UNR Planning & Construction Services
Leadership Development Workshop

Workshop No. 3

Speaker Biographies and Presentation Materials

Monday, June 4, 2018

The Joe Crowley Student Union, Room 402
Main Campus
University of Nevada, Reno
Reno, NV

University Center for Economic Development – Nevada Leadership Program
http://www.unr.edu/business/research-and-outreach/nevada-leadership
Frederick Steinmann currently works for the University of Nevada, Reno and the University Center for Economic Development. He began his professional economic development career with the Reno Redevelopment Agency in the City of Reno, Nevada. Since then, he has worked for the Nevada Small Business Development Center, Bureau of Business and Economic Research, and for the Carson Economic Development Services Department in the City of Carson, California. Frederick has also worked as a Senior Associate for David Paul Rosen & Associates, one of the elite economic development and public policy consulting firms in California. Frederick earned his Doctorate in Policy, Planning, and Development, with areas of study including economic development, public policy, public finance, and real estate development, from the University of Southern California with the successful defense of his dissertation titled, “The Twilight of the Local Redevelopment Era: The Past, Present, and Future of Urban Revitalization and Urban Economic Development in Nevada and California.” He also earned a Bachelor’s of Science and Masters of Science in Economics from the University of Nevada, Reno.
Presentation Material
Welcome!

Nevada Leadership Program
UNR Planning & Services Leadership Development Workshop No. 2
June 4, 2018

The Agenda

- A three-part series designed to provide an exploration of thoughts and skills associated with leadership and the basics of how to improve your management skills.

- Workshop No. 1 (January 23, 2018):
  - Critical Managerial Responsibilities and Functions
  - Creating and Communicating Expectations

- Workshop No. 2 (March 5, 2018):
  - Developing Team Relationships and Encouraging Commitment

- Workshop No. 3 (June 4, 2018):
  - Understanding and Resolving Conflict
When Conflict Arises

Conflict is generally caused when the actions of one person violates the expectations of another:

– Differing needs, objectives, or values.
– Differing expectations of results.
– Differing perceptions.
– Unwillingness to resolve the conflict.

Resolving Conflict

Three Conflict Resolution Models:

– **Collaborative/Integrative Strategy**: involves a cooperative mutual orientation, seeking areas of agreement, expressing trust, seeking mutually beneficial solutions, showing concern.

– **Competitive/Distributive Strategy**: involves competing, insulting, threatening, using sarcasm, shouting, demanding.

– **Avoidance Strategy**: involves minimizing discussion, avoiding issues, shying away from a topic.
The Role of Collaboration

“Collaboration occurs when the team shares the planning and work required to achieve a common goal. Team members rely on each other for advice, counsel, and help. Individual egos are set aside and energy is focused on achieving the group goal. Everyone participates and also supports and encourages other team members.”

Building Collaboration through Communication

- Successful Teams Communicate Three Ways:
  - They share information.
  - They provide feedback.
  - They encourage participation.

- Tips for Improving Team Communication:
  - Communicate directly.
  - Keep the message simple.
  - Provide clear explanations.
  - Use the right medium.
Building Trust

In teams, trust must occur:

– Among team members: each team member must feel that they have the support of other team members (reciprocity).

– Between the leader(s) and team members: leaders must have the trust and confidence of their team members (leadership).

Building Trust

As Team Members:

– Communicate openly and honestly.

– Listening (vs. hearing) to and respecting other’s opinions.

– Demonstrate commitment.

– Display loyalty.
Building Trust

As Team Leaders:

– Communicate openly and honestly.
– Listening (vs. hearing) to and respecting other’s opinions.
– Display loyalty.
– Be decisive.
– Be fair.
– Be consistent.

Exercise – Resolving Conflict

Goal: To provide practice in resolving conflict in a team environment.

Time Allowed: 20 minutes.

Scenarios:

– (A): A team of your company’s employees recently developed a new production process. Using this new process, the company can produce a better quality product at a better price in less time than other manufactures. The first shipment of the product created with this new process is set for distribution in four days. However, a team member discovered that the product will fail under certain conditions. Some team members want to stop delivery. Some team members want to go forward with the distribution as scheduled. **Discuss the problem and decide what solution(s) the group thinks is best.**

– (B): Your city or county planning department is considering issuing a special use permit for a new shopping center that will significantly increase traffic in an area near a major high school, an assisted senior living facility, and several existing residential homes. Your team has discovered several important impacts that need to be addressed (traffic concerns, public safety, increased demand on the sewer system, storm runoff, impact on property values, etc.). **Discuss the problem and decide what solution(s) the group thinks is best.**