

**“It’s Not Me, It’s
You.”**

Power, Privilege, and Conflict

Taylor Feldman

(with the help of some cute bears)



Lewis & Clark College



- Manager of Lewis & Clark College Outdoors
- Associate Consultant with Experiential Consulting
- Wilderness Instructor, Environmental Educator, Climbing Guide
- Former NOLS Patagonia student and in-town staffer in Patagonia, PNW, and Alaska



Goals of this session

- 1. Identify conflict and the underlying causes*
 - 2. Map your personal conflict style, and how it can change based on your positionality*
 - 3. Understand how power dynamics show up in your conflict responses*
- 
- 
- 
- 



Why is this relevant to wilderness risk management?

What is conflict?

When two or more people have different needs or wants

Not a bad thing!

01

02

A very normal and expected outcome of being in relationship with others

Trust and Relationship Building

03

04

An opportunity for growth

What are you fighting for?

Power

Ego
Need to be right
Proof of authority

Belonging
Respect
Recognition

Value

Trust

Interdependence
Relationship validation

Inspired by Esther Perel

only fight AFTER a snack





**When does conflict arise
in your organization?**

Power at Play

Position in the organization

Seniority, days in the field

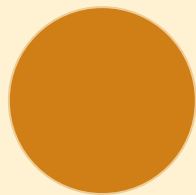
Identity, social bias

Cultural upbringing



Mapping Survival Responses and Power Dynamics

By Kai Cheng Thom



*Manifestation of
survival response in a
Power Over situation*



*Manifestation of
survival response in a
Power Under situation*



Your Personal Conflict Style

Competitive

Collaborative

Avoidant

Accommodating

Compromising



High Assertiveness

Concern for Self

Competitive

Collaborative

Compromising

Avoidant

Accommodating

Low Assertiveness

Low Cooperation

High Cooperation

Concern for Others

Competitive	

Competitive

Outcome > Relationship

**Highly Assertive,
Low Cooperation**

Sense of Urgency



	Collaborative

Collaborative

Relationship = Outcome

**Highly Assertive,
Highly Cooperative**

Can be lengthy



Avoidant	

Avoidant

Personal Needs > Outcome

**Low Assertiveness,
Low Cooperation**

May feel safer to withdraw



	Accommodating

Accommodating

Relationship > Outcome

**Low Assertiveness,
Highly Cooperative**

**Can be at the expense
of their own needs**



Compromising

Compromising

Time + Outcome > Relationship

**Balance of Assertiveness
and Cooperation**

Everyone gives a little



High Assertiveness

Concern for Self

Competitive

Collaborative

Compromising

Avoidant

Accommodating

Low Assertiveness

Low Cooperation

High Cooperation

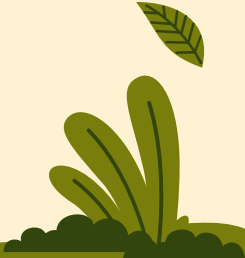
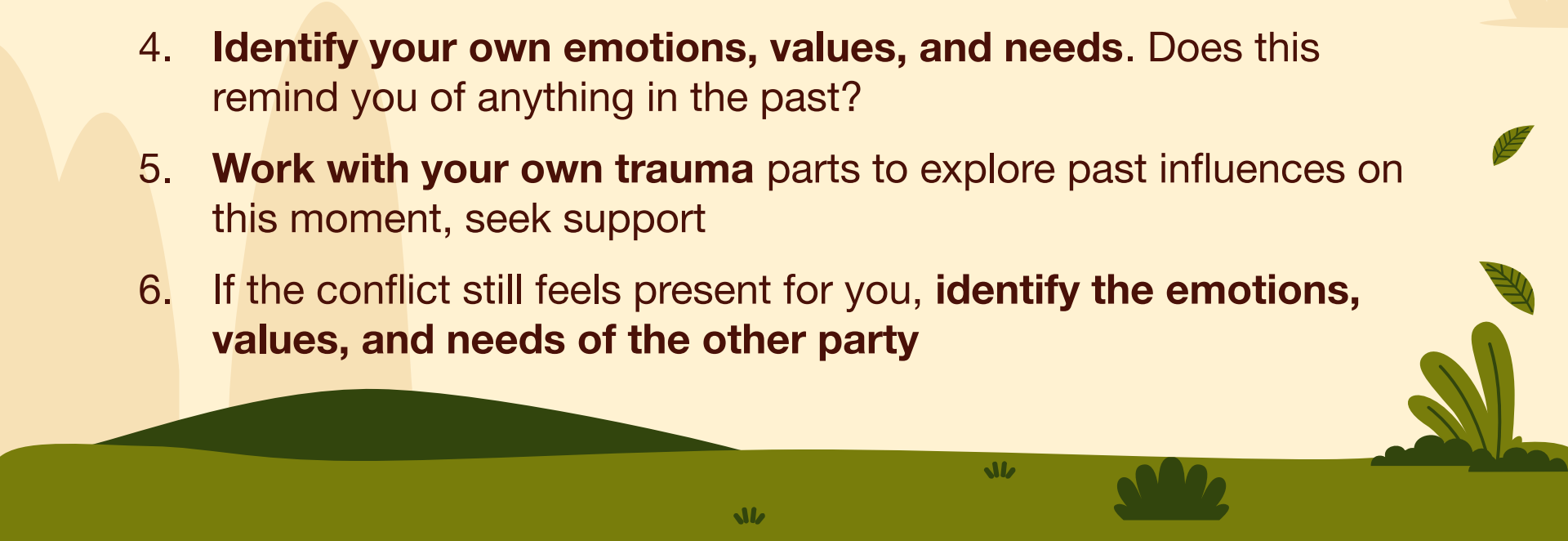
Concern for Others

Questions – 5 min per pairing

1. Introduce yourselves (name, pronouns, role in org)
2. What's an example of a conflict in which you had more power than the other party?
3. What's an example of a conflict in which you had less?

Generative Conflict Strategies



- 
- 
- 
- 
- 
1. **Notice that conflict / tension is present.** Identify sources of resourcing and regulation
 2. Identify **what are you / they fighting FOR?**
 3. Identify any **power differences**, and how you may have contributed to this rupture
 4. **Identify your own emotions, values, and needs.** Does this remind you of anything in the past?
 5. **Work with your own trauma** parts to explore past influences on this moment, seek support
 6. If the conflict still feels present for you, **identify the emotions, values, and needs of the other party**

8. **Broach the issue** with the other party.

- a. **Ask for consent** before engaging
- b. Name **what you value about the relationship**
- c. Clearly **articulate your desired outcome**
- d. Utilize the **active listening skills**, and know the barriers (on the handout)
- e. **Ask for clarification**, instead of making assumptions
- f. Clearly **name boundaries**
- g. Address **one issue at a time**





**What if you are
the one who
messes up?**



Anatomy of an effective apology

I'm
sorry

Name the
hurt or the
harm

De-center
yourself. Name
the impact.

Take responsibility
by naming your
actions

Commit to not
doing the
hurt/harm again



Questions? Take-aways? A-ha moments?





Thank you!

Taylor Feldman

taylorfeldman.me

[@MidwesternMountaineer](https://twitter.com/MidwesternMountaineer)

taylor@outdoorrisk.com

