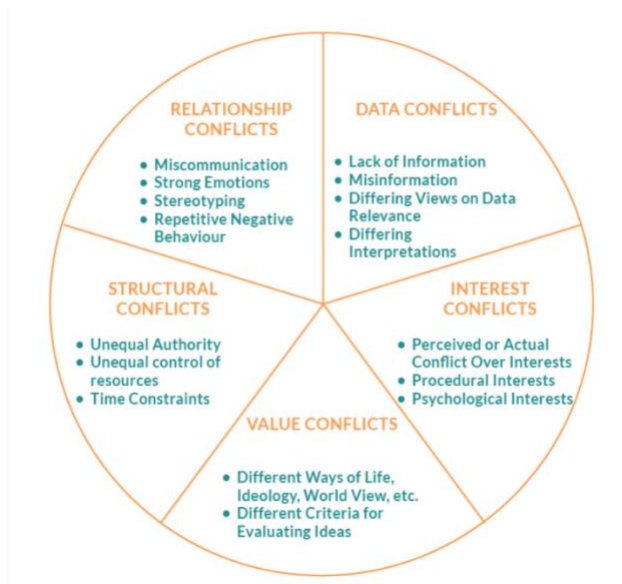


Salinas Valley Water Leadership Institute

Session 2: Leadership Through Conflict Handout

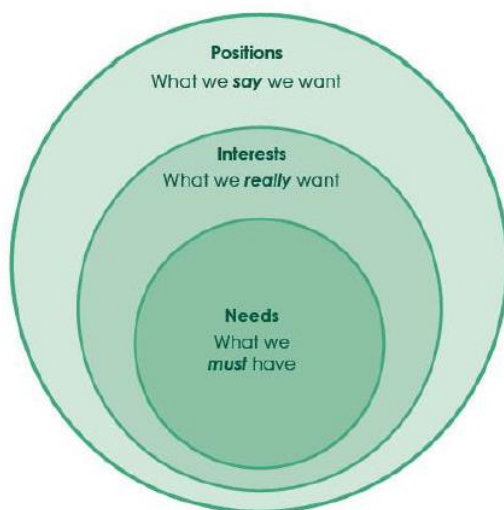
February 21, 2026

Circle of Conflict



(Source: Global Water Partnership)

The Onion Tool



(Source: CRISP)



Exercise: Managing a Shared Basin

Scenario

A groundwater basin faces required pumping reductions under drought conditions.

Stakeholders must discuss how to respond.

Stakeholder Roles

- GSA Manager
- Agricultural Producer
- Domestic Well Owner
- Tribal Representative
- Environmental Advocate
- City Water Utility
- Public Health Representative
- County Supervisor
- Farmworker Community Advocate
- Recycled Water Agency

Individually:

Step 1: What Kind of Conflict Is This? (*Use the Circle of Conflict*)

Step 2: Look beneath positions (*Use the Onion Tool*)

- Leaders ask:
 - **Position** – What are they saying publicly?
 - **Interest** – What are they trying to achieve?
 - **Need** – What must be protected for them to feel secure?

Stakeholder Dialogue Questions:

- What are you most trying to protect through your position on this water issue?
- What risks or consequences concern your community or organization the most?
- Where do you feel your perspective is misunderstood or not fully considered?
- What would a fair outcome look like from your perspective?
- Where do you see possible cooperation or shared interests with other stakeholders?