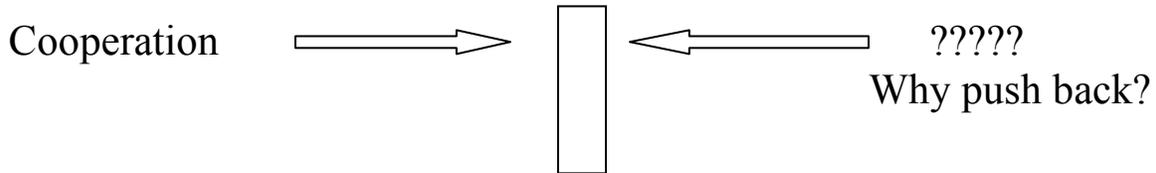


## Territorial Games: Understanding and Ending Turf Wars at Work Presentation Notes

If your efforts to create cooperation are not working...it might be worthwhile to learn about the hidden human dynamics that cause people to push back – to *resist* cooperation.

What is it that makes us wary? When someone asks, “Can I see your report?” what tightens our grip on it, and makes us say, “Why... what do you need it for?”



A THEORY: People have a natural instinct to hold on to things of value. Whether through years of social conditioning or genetic pre-programming, humans are naturally territorial. And in today’s world of too much information and too little security our territorial instincts are constantly over-reacting.

Instinct: The word we use to describe behavior that happens *without* thinking...i.e. MINDLESS BEHAVIOR

Territorial behaviors have been covert and hidden for so long that we only have metaphors to describe the behavior. (turf war, silos, old boys club, etc.)  
There are ten specific behaviors people use to keep other “out.”

<u>Physically</u>	<u>In Meetings</u>	<u>During Implementation</u>	<u>Social Behaviors</u>
Occupation	Intimidation	Invisible Walls	Shunning
	Filibuster	Strategic-Non-Compliance	Powerful Alliances
	Camouflage	Information Manipulation	Discredit

Create the opportunity to discuss the games. Help people laugh – if it gets too serious people get defensive. Present the games with examples from your own experience:

- Information Manipulation – “Didn’t anyone tell you?”
- Strategic Non-Compliance – “Oh dear, did I forget to do that?”
- Shunning – “I’m sorry, what was your name again?”
- Discredit – “...she’s probably got PMS.”
- Intimidation – “you did WHAT!?!?”

Ultimately territoriality can be viewed as a natural human response – that’s good news and bad news. When you do this stuff it’s okay, normal in fact...Bad news? When “they do this stuff – guess what? It’s normal. Let’s get over the blame and embrace human nature for what it is.