

# **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*

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

# 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

*Conflict Resolution Skills, Training for Agricultural Commissions.* Pilgrim Resource conservation and Development Area Council and the MA Office of Dispute Resolution

# Acknowledgements

This material was prepared by the Cooperative Development Institute with support from the Northeast Sustainable Agriculture Research and Education program with input from New England farmers market managers, vendors, boards and sponsors. Special thanks to Jeff Cole, Federation of Massachusetts Farmers Markets.

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