STRATEGIES	SYNNOVATION TOOLS THAT HELP TO MEET REQUIREMENTS
Reduce **ANXIETY**	Reduce information in prefrontal cortex Activate other parts of brain	• Structure of process and tools • All ideas are captured • All senses are involved in various "excursions" and tools
Increase **ALERTNESS** Noradrenaline, Norepinaphrine	Create urgency Visualise and verbalise the "scary"	• Tight time limits to solve problems (10 – 60 minutes) • Target to generate many ideas • Listening for ideas • Building on ideas
Increase **INTEREST**, **GRATIFICATION** Dopamine	Novelty, humour Changing perspectives	• Expectation for newness, surprise, AHA! • Humour in sharing connections of triggers to thoughts, variety of triggers • Walking around during "excursions" • Changing rules, using different techniques

How do these concepts help us in conflict resolution?

Positive climate and setting to build trust, collaboration, respect for, and recognition of others' views and needs.

Open-mindedness and listening to various views and possible approaches

Emotional security and awareness – perceiving possibility of reward (not threat) helps people to think more clearly, and respond constructively. Understand what could make others feel threatened.

Many creative options to choose from – to be generated together to allow possibility of shared ownership of eventual solutions.

Selection of one, or a combination of creative suggestions, and turning that into agreement.

Synnovation Groundrules
for creative problem solving

Assume positive intent

- When people make comments + suggestions or ask questions, assume that they mean well.
- Use **AND** rather than **BUT**, leaving space for other people's viewpoints

No questions in early stages

- Questions can make people defensive
- Questions can hide ideas
- Questions can get you into the problem
- Turn your questions into ideas

Listening for ideas

- Use notepads, clipboards to remind you of connections and associations made
- Listen for some understanding - **IN**
- Listen for ideas - **OUT**

Speak for easy listening

- Phrase ideas + thoughts as a headline followed by a brief background
- Use I wish headlines during idea generation to encourage speculative ideas
- Use **How to / How** can we headlines for task statements and concerns

Share airtime

- Let others have their say and have your say
- It's not always the most talkative people who have the best ideas

Suspend judgement

- Don't comment on ideas in the wishing phase
- Don't evaluate your ideas as good or bad
- Suspend judgement in your own mind.

Generate **many** ideas

- Quantity leads to quality
- Use excursions to generate more ideas

Check understanding

- **Paraphrase** rather than question
- Don't evaluate until you have correctly understood what has been said

Find value in ideas

- Look for positives, that will help us to value even way out ideas
- Build on others' ideas - crediting also builds relationships, people feel valued

Use concerns to give direction

- When developing ideas use **How to...** or **How can we...** to voice concerns
- Then think of practical actions to overcome each concern and build feasibility

How to...