## CONTENTS

Foleword by Duale L. Shrotte XII	
Preface xv	
Chapter One: A Personal Story	1
Chapter Two: The Importance of Effective People Skills in Conservation	5
How Human Behavior Affects the Environment 6	
Why Should We Protect the Environment? 7	
How Good Are Natural Resources Professional at Modifying Human Behavior? 10	
Examples of People Skills in Action: Lake Davis and Devil's Hole 12	
Conclusion 19	
Chapter Summary 20	
Chapter Three: How to Resolve Conflict and Defuse Contentious Situations: Verbal Judo and Other Communication Techniques	21
Verbal Judo 23	
Understand Your Critic 23	
The Verbal Judo Stage or Disarming Your Critic 26	
Diplomatically State Your Point of View 33	
Verbal Judo in Action—The Angry Man in the Truck 36	
Communication in Crisis Situations 40	
Gundersen and Hopper Techniques 40	
Thompson Verbal Judo Methods 43	
Dealing with Hecklers—A Common Occurrence for Conservation Professionals 45	
Conclusion 46	
Chapter Summary 47	

Chapter Four: How to Persuade People	49
Needs of People 51	
Techniques of Influence 54	
Liking and Similarity 56	
Authority 57	
Reciprocation 60	
Commitment and Consistency 61	
Social Proof 63	
Scarcity 65	
Conclusion 69	
Chapter Summary 69	
Chapter Five: Customer Service and Getting Funded	71
Secrets of Customer Service 72	
Getting Funded 76	
Using Influence Principles 78	
Project Wrap-Up and the Importance of Being Timely 80	
The Asian Tapeworm: An Example of Obtaining Project Funding 80	
Conclusion 82	
Chapter Summary 82	
Chapter Six: How to Negotiate Effectively	85
Interest-Based Bargaining 87	
Know and Improve Your BATNA. Cast Doubts on Theirs 89	
Focus on Underlying Interests, Not Positions 93	
Invent Options for Mutual Gain 95	
Use Objective Criteria to Argue for "the Package" You Favor 96	
Negotiate as if Relationships Mattered 97	
Two Examples of Real-Life Negotiations: The Reserve Mining Company	
and Snoqualmie Dam 98	
Conclusion 99	
Chapter Summary 100	

Chapter Seven: How to Manage Yourself	101
Time Management 102	
The Master List 104	
Review of Your Master List 106	
The Daily List 107	
Avoiding the Timewasters 108	
Organizing Paperwork and Equipment 110	
The TRAF System 111	
What to Do If Your Workspace Looks Like a Disaster Area 113	
Organizing Field Equipment 113	
Coping with Stress, Depression, or Anxiety 113	
Conclusion 120	
Chapter Summary 120	
Chapter Eight: How to Effectively Manage Personnel	123
Chapter Light 110% to Effectively manage 2 constant	
How to Hire Good Staff 124	
How to Manage Staff 127	
Getting Rid of the Problem Employee 132	
Working with Your Boss 134	((4))
Conclusion 137	
Chapter Summary 137	
Chapter Nine: How to Make a Good Impression in the Field	139
chapter 14me. How to Make a Good impression in the Field	107
Tips for Everybody 140	
Be Organized 141	
Keep the Right Attitude 141	
Respect Private Property 145	
Be First to Tackle the Toughest Tasks 145	
Clean and Repair Borrowed Equipment 146	
Move Quickly and Accurately When Working 147	
Prioritize Safety 148	
Tips for Supervisors 150	
Arrive First, Leave Last 150	
Demonstrate, Don't Tell 151	
Treat Volunteers and Staff Like Gold 152	
Conclusion 153	

Chapter Summary 153

Chapter Eleven: Conclusion

About the Author 199

Notes 181 Index 192

Machiavellianism, and Other Annoyances	
How to Defend Yourself Against Underhanded Tactics 156	
Character Assassination, Bullying, and Scapegoating 157	
Dealing with Those Who Steal Your Ideas and Take Credit 16	3
Bureaucratic Intransigence 165	
Naysayers 167	
Lying 168	
Dirty Tricks During Negotiation 170	
What If You Screw Up? 172	
Machiavelli and The Prince 172	
Conclusion 174	
Chapter Summary 175	

155

177

Chapter Ten: Defending Yourself from Dirty Tricks,