

**MMPMAC Presents**

***Looking for Akili***

***Managing For Success***

Mentoring & Community Dialogue as  
a Crime Prevention Technique

# Building Community

- The Akili Project Objectives:
  - To encourage successful senior officers of the law to mentor junior officers through sharing knowledge and striving for excellence.
  - To offer an unique and innovative approach to human resource management.
  - To promote collaboration between citizens and professionally trained police officers in assisting in the mentoring of at-risk youth and juvenile delinquents.
  - To provide a systematic approach to reducing juvenile delinquency and domestic discord.
  - To build community relations between law enforcement officials and Bahamian citizens.
  - To offers a refreshing, simplistic and equitable way to manage relationships

# ***Managerial Skills for the New Millennium***

- **A. Flexibility and Agility**
- **B. Building Human Capital**
- **C. Creating, Diffusing and Applying Knowledge**
- **D. Multicultural Management**

# Management As Coaching

- A. Traditional Management Approach
- B. Management as Coaching
- C. Components of Coaching
- D. Management Scenario

# Emerging Management Challenges

- A. Openness Transparency
- B. Access and New Technology
- C. Empowerment and Flexibility
- D. Management Scenario

Akili in Swahili means:

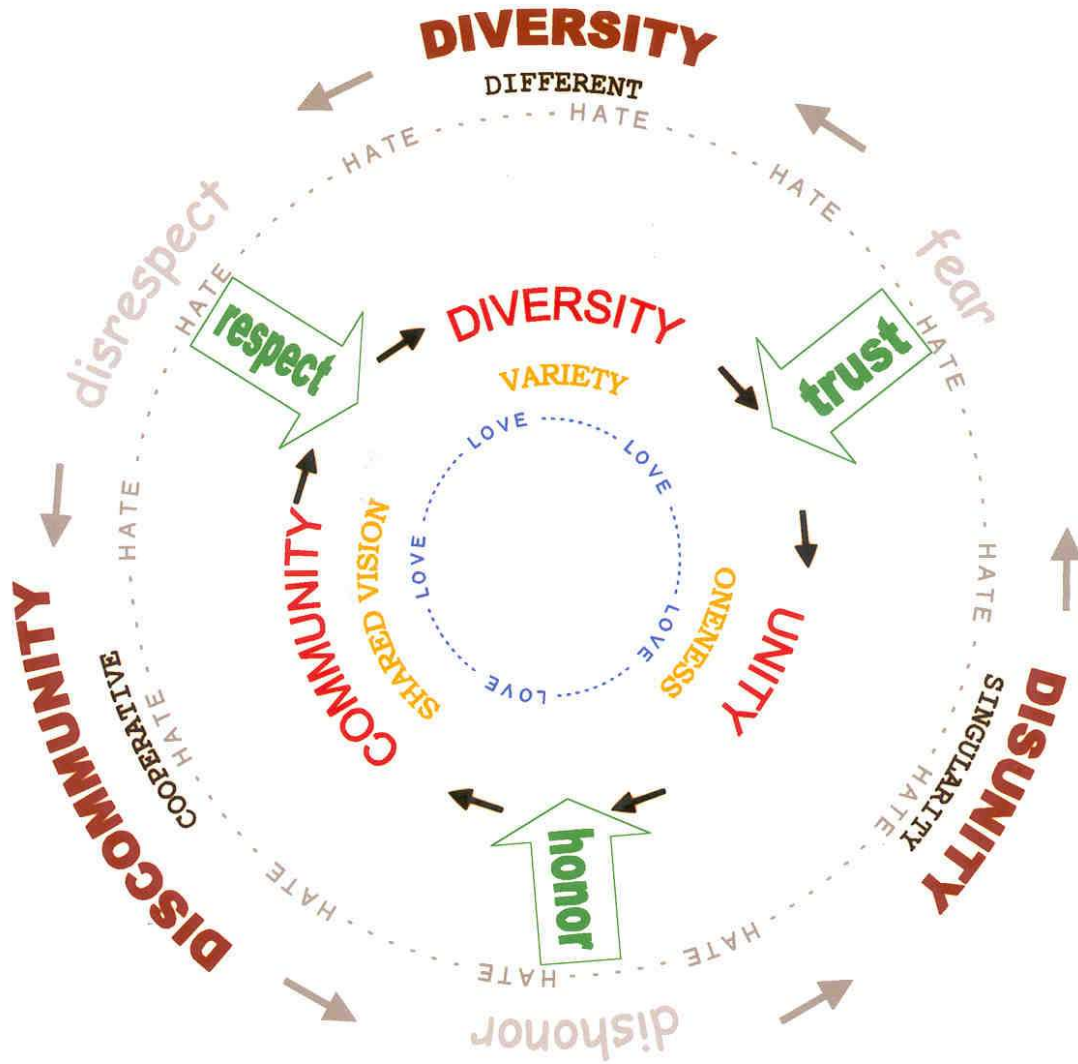
Clever

Intellect

Wisdom

# BUILDING THE INCLUSIVE COMMUNITY

*The Discommunity, Definitions, Motivations and Values of Each*



# The Need for Conflict Resolution Skills

- Conflict resolution is a valuable skill for policemen to possess because they invariably encounter problems dealing with citizens.
- Many policemen are able to manage conflict in a healthy, productive way, but some find it hard because they are prone to getting defensive or angry.



# Managing Conflict: The Wisdom of Akili

- Akili (Mentor) is honest, trustworthy, friendly and inclusive in outlook.
- Akili (Mentor) does not force his/her will on others nor does he/she believe in prejudging and unfair treatment of others.
- Akili adheres to The Ellison Model's caring, sharing and loving principles.

# Conflict: A Unitary Process

- Conflict resolution is a unitary process.
- The individual must
  - recognizes his or her position relative to the dispute
  - with a clear vision of what took place, acknowledges his/her role in the dispute.

# Confusing Conflict with Behavior

- Conflict is a disequilibria inner state between the conscience and the emotions.
  - These two are at war with the emotions bent on selfish gratification—one or the other will win.
  - The conscience is a moral agent interested in the rightness or wrongness of a matter.
- The outward response is the behavior; it is often misdiagnosed as the conflict.
  - Type III error is the usual results-solving the wrong problem, i.e. treating the outward behavior but leaving the inward war unresolved

# Policeman as Mediator

- Mediation may be helpful, but the focus of mediation is to get the individual to understand his or her role in the dispute.
- Conventional mediation, however, is not able to solve the problem because mediators are negotiators.
  - The art of compromise is highly prized in their work because conflict is viewed as a two party dispute.
  - Each party is asked to give up a little to bring about resolution.

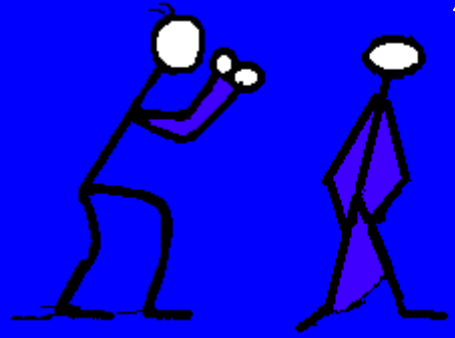
# Coming to Resolution

- However, resolution only comes when *each party* understands that conflict is *an individual act*.
- While both parties to the conflict might reach resolution at the same time, the officer's methods utilized to reach resolution vary.
- Each person involved in a conflict must take personal responsibility for his/her own resolution.

Party B hurt Party A's feelings

Party A is looking for a fight

But Party B is not willing to fight



Party A

Party B

Internal Conflict

No Internal Conflict

Party A calls Police  
out of anger

Party A lies  
to  
Policeman

Party B  
refutes



Party A

Policeman

Internal  
Conflict

Policeman  
believes  
Party A's  
story

# Responses to Conflict

- Shifting Blame (never acknowledging fault)
  - Conflict is not resolved when one party blames the other for his or her state because it gives another control over one's emotional being.
- Saving Face (glossing over problem)
  - Conflict is not resolved because the person knows that he or she is at fault but refuses to acknowledge as much.
  - The problem will surface again because the conflict is not dealt with.
- Acknowledging Fault (being true to self)
  - Conflict is resolved because the person sees the problem for what it is and seeks resolution.



# Steps in Managing Conflict

- Diagnose the Conflict
- Analyze the Conflict
- Provide Prescription to the Conflict
- Monitor the Results
- Revise Prescription

# Diagnosing Conflict

1. Identify Conflict at the Macro Level
2. Identify Conflict at the Micro Level
3. Identify Interpersonal Conflict

# Possible Vectors of Conflict Within the Community

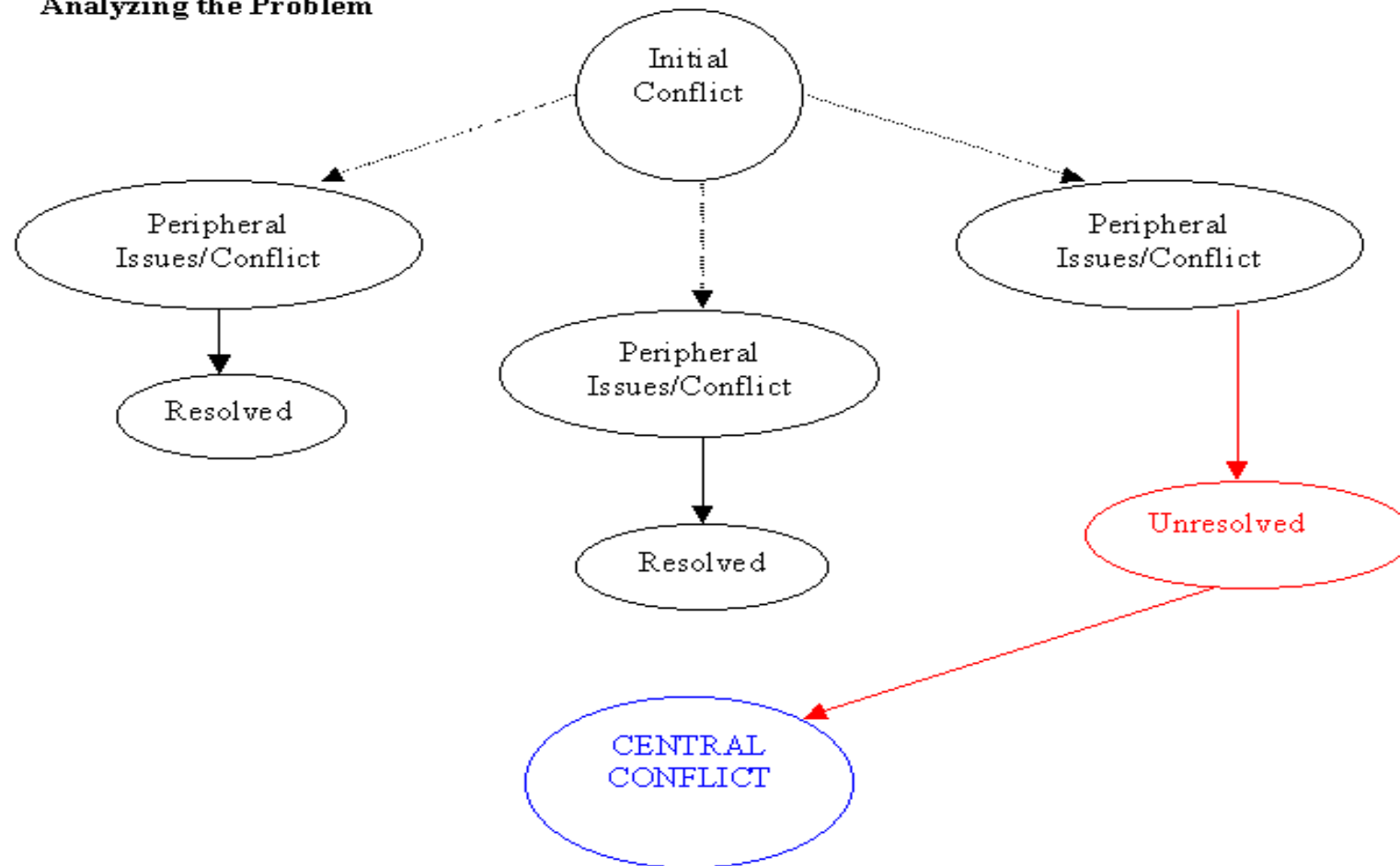
- Breakdown in communication.
  - ✓ Lack of focus or clarity on issues.
  - ✓ Individual focus to impress or to dominate (last word).
- Different leadership styles and relationship building habits.
  - ✓ Authoritarian vs. collaborative/participatory management styles.
  - ✓ Conflict styles: confrontational, passive, compromising, avoidant

# Possible Vectors of Conflict Within the Community

- Power-over vs. power-with conflict:
  - ✓ Strife and division.
  - ✓ Issues surrounding gender roles.
- Discounting people's contributions
  - ✓ Promoting jealousy and intimidation.
- Imbalance created by delinquents within the community.
- External factors impacting internal workings of the community.

# Analyzing the Conflict

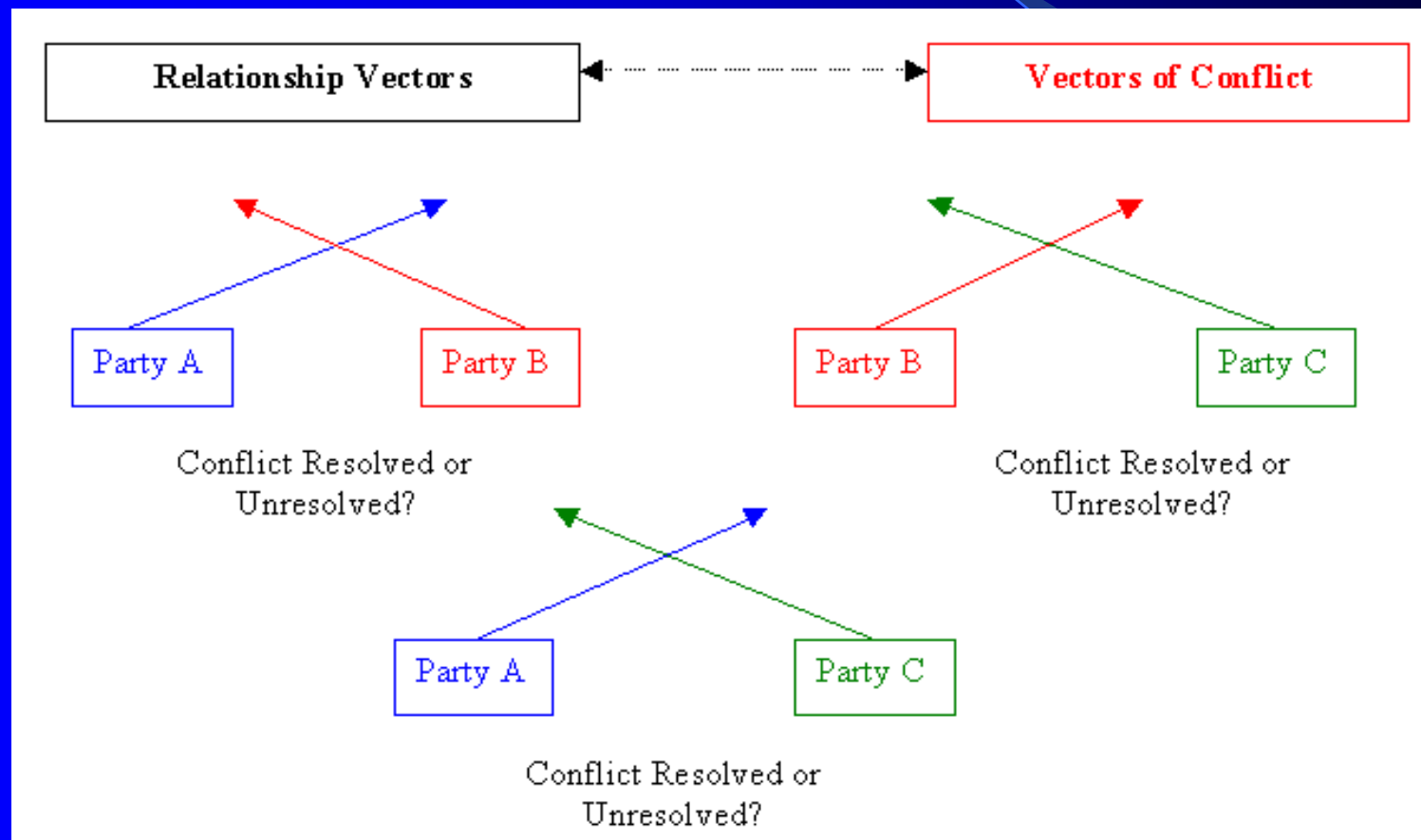
## Analyzing the Problem



# Analyzing the Conflict

- Consider the nature of the conflict, and its possible effects on others (is it contagious?).
- Determine what other problems associated with the conflict are; Out of a single conflict, other conflicts may arise.
- Analysis may reveal certain limitations or restrictions this conflict might impose on an individual.
- In this approach, the prevailing *unresolved conflict* emerges as the *central problem or central conflict*.

# Analyzing the Conflict Relationship Vectors



# Providing a Prescription

- The doctor may prescribe medication after the diagnosis has been verified through analysis.
- In conflict resolution, the prescription is the instruction given to the warring parties to overcome their plight—A strong dose of advice is sometimes required.



# Monitoring the Results

- The doctor does not prescribe and then leave the patient to fend for him or herself. Instead, repeated visits to the doctor's office are required in order for the doctor to monitor the results.
- To resolve conflict between two people, repeated sessions might be required in order to work through the problem

# Revise the Prescription

- The good doctor is not afraid to revise the prescription if it is not making the patient better.
- In conflict resolution, mid-term corrections may also be needed if the prescribed strategy is not working.

# Monitoring and Revising Results

## Practical Applications



# Looking For Akili

A Conflict Resolution Approach  
By Deryl G. Hunt