The Not-for-Profit Dilemma: Addressing Tough Issues while Maintaining Relationships

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Take Aways

• **Spot** issues that every employer and volunteer coordinator deals with
• **Develop** a tool kit for having important conversations
• **Learn** how to respond to requests from staff, volunteers, and Board members without sacrificing relationships
• **Cultivate** a culture of authenticity and respect
How are we going to do it?

• Goals
• Roles
• Procedures
• Decision Authority
• Values
• Problem Solving
CLEAR GUIDELINES

Goals - What are we going to accomplish?
Roles - What is expected of each member of the team?
Procedures - How will we coordinate our work with each other?
The Big “D”
• Who has it?

• Can “The BIG D” delegated in whole or in part?

• Has some one abdicated decision making authority through delay or inaction?
Values
Spot the Values Exercise:
"We serve as an information center to enable the efficient use of resources today to ensure sufficient resources tomorrow. We do this through education, outreach, and partnerships"
“Our mission is to create housing choices and energize neighborhoods, while focusing on providing opportunities for families of low to moderate income to prosper with dignity and respect”
Exercise

• List ALL Your Values
• Cross off 3
• Cross off all but the Top 3
• Cross off all but the Top 1
• YES. All but the Top 1
All Conflict is About Values

Values are Always Positive

Cannot Be Traded or Compromised

Can Be Met In A Variety of Ways
Maintain Relationships by Addressing Values
Identify – Verify – Organize
People don’t directly talk about their values. Instead, they talk about what they want to have happen which is usually getting someone else to start doing something or stop doing something.
The 5 Questions

- What Is the Problem?
- Why Is It a Problem?
- What Would Be the Perfect Solution to the Problem?
- What Am I Willing to Do to Solve the Problem?
- What Can We Do Together to Get There?
What Is the Problem?

Focuses on that person’s point of view

Articulates there values, expectations, & assumptions
1. **Ask** – Clarifying Questions that focus on their expectations & assumptions.

   “What was your expectation about how this situation would be handled?”

   “What did you expect her to do with that information?”

2. **Repeat** – What You Heard
Why is it a problem?

Articulates their values, expectations, & assumptions
1. Ask – Clarifying Questions
2. Repeat – What You Heard
3. Explore – Conflict on Goals, Roles, Procedures, Decision Making Authority
What Would Be the Perfect Solution to the Problem?

Ask the other party first.
STOP. BREATHE. REFLECT.
CLARIFY. THINK MORE.
Agree or respond with alternatives.
Agree or respond with alternatives. NO “Yeah, but....”
“YES, and....”
Or
“Yet,....”
What am I willing to do?
Explore your limits-authority, interest, energy.
What are we willing to do?
Moving toward problem solving, collaboration
Value Based Collaboration & Problem Solving

Articulates Values
Racks and Stacks Those Values
Working Toward for MUTUAL Benefit whenever possible
Role play exercise

**Setting:** Meeting between Executive Director and Board Member.

**Background:** Staff member approached Board Member to discuss Staff member’s workload. Board member told Staff member to “Focus on what is important. Ignore the rest. If you have problems with the E.D. come back to me.”
Role play exercise

Task: Use the 5 question model to walk through the conversation.

Do not worry about “trying to find more info. Work through the model.”
How did the conversation go?
What insight/tip will you use again?
Role play exercise part 2

Setting: Meeting between Executive Director (E.D) and Staff member.

Background: Same issue. ED now has to talk to Staff member to insure clarity on goals, roles, procedures & explore Staff member’s concern. E.D., Board Member and Board President are all on the same page.
Role play exercise

**Task:** Use the 5 question model to walk through the conversation.

Do not worry about “trying to find more info. Work through the model.
Call to Action

• Write down 3 insights

• Detail how you will put the insight to use

• How will you measure your success

• Who will you share your knowledge with and why
Resources

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Blog: The Workplace Conflict Expert Says