

Tomato Wars: Conflict Management for Farmers' Markets

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Conflict happens

- How we de we deal with conflict makes all the difference
- Process is as important as outcomes
- Each party has a piece of the truth and the solution
- There is no right answer

Market conflicts

- Space infringement
- Vendor spaces
- Display “blocking”
- Parking and set-up
- Unloading “space”
- Vendor fees
- Manager compensation

Market conflicts (cont.)

- **Bad weather no shows/early departure**
- **Early departure in general**
- **Opening and closing times: early/late selling**
- **Customers with dogs**
- **Customer Parking**
- **Town/city regulations**
- **Vendor/Board/Manager relations**
- **Adding/ removing vendors**
- **Vendor price wars**
- **Other conflicts?**

Results of conflict

▪ **Positive Effects**

- Clarifies interests
- Leads to resolution and understanding
- Increases cohesion
- Leads to improved, stronger relationships
- Keeps people alert to different interests

▪ **Negative Effects**

- Increases bitterness
- Leads to tension and stress
- Divisive
- Disruptive
- Diverts attention
- Destroys relationships



Conflict is

- Emotional
- Rational
- Combination of both

How to respond?

- Stay in control when under fire
- Diffuse anger and hostility
- Listen actively, acknowledge points and feelings
- Agree where you can, show respect
- Find out what all 'sides' really want: What interest do they have in common?
- Ask: Why? Why Not? What makes that fair?

Conflict is resolved by

- Joint problem-solving, NOT bargaining over a position either party has taken
- Separating the people from the problem
- Focusing on interests not positions
- Creating options for mutual gain
- Basing the result on objective criteria

Goal: all 'sides' get what they really want by working together to

- Communicate shared and opposed interests
- Create and commit to a solution

Conflict is resolved when

- Underlying interests are met
- Options to satisfy interests are widely and creatively defined
- Legitimate and fair standards are determined
- Based on two-way communication
- An improved or not damaged relationship results
- Commitment to the solution is made by all parties

Negotiate the solution together

Joint problem solving	Barriers to Negotiation	Strategies to Overcome
Sit side by side	<ul style="list-style-type: none">* Reactions* Emotions	<ul style="list-style-type: none">* To the Balcony* Listen, acknowledge, agree
Face the Issue/ Problem	<ul style="list-style-type: none">* Positions	<ul style="list-style-type: none">* Reframe
Reach a mutual satisfying agreement	<ul style="list-style-type: none">* Loosing face* Power	<ul style="list-style-type: none">* Golden Bridge* Educate

Be strategic

- Interests: What do the parties really want?
 - Clarify and Prioritize
- Options: What are possible points of agreement?
 - Consider ways to combine skills and resources to satisfy key interests of all
- Alternatives: What will each party do if no agreement is reached?
- Legitimacy: What criteria will achieve fairness for all parties?



How can negotiation work for your Market?

What are your Market's conflicts?

Sources

- *Getting to YES, Negotiating Agreement Without Giving In.* Richard Fisher and William Ury

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