



# Walla Walla Community College Foundation

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Presented by

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Carol Bowser, President of Conflict Management Strategies, Inc. is an expert in workplace conflict – what creates it and how to resolve it. While she HATES arguments, she loves maintaining sanity and increasing production by jumping into conflict to fully resolve it. She received her law degree from Seattle University School of Law and her Mediation Training through Pierce County Center for Dispute Resolution. She is a speaker, trainer, and consultant for employers on how to avoid workplace conflict.





## **The Not for Profit Dilemma- Addressing the tough issues while maintaining the relationships**

For some Non-Profit work is a calling, for others it is a way to give back to the community either through service on a Board of Directors or volunteerism. Either way, individuals are highly involved in the success of the organization and can be highly disappointed if there are differences of opinion or lack of action.

### Outcomes:

- 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
- Action Plan

### Executive Summary:

The persistent challenge is how to manage a diverse group of people: Board members, Executive Directors, Staff, Volunteers, Benefactors, and Community Members AND get the work of the organization done. The key is to have clarity on GOALS, ROLES, PROCEDURES, & DECISION MAKING AUTHORITY *while simultaneously actively engage* in conversations that build relationships, honor organizational values, and solve problems.





Achieve Clarity on:

Goals:

Individual

Organizational

Roles:

Who Does What?

Where are the Boundaries?

Where do Boundaries Intersect?

What *Behavior* Crosses the Line?

Does everyone agree?

Procedures:

How we do it here?

Is it clear?

Is it repeatable?

Is it followed?





## Determine Scope of Decision Making Authority:

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

Every conflict is a conflict of values.

What the values are.

How the Values are demonstrated.

Spot the Value.

Rack & Stack then work the problem.

## 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?



## **Tool Kit of Questions that Work**

### **1st: Figure out what to say**

#### When Seeking Feedback

“Why not do it this way?”

“What would be wrong with this approach?”

“What if....”

“What would you suggest I do?”

#### Diving Deeper in the conversation

“What would you say to my department?”

#### Getting tough and Honest about Driving toward solutions

“What makes that fair?”

“What, specifically, prevents you?”

“What exactly is the obstacle that you see?”

“What would have to happen for you to be able to?”

“Can you tell me what part of this you are ok with?”

“What one word comes closest to describing what you are thinking?”

#### Testing Assumptions

“Did someone say something or was that your impression?”

“Do we have to do it this way?”

“What if....?”





### Breaking out of the Box

“How can we have the most fun exploring the possibilities?”

Visioning: What do we want? What would be the ideal?

Exploring: What assumptions can we challenge? What would be different?

Experimenting: How can we combine existing elements in a new way?

Modifying: How can we improve what has been done before?

### Making reasonable requests

“What happens if we both agree to....?”

“Does that sound fair to you?”

### **2nd: How to say it**

- Tone
- Pitch
- Pacing
- Volume
- Inflection

Ending on a down beat

Thank you for coming today!

