



Training Package: Transversal Skills

Module V: Conflict management in the agri-food and waste management sector



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Sessions Program:

Session 1: 10:00 – 11:15 AM

Break: 11:15 – 11:30 AM

Session 2: 11:30 – 12:45 PM

Lunch: 12:45 – 13:15 PM

Session 3: 13:15 – 14:30 PM

Break: 14:30 – 14:45 PM

Session 4: 14:45 – 16:00 PM



TOPIC 1: INTRODUCTION TO CONFLICT AND INNOVATION



Introduction

We live in an era where problems related to agri-food and waste management are on the rise, due to climate change, resource scarcity, an increasing population, food loss and waste generation.

In this seminar, we are going to explore the potential of interest-based conflict management related to innovative solutions in the agri-food sector, knowing that the average consumer might be reluctant to be the first to adopt such innovations before completely weighing the pros and cons.

We will also try to explore the fundamental needs behind the demands and how the implemented solutions are answering those needs effectively. We will learn how to manage conflict during change, using the nanotechnology packaging example, and discover the potential of value creation in conflict resolution and in the waste management sector.

Learning Benefits

By attending this seminar, you will learn how to:

- Create value instead of claiming it especially when it comes to waste management
- Use interest-based conflict resolution techniques to choose the best innovative solutions related to agri-food and waste management.
- Manage conflict during change and adopt innovative solutions related to agri-food and waste management.

Guideline

- A- Types of thinking and types of thinkers
- B- Why Critical Thinking?
- C- Critical Thinking in 5 easy steps



Session 1: Introduction to Conflict

Introduction

We live in an era where problems related to agro-food and waste management are on the rise, due climate change, resource scarcity, an increasing population, food loss and waste generation.

In this session, we are going to explore the benefits of the interest-based approach in solving conflicts in general, in order to manage one of the most challenging conflicts humanity is facing and will continue to face for the upcoming years.

A- Introduction to conflict

Phases

- a. Prelude
- b. Triggering event
- c. Initiation phase
- d. Differentiation phase
- e. Resolution phase

5 ways of dealing with conflict

- a. Competing
- b. Compromising
- c. Avoiding
- d. Accommodating
- e. Collaborating

B- Positions vs. interests

Positions

- a. Ineffective
- b. Destructive
- c. Drifts people apart
- d. Tunnel vision
- e. Limited solutions

Interests

- a. Allows to find common grounds
- b. Leads to win-win solutions
- c. Preserves relationships

Session 2: Needs assessment

I- Needs assessment in the agro-food/waste management sector

- a. Food safety
- b. Food quality
- c. Protecting the environment and resources
- d. Safety of the workers
- e. Access to food
- f. Healthy diets/products
- g. Manage climate change
- h. Equal food distribution
- i. Sustainability

II- Interest-based conflict management for innovative solutions

Application 1:

Circular economy.

The apple chips factory example:

- Using the Positions Approach: Lose/Lose
- Using the Interest-based Approach: Win/Win

How to apply it in agro-food/waste management??

Application 2:

How to solve the conflict between the proponents of the organic products and those of the conventional products?

The Global g.a.p approach – the best of the two worlds.

Global g.a.p

- a. Food safety and traceability
- b. Environment (including biodiversity)
- c. Worker's health, safety and welfare
- d. Animal welfare
- e. Integrated Crop Management, Integrated Pest Control, Quality Management System.
- f. Hazard Analysis/Critical Control Points.

Session 3: Managing conflict during change

Introduction

We live in an era where problems related to agro-food and waste management are on the rise, due to climate change, resource scarcity, an increasing population, food loss and waste generation.

In this session, we are going to explore ways to manage conflict during change, using the nanotechnology packaging example.

A- Managing conflict during change

1. Maintain Rapport

- a. Raise consumer awareness
- b. Avoid overpromising (it might backfire on you)
- c. Listen to consumers' needs and concerns

2. Avoid extreme positions – think interest-based

- a. Address the consumers' need/interest without giving up on your innovation
- b. Educate your consumer to think interest-based

B- Nanotechnology in food packaging: a lesson in conflict management

Application 1:

- What is nanotechnology in food packaging?
- What are the pros and cons?
- Do we have to throw the baby with the bathwater?
- How do we use interest-based conflict management?

Interest-based solutions

- a. Modified atmosphere packaging
- b. Organic packaging
- c. All natural packaging (banana peel extract)

Learning Points

- a. It's never about an all black or all white approach.
- b. New ideas are the fuel to success.
- c. Never give up on them to avoid conflict.
- d. Never ignore your consumers' needs.
- e. Think of a win-win approach without giving up on new ideas.
- f. Don't fall in love with your ideas.
- g. Keep improving them before someone else does.

Session 4: Value creation

I- Value creation in conflict management

“Value creation occurs when solutions are found that benefit both parties, or at least benefit one of them without making the other worse off”

- Mike Wheeler – Harvard Business School Professor

- **Value claiming** refers to how value is distributed in a negotiation or when a conflict occurs.
- In **integrative negotiation to solve a conflict**, the focus is on creating value rather than claiming it, both parties not only leave the negotiation satisfied, but maintain a good relationship.

II- Value creation in waste management

Application 1:

Value creation in circular economy and the example of the apple chips factory.

Application 2:

E-waste and exchange for cash:

- In numbers: The WEEE Forum (Waste Electrical and Electronic Equipment Forum), estimates that more than 5 billion mobile phones will be thrown away this year alone.
- In numbers: According to WEEE, households across the EU own on average 74 electronic products, 17 of which are lying unused. Most are small consumer electronics. Example: Amazon will provide with cash in exchange of the outdated Kindle.
- Example: Amazon will provide with cash in exchange of the outdated Kindle.
- Example: Apple offers a recycling program where customers receive a gift card in exchange of their old electronic items.
- Example: Rebox: their aim is to revolutionize the traditional re-commerce industry, by allowing to buy and sell refurbished devices for a lower price.
- Example: EcoATM
- Example: The Conversion of Eggshells, Coffee Grounds, and Brown Onion Skins into Carriers for Lipase Immobilization

Insights on the new circular economy concept

It requires a change at a system level and an involvement of all actors (suppliers, manufacturers, retailers, consumers).

The 6 models of circular economy

- repair and maintenance
- reuse and redistribute
- refurbish and remanufacture
- recycling
- Cascading and repurposing
- Organic feedstock

Topic 1

Introduction to Conflict/Innovation in agro-food and waste management

A- Introduction to conflict:

- [Link](#)
- [Link](#)

B- Needs assessment in the agro-food/waste management sector

- [Link](#)

C- Innovative solutions using the Interest-based approach

The Orange and the Two Sisters Example:

“Two kids are fighting over a large, juice-laden orange. Each one wants it, and neither is willing to give up. Their father, frustrated with the bickering, comes over and cuts the orange, giving each child half. Both children erupt into tears. Surprised, the father asks why.

The first child explains that she had wanted to make an orange cake. This required the zest of a whole orange. Her sister explains that she wanted to make orange juice. She needed a whole orange to get enough juice.

What we learn from this story is that if the father had created space for his daughters to explore their needs and motivations before stepping in, both could have been satisfied. They would also have had the added satisfaction of having worked together to create their own win-win solution.

Of course, not every dispute can be as neatly resolved as this. But the story of the orange demonstrates how mediation offers clear advantages over traditional dispute resolution (such as litigation) where a resolution is imposed on the parties in dispute. Often neither party is happy with the result, the time taken, and the costs involved.”

Gibbs advisory Article

a. Application 1:

The apple chips factory example:

If you're the owner of an apple chips factory, you know that producing apple chips would lead to a lot of waste, including the apple core and apples that have a diameter inferior to 7cm.

How can we apply the orange principle in this case?

One approach that would not yield the best results would be to stock the largest number of apples in the market. Other industries that need apple for their production (apple juice factories, fruit bars...) would strive to do the same. As the market demand increases, the apple price might be on the rise.

On another front, stocking a large number of apples might be costly and practically challenging.

By using the interest-based approach and understanding the need behind the demand, factories might switch to collaboration instead of competition, if you take into consideration the following:

- Apple juice factories select apples according to their size. Why don't you offer them at a competitive price all the apples that you had previously sorted based on the size? After all, you only need those who have a diameter superior to 7cm, and they need apples that are sorted out by size!
- Apple pulp is one main ingredient that fruits and grains bars do use in their recipe. Why don't you offer them at a competitive price the apple hearts that you were going to throw away anyway?

Using the Orange and the Two Sisters examples is not only the basis of conflict resolution, but also at the heart of circular economy in the agri-food and waste management industry!

b. Application 2:

During the last 20 years, there was a heated debate between the proponents of organic production and those of the more conventional production.

The proponents of the conventional approach were concerned by the 20% increase in famine worldwide in case all products related to agro-food are produced following the "organic products" norms, whereas the proponents of the organic

approach were firmly convinced that if factories consistently produced organic products for 3 consecutive years, the production cost will be back to its baseline at the end of the third year.

Industries remained stuck in their extreme positions, and it looked like both parties reached a stalemate until a group of researchers adopted the interest based approach, creating the Global Gap concept that answered the needs and interests of both parties.

For more information about the Global g.a.p, please visit globalgap.org.

D- Managing conflict during change

1- Maintain rapport:

- a- Raise consumer awareness: Conflict management is a "contact art". The moment you lose contact, you lose it all. By raising awareness among your consumers about your innovation and by sharing with them all the reasons why this innovation is a must, you make them your allies and the defenders of such change.
- b- Avoid overpromising: When a new technology is launched, it is better to avoid overpromising: hazards might take time to reveal themselves, as well as system bugs or defects. In the agro-food sector, some new technologies might not be as risk-free as we thought they are, whether on the individual's health or on the environment. Sharing the hype about an innovation does not mean drawing a perfect picture with no potential flaws that might be detected in the future.
- c- Listen to your consumers' concerns: In every innovation, there is an adaptation stage during which both you and your consumer learn from each other's experience. Although a product has been tested and proved its efficacy thousands of times, launching any innovation on a big scale might reveal undetected flaws or hazards. By listening to your consumers' needs, you can improve the innovation you are promoting or ask the concerned party (if you are a subdealer) to make the necessary improvements.
- d- Don't be discouraged at this stage and give up on your innovation. Just flow and adapt and manage the conflict to reach a win-win outcome in which both your interests and your consumer's interests are met.

e- Your consumer might take extreme actions against the innovation you are promoting and this is completely understandable. By maintain rapport with your consumer, redirect their attacks towards finding a solution that would be convenient for both. Educate them to think interest-based instead of position based.

E- Nanotechnology in food packaging: a lesson learned in conflict management

Nanotechnology in food packaging: pros and cons:

• [Link](#)

Interest-based solutions:

While the main concern about nano-technology in food packaging was the use of synthetic products and elements, scientists and researchers have come up with more innovative solutions using organic elements, all natural elements such as banana-peel based packaging and even the modified atmosphere packaging.

Learning points:

It's never about an all black or all white approach

New ideas are the fuel to success. Never ignore your consumers' needs.

Think of a win-win approach without giving up on new ideas. Never give up on them to avoid conflict.

F- Value Creation in conflict management

• [Link](#)

G- Value creation in waste management

Recycling waste is the best example in value creation to solve conflict.

Going back to the apple chips factory, we notice that the non-fitting apples for chips production have no value for the apple chips factory, but might have value for apple juice factories or factories that produce apple jam.

Creating value is key in circular economy and waste management and is most definitely at the heart of innovative thinking in waste management.

Many solutions have been developed in recycling or managing waste:

• [Link](#)

• [Link](#)

• [Link](#)

• [Link](#)

• [Link](#)

• [Link](#)

• [Link](#)

TOPIC 2: ACTIVE LISTENING AND DIGITAL TRANSFORMATION



Introduction

Digital transformation has impacted each and every sector and industry, including the agro-food and waste management.

In this seminar, we are going to have a general overview over the new advancements in the field that are related to the agri-food and waste management industry, and the means to persuade new adopters of these means using active listening.

Learning Benefits

By attending this seminar, you will learn how to:

- Identify the digital transformation tool that is appropriate for you
- Listen actively in order to persuade the main concerned parties' of the digital change that you need to make.

Guideline

- A- Types of thinking and types of thinkers
- B- Why Critical Thinking?
- C- Critical Thinking in 5 easy steps



Session 1: Digital Transformation

Introduction

Digital transformation has impacted each and every sector and industry, including the agro-food and waste management.

In this session, we are going to have a general overview over the means and objectives of this digital transformation in the agro-food sector and the role of apps and smartphones during the process.

A- Digital transformation in agriculture – an overview

6.7 billion invested over the past 5 years

- a. In advanced farm machinery that allowed the cultivation of wider areas.
- b. Farming automation or smart farming including automated mowers and robots.
- c. In artificial Intelligence and automation
- d. Informatics and information systems
- e. Aerial vehicles (UAVs), programmable drones, and satellite imaging.
- f. Integrated devices and monitors
- g. Automated weather prediction, especially in the age of global warming.
- h. Temperature and climate sensors and detectors.

Objectives

- a. To be able to detect any problem at its earliest stages and solve it in a timely manner.
- b. Using less irrigation, insecticides and fertilizers, leading to a decrease in the food price.
- c. Sustainability and resilience for both crops and livestock.
- d. To reduce negative effects on natural habitat and lower chemical discharges in the rivers.
- e. To have more control over the whole process which results in higher productivity and cheaper costs.

B- The role of Apps and Smartphones

Staying connected

- a. Thanks to IoT technologies, farmers can receive early alerts about anything related to their crops.
- b. Farmers can even monitor their livestock temperature and heartbeat and detect early signs of infections.
- c. Farmers can even monitor their livestock temperature and heartbeat and detect early signs of infections.

Session 2: Digital Transformation (2)

Introduction

Digital transformation has impacted each and every sector and industry, including the agro-food and waste management.

In this session, we are going to have a general overview over the means and objectives of this digital transformation on the waste management sector and its main drivers and inhibitors.

A- Digital transformation in waste management – an overview

Robotics

Pneumatic sorting (automation technology) produces waste streams of high purity. Example: Robots can sort recyclables through image recognition and IR scanning when dismantling used electronics.

Artificial intelligence

For classification and pattern recognition in the waste management context, improving the efficiency of sorting. Example: Self-driving street sweepers.

Staying connected

Containers with sensors can collect data and transfer it to central units. Example: Smart bins with sensors and smart systems.

Data analytics

To identify patterns and extract information.

Examples:

- E-disposition of waste collection vehicles.
- E-disposition of waste collection vehicles
- Control of waste incineration plants.

B- The drivers and inhibitors

Drivers

- a. Increasing waste amount and cost pressure
- b. Climate crisis and the need to preserve the environment
- c. Urbanisation

Inhibitors

- a. Lack of digital literacy
- b. Investment costs
- c. Security issues
- d. Missing digital ecosystems

Opportunities

- a. Extended producer responsibility
- b. Pull towards circular economy

Session 3: Digital Transformation (3)

Introduction

Digital transformation has impacted each and every sector and industry, including the agro-food and waste management.

In this session, we are going to explore ways to transmit and promote the use of such innovative tools to the concerned parties using positive communication methods such as Active Listening during the process.

A- Selecting the appropriate innovative solutions

It's not because it's new that it should be better

- a. The example of sensors in microclimate
- b. All digital transformation tools implementers should listen first to the farmers' needs and expertise.

B- The selection process in 5 steps (using active listening)

Step 1: Listen first (Active Listening):

- Avoid mentioning anything related to the innovation you are promoting.
- Ask open, non-intrusive questions, with a genuine need to learn.
- Avoid interrupting your counterpart.
- Accompany his/her speech instead with approbative nods and small exclamations.
- Avoid giving advices or your own opinion at this stage.
- Avoid making judgments or show opposing views.
- Accompany the speaker with rephrasing and paraphrasing.
- Avoid reframing.

Step 2: Take notes:

- Take specific notes on the relevant points and compare the info provided with your information.

Step 3: Create a discussion focus group:

- Select speakers from opposing views and create a focus group debate session.

Step 4: Suggest the change:

- Make sure to explain clearly what the change is about.
- Make sure to suggest the specific change in an interrogative form.
- Collect data on the pros and cons and take the opinion of outside experts.
- Present your innovation in details and suggest a testing period.

Step 5: Detect your early adopters:

- Create a coalition of enthusiastic early adopters and offer them free training and testing solutions.
- Make sure the results of the tests by the early adopters are communicated widely.
- Create a cluster of those early adopters and offer them incentives to promote the new technology.

Session 4: Digital Transformation (4)

Introduction

Digital transformation has impacted each and every sector and industry, including the agro-food and waste management.

In this session, we are going to explore ways to persuade the main concerned parties to adopt the new tools in the digital transformation age.

A- Understanding the main concerned parties' mentalities

Urban vs Rural
Farmers and agri-food entrepreneurs generally live in rural areas with little need to use hi-tech means in their daily lives.
Resistance to change
Farmers and agri-food entrepreneurs have in their majority inherited the skills from their parents and grand-parents and are resistant to change.
Keep it natural
Farmers and agri-food entrepreneurs are more connected to nature than to technology and might think technology is an intruder.
It's not because it's new that it should be better
All digital transformation tools implementers should listen first to the farmers' needs and expertise.

B- Persuasion using active listening (in 5 steps)

- Step 1: Put yourself in their shoes:
- See what they see. Start from their frame of mind.
- Step 2: Let them experiment:
- Instead of spoon feeding them information.
- Make them feel they are in control.
- Step 3: Keep your active listening «active»:
- Let them tell you what they think of this new tool.
- Avoid making any judgment or giving any advice unless it is a technical one.
- Once the technical problem is solved, avoid making any additional comment to praise the tool you are convinced of.
- Step 4: Address their concerns:
- Instead of defending the tool you are enthusiastic about.
- Step 5: Redirect with questions:
- And avoid debates.
- Until you reach a common ground
- Remember!
- It's about what is important for them. It's not about what is important for you!
- Their success criteria is different than yours. Accept it!
- Persuasion is not about being a good talker, but about being a persuasive listener.

Topic 2

Digital Transformation and Active listening

A- Digital transformation and the role of smart phones and apps

• [Link](#)

B-

C- Selecting the right innovation tools:

In the era of digital transformation, some innovations and new technologies are not appropriate in all settings and climates. One good example to illustrate it is the use of sensors. Experts agree that not all sensors are adapted to the microclimate of the Mediterranean region.

• [Link](#)

This is where the implementer of new innovative technologies should first listen to the farmers' needs and concerns in every region, in order to find the best appropriate solutions. They should also be able to draw from the expertise of these farmers the right conclusions and decide if the new digital tool is appropriate, taking into consideration the climate, the environment and the limitations of each country or region.

D- The selection process in 5 steps using active listening:

1- Listen first:

Avoid mentioning anything related to the innovation you are promoting at this stage. Instead, invite the concerned party to share his or her knowledge.

Ask open, non-intrusive questions, with a genuine need to learn. Make sure not to overdo it by asking too many questions and to avoid some judgmental questions such as questions that start with "Why" (e.g. Why do you keep watering your plants using the old methods when you can use new ones?)

Avoid interrupting your counterpart: Interruptions can cause frustrations and lead to scattered and inconsistent speeches. If your counterpart is overdoing it and talking for hours in an uninterrupted way, use rephrasing, and start your sentence with: "So if I understand what you're saying or want to summarize it, I would say that..."

Accompany his/her speech instead with approbative nods and small exclamations: While listening actively, you have to show signs of empathy that would invite the other person to keep sharing the information he/she has to share in a safe, empathetic environment. Long silences without any interaction from your part can block the other person and make him/her feel non-listened to.

Avoid giving advices or your own opinion at this stage: Advices at this stage can stop the flow of the conversation and result in incomplete information sharing. Keep your opinion for later.

Avoid making judgments or show opposing views: if you want your counterpart to feel at ease and to later on adopt your suggestions, make sure to avoid making judgments on the information or concerns he/she is sharing with you.

Accompany the speaker with rephrasing and paraphrasing: By repeating what the person has just said, you are making him/her feel he/she is listening to. In addition to that, you are anchoring the information in your mind and making sure that you did not misunderstand or misinterpret any information he/she shared.

Avoid reframing. One of the traps of rephrasing is reframing. Some journalists might use reframing to trap or embarrass the person they are interviewing. Avoid it in order to maintain the pleasant flow of the conversation.

2- Take notes:

Take specific notes on the relevant points and compare the info provided with your information. Taking notes during active listening would stop the urge of interruption the speaker and would allow you to keep your thoughts for later on. Take notes of both what the other person is saying and what you have to say to them at a later stage.

3- Create a discussion focus group:

Select speakers from opposing views and create a focus group debate session. Use the active listening methods as a moderator of the session and allow everyone to express their concerns, expertise and thoughts.

4- Suggest the change:

Make sure to explain clearly what the change is about without getting into much details at this stage. Focus on the benefits and explain the possible risks in a transparent and clear way to gain credibility.

When you suggest the innovation you are promoting, make sure you put the other person in the driver's seat by using the interrogative mode. "What do you think about..." can do wonders and can help you also inspect the issue from a different angle.

Collect data on the pros and cons and take the opinion of outside experts using the same method of active listening.

5- Detect your early birds:

Create a coalition of enthusiastic early adopters and offer them free training and testing solutions. Stay in an attitude of active listening during this co-creation phase.

Create a cluster of those early adopters and offer them incentives to promote the new technology.

E- Understanding the main concerned parties' mentalities:

Rural vs Urban: Farmers and agri food entrepreneurs generally live in rural areas with little need to use hi-tech means in their daily lives. They even limit technology means on purpose and are more connected to nature and its language. Living in such an environment makes them reluctant to jump on every occasion to use the new digital tools in their processes.

Resistance to change: The majority of farmers and agri-food entrepreneurs have learned the skills from their parents and grand-parents and are perpetuating a family tradition in their businesses. It might be challenging to invite them to adopt new methods, especially if these methods require the use of new equipment and digital tools.

Keep it natural: Farmers and agri-food entrepreneurs are more connected to nature than to technology and might consider technology as an intruder and even a threat, especially if it involves drastic changes in their processes such as hydroponics or digital tools to control irrigation, the amount of fertilizers or pest.

F- Persuasion using active listening (in 5 steps)

1- Put yourself in their shoes: whether it is your father that you are trying to convince to use new digital tools to improve his productivity, or your partner in your agri-food initiative or project, try first to listen to their concerns with an

empathic stance. Start by seeing things from their perspective and their frame of mind.

2- **Let them experiment instead of spoon feeding them information.** Make them feel they are in control and that no one is trying to force them into taking a decision or adopt a change they are not familiar with.

3- **Keep your active listening “active” during the process.** Let them tell you what they think of this new tool. This might be a space of learning and discovery for both of you. Avoid making any judgment or giving an advice at this stage, unless you are trying to help him/her solve a technical problem. Once the technical problem is solved, avoid adding comments such as: “You see, this app works perfectly fine.”

4- **Address their concerns instead of defending the tool you are enthusiastic about.** Defending the product you are trying to promote will create more resistance from the other side and might lead to a complete rejection. Instead, stay in the active listening mode.

5- **Redirect with questions and avoid endless debates.** As soon as your counterpart finishes expressing his thoughts or impressions about the new tool you are trying to convince them of, avoid telling your opinion. Instead, redirect them with another question. Repeat the process until you reach a common ground. This is when the other party might be persuaded of what you are trying to share with him/her and will follow your lead in the next steps.

More Tips:

● [Link](#)

TOPIC 3: NEW TRENDS AND WORKPLACE DISPUTE



Introduction

Emerging trends are re-shaping processes and cultures in the agri-food and waste management industry and have become a necessity with the increasing population and scarcity of planetary resources.

In this seminar, we are going to explore the main trends that will shape the future of the industry as well as the cost of conflict in companies that want to expand and its impact on the thriving enterprises. We are also share ways to deal with conflict in the workplace, allowing the companies to thrive and expand and integrate new processes and systems.

Learning Benefits

By attending this seminar, you will learn how to:

- The major trends in the agri-food industry
- The major trends in the waste management sector
- The cost of conflict on companies that want to expand and implement such trends
- How to manage conflict and thrive as a company or team.



Session 1: Re-shaping processes and cultures

Introduction

Emerging trends are re-shaping processes and cultures in the agri-food and waste management industry and have become a necessity with the increasing population and scarcity of planetary resources.

In this session, we are going to explore the various trends that will most definitely shape the future of the sector and of the planet.

A- New trends in a nutshell

Processed food to reduce waste

More advantages of processed food:

- Gives room to product innovation
- Delivers a nutritious and healthy food supply.

Focusing on standards and regulations

To create a synchronized approach between various stakeholders:

- Researchers
- Industry clusters
- Governments
- Nongovernmental organizations.

This requires:

- Management of laws
- Management of laws
- Food safety processes
- Management of laws
- Food safety processes
- Research data

Defining healthy

- Environmental, Social, and Governance (ESG) to educate consumers and guide food producers.
- This also involves developing new policies.

Focusing on food safety

- To reduce recalls of products
- To reduce the mitigation of heavy metals and other chemical hazards

Build a resilient supply chain

- To balance global and local sourcing
- To invest in essential innovations, supply chain and digital technologies.
- With strong traceability

Sustainability

- To promote a climate smart future.

Sustainability programs and initiatives:

- The United Nations Sustainable Development Goals
- ESG reporting
- The European Green Deal
- Climate Change Conference (COP27),

The main focus will be on:

- Upcycling
- Food waste reduction/zero waste
- Carbon neutrality
- Upcycling and food waste reduction/zero waste

With a focus on : - Carbon neutrality

Session 2: re-shaping processes and cultures (2)

Introduction

Emerging trends are re-shaping processes and cultures in the agri-food and waste management industry and have become a necessity with the increasing population and scarcity of planetary resources.

In this session, we are going to explore the various trends in the waste management sector that will most definitely shape the future of the sector and of the planet.

A- New trends in the waste management sector

Automated processes

- Including: Waste sorting, collection and disposal.
- Using: Robotic recyclers using artificial intelligence backed algorithms
- Ai-based solutions to determine the best route for trucks, in order to save fuel avoid traffic delays
- Computer vision facilitate smart sorting
- Robotic arms work faster and can lift heavier objects.
- They can as well pick plastics from the sea. And the seashores.

Landfills monitoring

- Using: Drones to measure air quality and detect radiation.

Innovative composting

- To reduce the use of chemical fertilizers.

Blockchain powered solutions

To track material lifecycle in order to improve recycling efficiency and divert waste from landfills.

Think circular

- To track material lifecycle in order to improve recycling efficiency and divert waste from landfills.
- It involves reusing product waste to create new products.
- Waste to energy plants can produce electricity.

Reusable packaging

- Such as borrowing packaging containers and return them after use.

Big Data and Analytics

- Data collected from the bin sensors offers insights into the frequency of bin emptying based on the location.
- It can analyze data to check if it is recyclable or not.

Ultimate objectives

- Curb climate change
- To offer food and resources to an ever-growing population
- Increase speed and efficiency

Session 3: re-shaping processes and cultures (3)

Introduction

Emerging trends are re-shaping processes and cultures in the agri-food and waste management industry and have become a necessity with the increasing population and scarcity of planetary resources.

In this session, we are going to explore the cost of conflict in companies that want to expand and its impact on the thriving enterprises.

A- The cost of conflict

Branching out without breaking

- Emergence of new trends = expansion of the scope of work
- Expansion of the scope of work = branching out to work with more staff and partners.
- Branching out to work with more staff and partners = more workplace disputes
- How can we branch out and expand to adopt new trends with more staff and partners without breaking?

In numbers

- A typical manager loses 25% of the day dealing with conflicts.
- 10 - 15% of the working time is used for conflict resolution
- 30 - 50% of the weekly hours of executives spent dealing with conflicts or the consequences of conflict
- The average cost per bullying day case is 60,000 euros
- 25% of sales depend on the quality of communication.
- 2.8 hours/week = \$359 billion in paid hours.

In time

- Wasted employee time, energy and creativity

In workflow

- Employee turnover
- Demotivation and low morale
- Poor teamwork

When it escalates

- Lawsuits or arbitration costs

Take the test:

[LINK](#)

Share the results of the test and draw a conclusion on the effect of conflict in your own business.

“Unmanaged conflict is the largest reducible cost for many organisations and it is usually the least recognized.”
- Dan Dana

Session 3: re-shaping processes and cultures (4)

Introduction

Emerging trends are re-shaping processes and cultures in the agri-food and waste management industry and have become a necessity with the increasing population and scarcity of planetary resources.

In this session, we are going to explore the various tools to deal with conflicts at the workplace for companies that need to expand and adopt new trends.

A- Managing conflict at the workplace

Clear the assumptions
- Avoid misinterpretations of a team member’s behaviour.
Express your intentions
- If you feel there is a quiproquo, ask about what is going on and state your real intention.
Avoid gossiping
- Advise the gossiping person to talk to the concerned person directly.
Avoid blaming
- When something goes wrong, put your energy in finding solutions together instead.
Understand your different communication styles
- Humor, sarcasm and irony.
Understand your different communication styles
Three ego states according to the transactional analysis: - The child state: The sadapted child - The free child - The parent state: The critical/controlling parent - The nurturint parent The three states of child, parent and adult effect how we receive, perceive and respond to information or communication from someone. The workplace is filled with people with different ego states!
Can conflict be beneficial?
Yes: - A healthy workplace environment is not a place of “yes sayers”. - Teach your colleagues or team how to use the “positive no.” - Just do it with style and in the right time: Style: - Avoid personal insults - Avoid bringing up a sensitive issue during a stressful time. - Avoid generalizations: “You never... you always...” - Avoid bringing up past issues to solve a current one. - Avoid mixing different problems under one umbrella. - Avoid blaming someone in public. - Avoid telling someone else about the mistake someone else did.

Topic 3
New trends and workplace dispute

A- trends in a nutshell

• [Link](#)

B- Trends in the waste management sector

• [Link](#)

C- The cost of conflict

Emergence of new trends = expansion of the scope of work
Expansion of the scope of work = branching out to work with more staff and partners.

Branching out to work with more staff and partners = more workplace disputes
How can we branch out and adopt new trends, which of course involves a more developed team and the creation of new departments, without breaking?

Will the new team with different skills than the older one be considered a threat by the existing employees?

The cost of conflict at the workplace is high, especially during times of transformation and transition and while adopting new processes.

The cost is time and money: conflict slows down the flow of work, and research has shown that a typical manager spends 25 percent of his time trying to solve conflicts, not to mention the wasted employee time! U.S. employees spend 2.8 hours each week dealing with conflict which comes to \$359 billion in paid hours (based on an average hourly wage of \$17.95) • [Link](#)

Conflict makes your best employees leave you on a whim, or they become demotivated if they decided to stay. If the conflict is between departments, the poor communication that results from a conflict might lead to an increased number of errors due to poor teamwork.

When the conflict is unmanaged well as soon as it emerges, it can escalate and lead to costly and endless lawsuits.

D- Managing conflict at the workplace:

- Clear the assumptions: Often times and especially in a competitive work environment, the acts of your colleagues are often misinterpreted. If a colleague puts a plant behind his/her pc, other colleagues might interpret it as a means to hide what he/she is working on. Such small assumptions can grow into a full-fledge conflict without any valid reason. A test was done in a workplace during which a team member was asked to move the chair of his/her colleague every day for a week without any explanation. The concerned team member whose chair was moved came up with mind-blowing interpretations such as: “he/she unconsciously wants to move me out of my place”, or “he/she wants to have control over my space”, or “he/she is mad at me because I didn’t take his/her offer from his/her supplier. She is also cutting my plant’s leaves when I am away.”

As a colleague or manager, help your team member to clear their assumptions and stay open to various not so dramatic interpretations.

- Express your intentions: Honesty is an invaluable weapon to fight conflict. If you feel your colleague is giving you the cold shoulder, ask yourself what you might have done to trigger such behavior and how they might have misinterpreted it. Then start asking them honest questions such as: “Are you ok? Is it something I have done or said that bothered you?”. Make sure to listen without making any judgment or comment until the other person is done speaking. Then, tell them what your initial intention was and make sure to be transparent and honest.

- Avoid gossiping: Watercooler conversations in the workplace are often the occasion to vent stream and gossip about a colleague’s behavior or attitude. Avoid such environment and redirect the gossiping person’s anger by advising the other person to talk to the person directly.

- Avoid blaming: When something goes wrong at work, and it will, avoid blaming the other person. If the kitchen is flooded because someone left the sink open, would you work together to immediately evacuate the water or would you spend your time blaming each other? Blame is a waste of energy and time. At hindsight, you might advise your colleague to do things differently next time to avoid doing the same mistake.

- Understand your different communication styles: “Would you like me to attend the meeting?”, Mira asks. Rita replies: “No, there’s no need to.” Immediately right after, Rita feels a certain tension when she asks Mira to help her in a task. The tension might grow if they don’t both understand the

different communication styles. Mira uses the indirect communication style by formulating a demand using questions. Rita uses direct communication style by answering briefly and directly on the matter. With good will and understanding the other person’s communication style, conflict will not develop further and the issue would be quickly resolved.

Another miscommunication culprit is to understand the other person’s humor. Some people confound humor with sarcasm and take the joke very personally. Colleagues should understand that some people take matters more seriously than others and avoid using humor and remain strictly serious while communicating with them.

- Understanding the personality types using the transactional analysis:

● [Link](#)

- Can conflict be beneficial?

Yes. A healthy workplace environment is not a place for “yes sayers.” Yes sayers would not warn you if you’re about to do a mistake. It is very well known that the number one reason of surgical medical mistakes worldwide is the silence of the nurses when they see the surgeon doing a mistake. Many companies with a CEO with a critical/authoritarian ego state don’t allow employees or subalterns to express their opinions and point out to the mistakes the CEO is doing, which leads to catastrophic results.

Yes. Teach your colleagues or team how to use the positive no.

The positive no is to sandwich your no between two yes. “Yes, I am happy I am in this company, but I am putting so much effort with little appreciation from your side. I will keep on doing the work you are asking me to, but I need some appreciation from your side to keep going.”

The positive No can do wonders.

Yes. As long as you avoid personal insults.

Just do it with style and in the right time:

- Avoid bringing up a sensitive issue during a stressful time or when the person is tired or preoccupied with other impending issues.

- Avoid generalizations such as: “You always... You never... Typical you... I was so expecting this from you... No wonder your wife left you...”

- Avoid bringing up past issues to solve a current one.
- Avoid mixing different problems under one umbrella. Take one problem at a time and don't bring up the next issue before you solve the first concern.
- Avoid blaming someone in public. Instead, help them save face and tell them your opinion about what they did in private.
- Avoid telling someone else about the mistake someone else did. Instead address your concern to the concerned party.

TOPIC 4: ROLE PLAY AND SIMULATION AND THE SOCIAL ASPECTS RELATED TO AGRI-FOOD AND WASTE MANAGEMENT



Introduction

The social aspect of innovation in any field is crucial in the advance of any breakthrough, and the agri-food industry is no exception.

In this seminar, we are going to learn the major role of citizen-based initiatives that created a tremendous change in the agri-food sector, as well as the social impact of agri-food processes on a larger scale and the importance of networking between various players involved in the food supply chain.

Through role-play, we are going to find ways to build networks using the interest-based conflict management tool and the active listening method to reach win-win collaboration opportunities.

We are also going to learn how to advocate for a citizen-based initiative using the same conflict management tools.

Learning Benefits

By attending this seminar, you will learn how to:

- Identify the digital transformation tool that is appropriate for you
- Listen actively in order to persuade the main concerned parties' of the digital change that you need to make.



Session 1: Social aspect and role play

Introduction

The social aspect of innovation in any field is crucial in the advance of any breakthrough, and the agri-food industry is no exception.

In this session we are going to have a general overview about the social aspect of the agri-food industry transformation and evolution, as well as the crucial role of networking for every agri-food entrepreneur.

A- Social aspects in agri-food processes and systems – an overview.

Emerging social innovations across the food chain

Linking the producer with the consumer

- Such as agri-food entrepreneurs who create special markets to offer local products to urban consumers, creating a social direct link between the consumer and the producer.

Citizen-driven initiatives

- Community supported agriculture or citizen-driven initiatives that make the difference. Examples: - Community agri-food gardens - Eco-villages - Urban agriculture initiatives

Social initiatives as a driver for change

- Example: Social movements have created narratives against the agri-industrial system, emphasizing on its negative impacts.

B- The role of networking

Seed exchange

Networking between agri-food entrepreneurs led to the non-federated seed exchange across countries.

Structuring new ways

In organizing the processes Learning New ways of thinking

On a global level

The networks expanded exponentially to become well-structured connections on the global level.

The importance of being part of it

- Farmers in secluded areas with limited connections have less chances to sell their products than the entrepreneurs with a network and may be excluded from trade.
- Networking can help achieve international collaboration between farmers, agro-industries and retail companies for a strategic and cross-cultural alignment.
- Networking can insure compliance to national and international regulations.
- Networking creates mutual learning procedures and feed-back mechanisms.
- There is an increasing integration of companies from developing countries into supply networks from different parts of the world through a well-established network.
- Such global networks connect together producers, traders and processors in developing countries with retailers and consumers in developed countries or urban areas.
- Initiatives on the social level and networking have become a major “make it or break it” element that evolves organically and in a non-orchestrated manner.

Session 2: Social aspect and role play (2)

Introduction

The social aspect of innovation in any field is crucial in the advance of any breakthrough, and the agri-food industry is no exception.

In this session we are going to explore the emerging social innovations across the food chain, as well as inherent social factors that drive change and transformation in the agri-food sector.

A- Emerging social innovations across the food chain

The role of social innovation in today's food system

- To become:
 - Economically profitable
 - Socially advantageous
 - Sustainable with planetary boundaries
- To find:
 - Alternative ways to produce, trade and consume food
- To accelerate change toward a sustainable food system that is already emerging across Europe.
- Some examples:
 - Testing new food
 - Testing new services
 - Testing new governance models

What is at stake?

- Food security
- Ecosystem health
- Social well-being and public health
- Strategic autonomy

What are the social challenges?

- Impacts on human health:
 - Malnutrition
 - Diet-related obesity
 - Diet-related diseases
- Social injustices and power imbalances

B- Agri-food innovation, lifestyle and patterns

What are the social challenges?

- Fundamental shifts in lifestyles
- Changes in patterns of consumption and production.
- Risks: disrupting existing investments, jobs and power structures.
- Such changes would require new policies and governance systems.
- All these changes would lead to a new power structure and conflicting scenarios on a societal level.

Session 3: Social aspect and role play (3)

Introduction

The social aspect of innovation in any field is crucial in the advance of any breakthrough, and the agri-food industry is no exception.

In this session we are going to explore, through role play, the networking-making process and ways to deal with conflicts that might arise during the process.

A- Building a network and alliances (role play)

Role play 1

- Form groups of 4:
 - 1- Supplier 1 from a developing country
 - 2- Supplier 2 from a developing country
 - 3- Firm representative from a developed country
 - 4- Big retailer
- Each member of the group should pitch their proposal to the concerned party.
- The concerned party should use the active listening method and approach taught during previous sessions.
- Each participant should spot the first signs of emerging conflict.
- Identify the need behind the demand according to the conflict resolution techniques taught during previous sessions.
- Each participant should spot the first signs of an emerging conflict.
- Once each participant understands the need behind the demand, they should find alternatives or solutions that answer the needs.
- Try to reach a win win solution using the "value creation" method taught during previous sessions.
- Reach a final deal with the concerned party using the interest-based negotiation method and share the results with other groups.

Debriefing of the role play

- Each entrepreneur is capable of building a network that helps them thrive and expand their businesses.
- Using active listening during the process can help identify the needs and prevent or solve any emerging conflict.
- Understanding the needs of each actor in the supply food chain can help in creating a productive dynamic that benefits all parties.
- Value creation technique is an important tool during the negotiation between various parties and can reinforce the ties between them.
- Value creation technique is an important tool during the negotiation between various parties.
- Reaching win-win deals while building networks is key and benefits all parties.
- Expanding one's network is key in the globalization era and even the most remote producer can benefit from creating proper connections using the positive communication and conflict resolution techniques.

Session 3: Social aspect and role play (4)

Introduction

The social aspect of innovation in any field is crucial in the advance of any breakthrough, and the agri-food industry is no exception.

In this session we are going to explore, through role play, the creation of and advocacy for citizen-based initiatives that are key in advancing the agri-food field. We are going to learn to advocate in non-conflictual ways for ideas that can make a difference in the agri-food sector.

A- Advocate for citizen-based initiatives (through role play)

Role play 1

- Form groups of 4:
- Choose a citizen-based initiative that can advance the agri-food processes or systems.
- Share your idea with the rest of the groups using the questioning tool in the active listening method.
- Ask the participants who do not adhere to your way of thinking what are the needs that are not met.
- Avoid defending your idea and stay in the active listening mode.
- Try to convince the resisting participants that your idea answers their needs.
- Spot any conflict of interest that might be the reason why other groups don't adhere to your idea and try to find a common ground.
- Try to create a coalition or a joint venture between your initiative and the initiative of another group.
- Consolidate all initiatives in one big project and discuss this joint venture using the interest-based approach and the active listening method.
- Create a convincing implementation plan for your initiative.
- Choose one representative of each group to present your consolidated idea to the facilitator of the session as if he were a local authority.
- Collect feedback from the local authority using the active listening method.
- Try to persuade the local authority representative using active (persuasive) listening.

Debriefing of the role play

- Small ideas become big if the group knows how to create a space of dialogue and co-creation.
- Citizen-based initiatives can make a tremendous change if clusters are created and various ideas are consolidated in one big project.
- Sometimes, policy changes are the result of such initiatives.
- Convincing authorities of the need of such change using the right communication tools to avoid conflict or resistance can be a game changer.
- If you want to "be the change you want to see in the world", start off with a clear plan.
- When trying to convince any stakeholder (such as your community or local authorities), make sure to use the active (persuasion) listening method to manage resistance.
- Instead of persuading various stakeholders of your idea by stating why it is important for you, try to show them why it is important for them.
- Now that you have an idea of what you want to do to advance the agri-food in your community or region, develop it and present it as a group to local authorities.

Topic 4

Role play and simulation and the social aspects related to agri-food and waste management

A - Social aspects in the agri-food industry (an overview) the role of networking

- [Link](#)
- [Link](#)

Contact Information:

CIES Onlus

Development Information
and Education Center

mysea.coordination@cies.it
cies@cies.it

www.enicbcmmed.eu/projects/mysea

