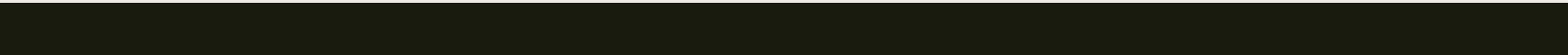




# MANAGING CONFLICT IN TODAY'S NON-PROFIT ORGANIZATION



Western Slope Rural Philanthropy Days, June 12-14, 2019 E. Wendy Huber



# Introductions

- Please gather following information from your partner (preferably someone you do not know)
  - Name & Title including middle name
  - Proudest Professional Achievement
  - Most Embarrassing moment (personal or professional)
  - Course Expectations for this training program
- Introduce your partner

Simple  
Introductions=Conflict  
Management



Rapport Building



Confidentiality



Communication



OUR WORK  
TODAY

# Topics to Consider: Our Agenda

Ineffective approaches to conflict resolution

Types of Problem Solvers

Consider Stages of Conflict Resolution

Conflict Resolution Continuum

# Topics to Consider: Our Agenda (continued)

Negotiation: The Main Process

Negotiation- What makes a great Negotiator

Communication & Conflict

Mediation: A Primer

# WHO AM I & WORK

- Executive
  - *Non-profit Organizations*
  - *\$2B Trust with Houston & Amsterdam offices*
- Educator & negotiator
  - *Author six books*
  - *E-MBA & Law Professor*
  - *Negotiation Coaching & Facilitation*
- Leader
  - *Chair ADR Section SBOT*
  - *President TAM*
  - *Board SPIDR*



# More My Work

- Sales & Marketing
  - *Dispute Resolution Services*
  - *Heavy Trucks (class 6; 30,000lb. G.V.W.)*
- Mother
- Fly-Fishing Person
  - *Idaho; Montana; Colorado*
- Attorney
- Episcopal Priest



# Conflict Defined



Definition: one or more parties consciously interfere(s) in the goal achievement of the other party(ies)



Conflict outcomes: explosive or constructive



Conflict Resolution Continuum from least formal to most formal processes

# Conflict Resolution

- Costs of Destructive Conflict
  - *Personal*
  - *Financial*
- Perceptions of Conflict
  - *Fight*
  - *Anger*
  - *Control*
- Avoidance



# Ineffective Approaches to Conflict Resolution

“I’m Right, you’re  
wrong” Approach

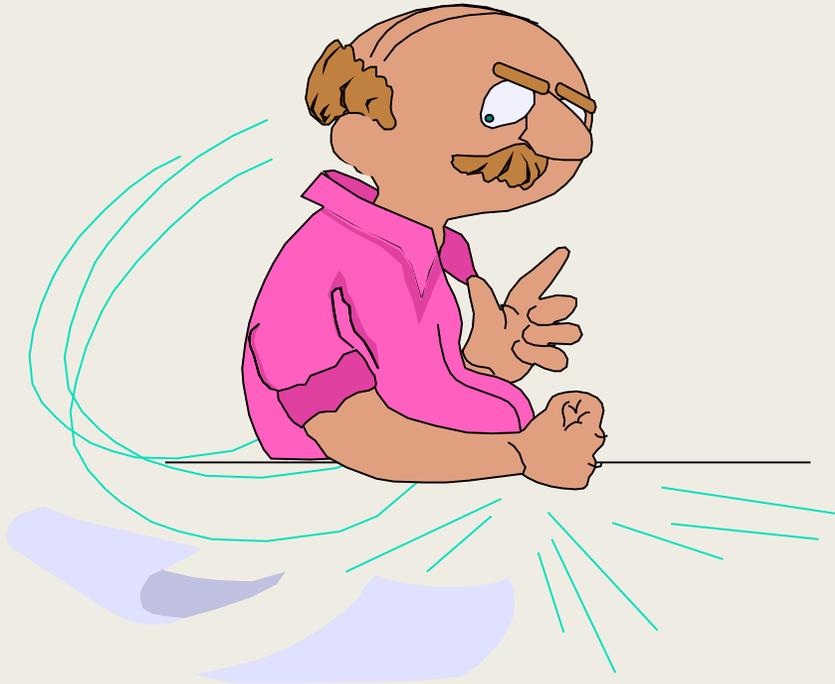
Avoidance  
Approach

“Life is just a  
bargain”  
Approach

Short Term  
Approach

“That’s not my  
job” Approach

# Types of Problem Solvers



## ■ Didactic Problem Solvers

- *all others are idiots; do not confuse them with the facts*

## ■ Blaming Problem Solvers

- *point fingers at others; abdicate responsibility*

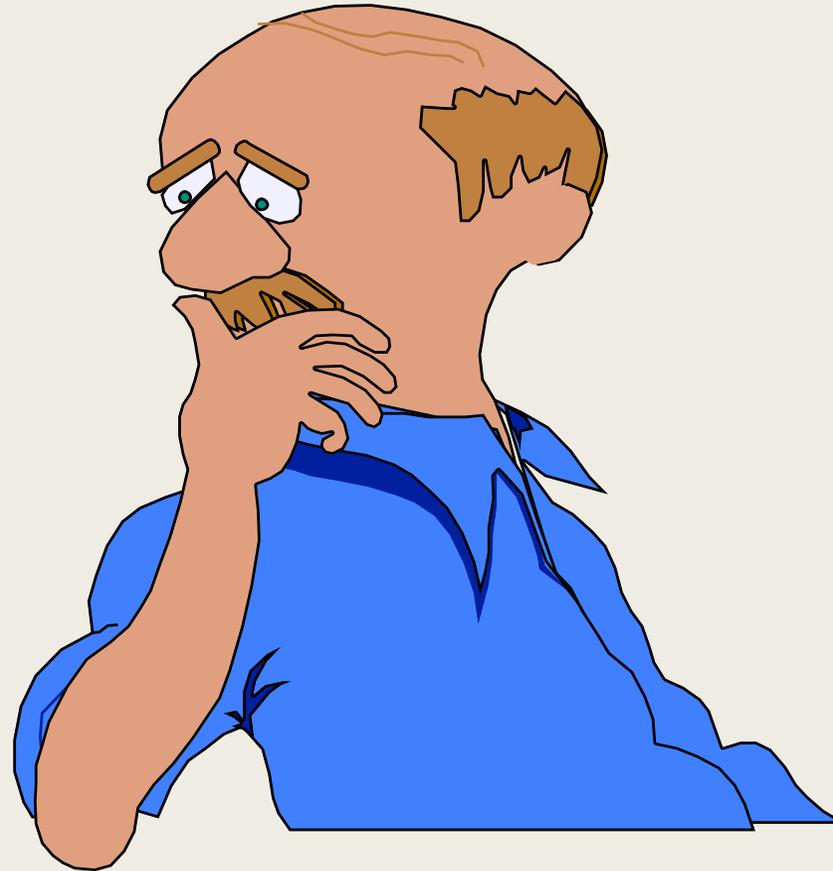
# More Types of Problem Solvers

- Irrational Problem Solvers

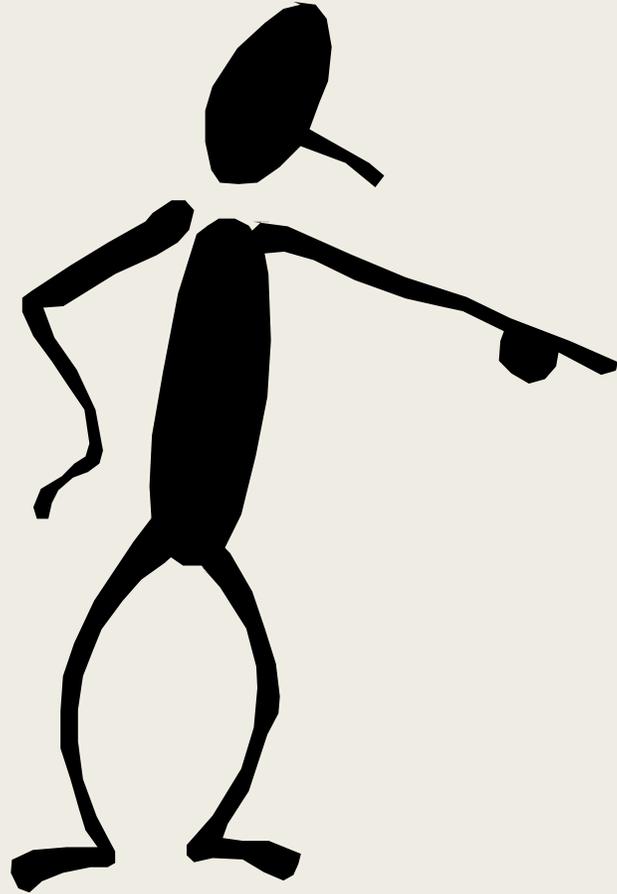
- *stamp the ground-- it should not have happened*

- Paranoid Problem Solver

- *victimized; has nothing to do with the problem*



# Even More Types of Problem Solvers



- Perfectionist Problem Solver

- *impossible to have  
The perfect solution  
so impossible to solve*

- Bureaucratic Problem Solver

- *no rocking the boat; by  
the book; no  
challenges*

# The Last Types of Problem Solvers

- People Pleaser Problem Solver
  - *professional people pleasers at all cost*
- Status Quo Problem Solvers
  - *hate change; love routine; attached to the “way it is”*



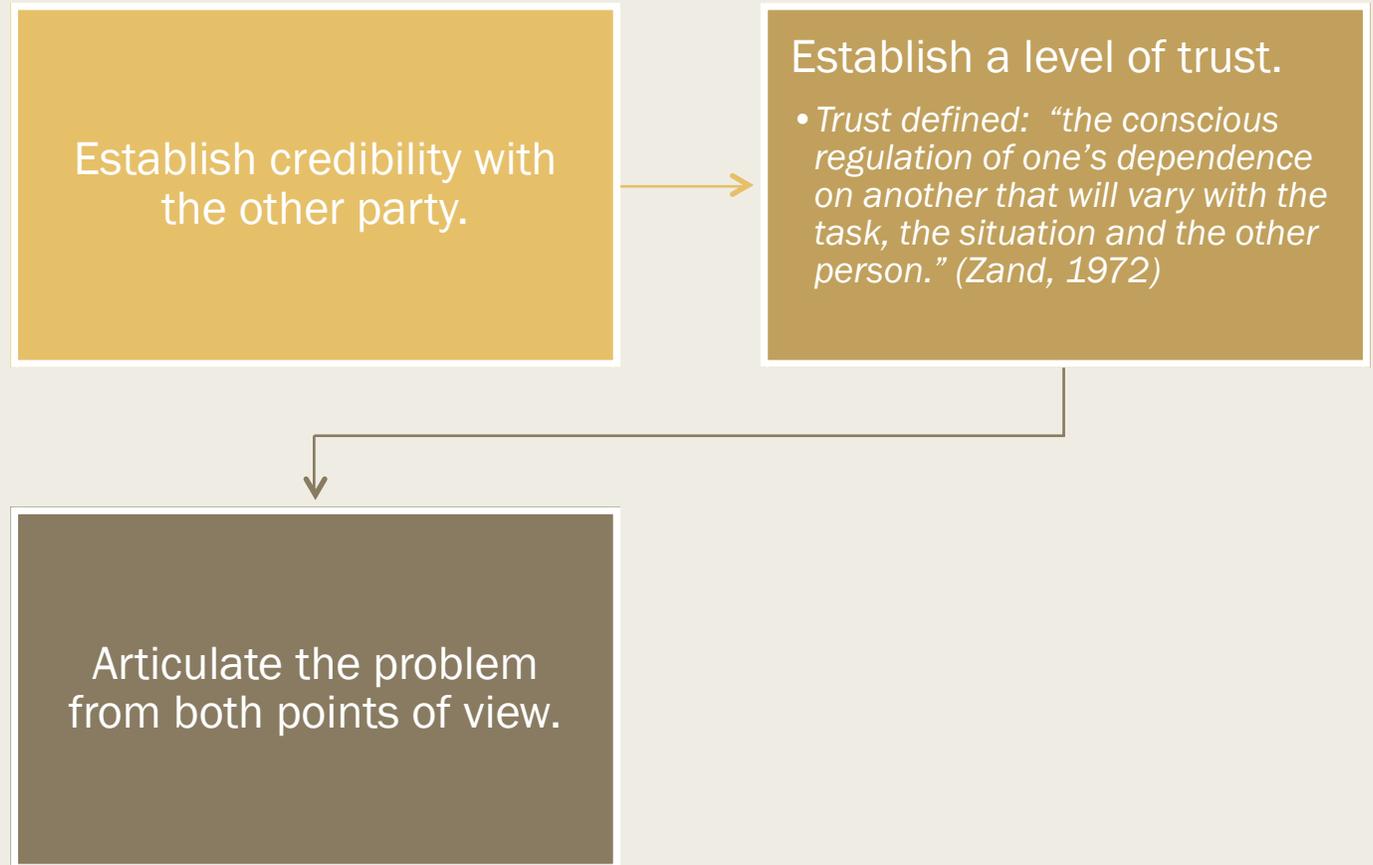


“IN MY CIVILIZATION, HE WHO IS  
DIFFERENT FROM ME DOES NOT  
IMPOVERISH ME--HE ENRICHES ME.”

-SAINT-EXUPERY



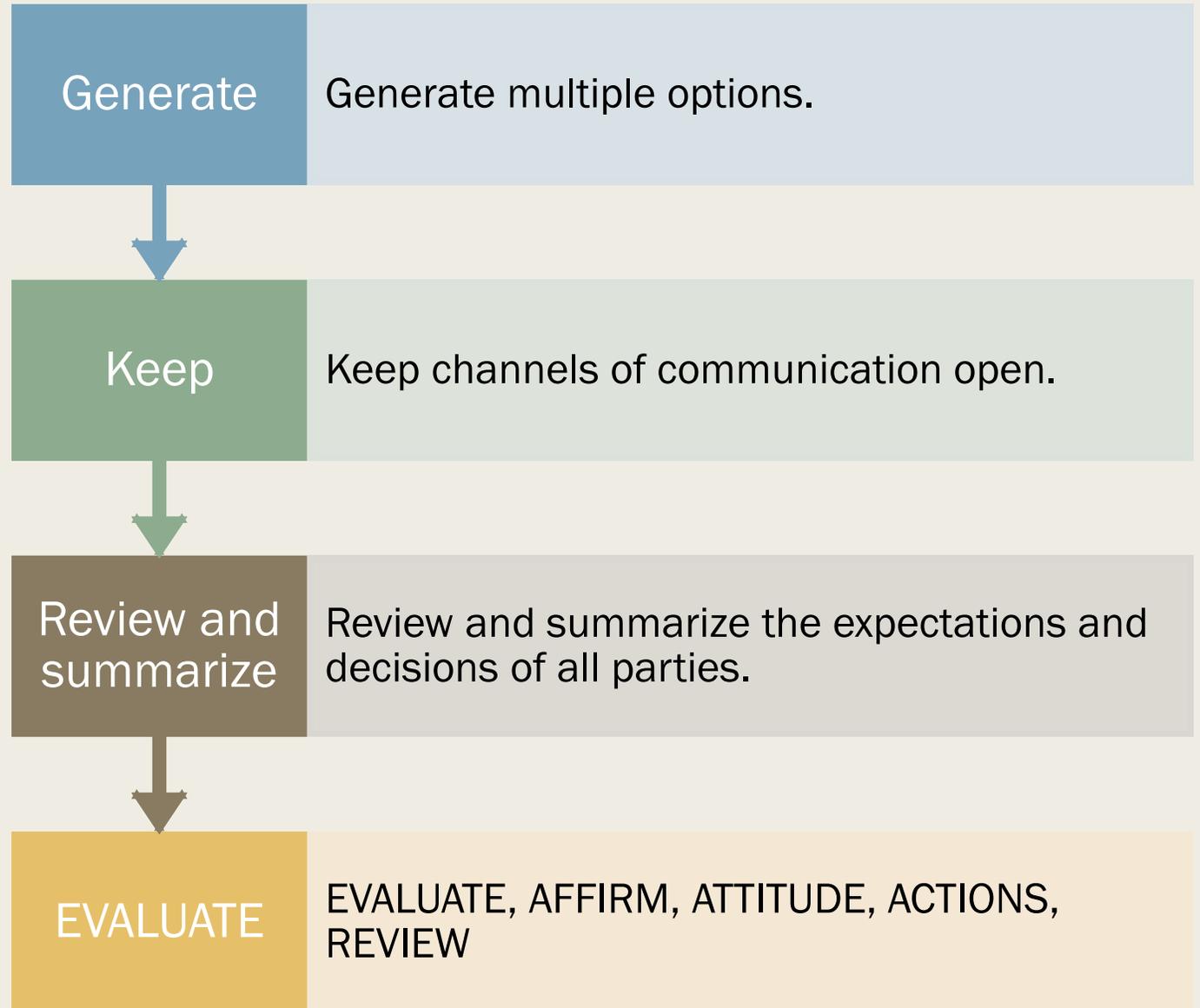
# Stages & Strategies in Conflict Resolution



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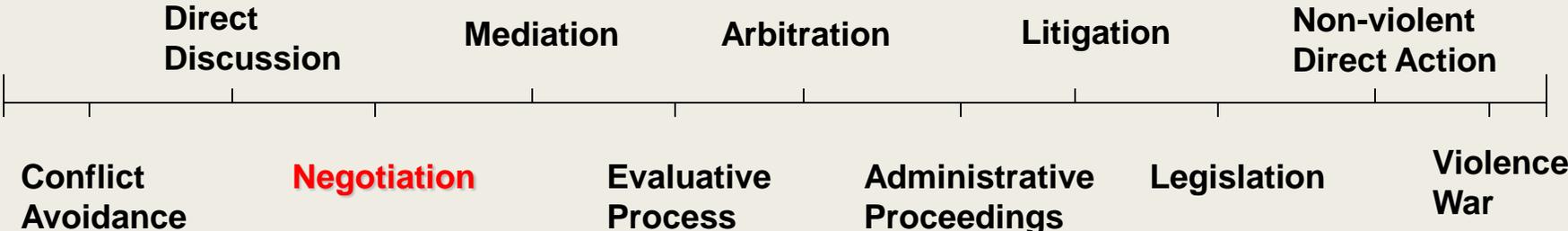


# Conflict Resolution Continuum

- Conflict Avoidance
- Direct Discussion
- Negotiation
- Mediation
- Arbitration
- Litigation
- Legislation
- Violence



# Negotiation: The Main Process



# Negotiation-Defined



Negotiation—noun form of the verb “negotiate”, which has its origins in the Latin negotiatus, the past participle of negotiari, meaning “to carry on business.” (Webster’s New Collegiate Dictionary 1974)



Negotiation—“a process through which parties determine whether an acceptable agreement can be reached” (Schoenfield 1988)



Negotiation—a communication process between two or more people in which they consider alternatives to arrive at mutually agreeable solutions or reach mutually satisfactory objectives (Irwin 1994)

# Negotiation



basic, generic human activity



of all types have similar characteristics



may be used formally or informally



often a forgotten skill in our education



“to carry on business”



“to confer with another so as to arrive at the settlement of some matter”

# What Makes a Great Negotiator?



Excellent communication skills – listening skills, ask effective questions



Deal with conflict effectively



Prepare for negotiation and understand the power of information - research and gather data during the negotiation phase



Flexible and adaptable to new information- *Semper Gumby*



Don't give things away-Know your WATNA



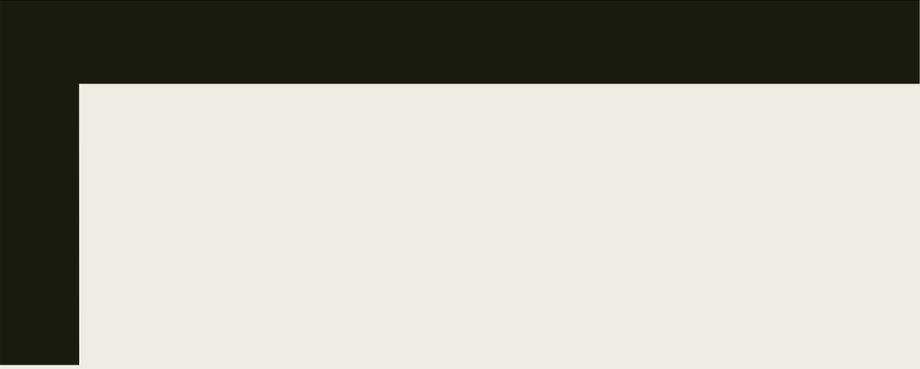
Willing to walk away-Know your BATNA



Confident, patient and tireless



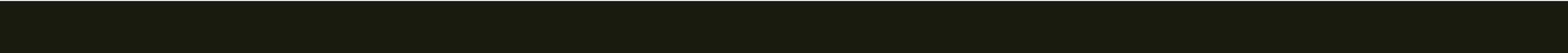
Use appropriate tactics to close the deal



# COMMUNICATION SKILLS FOR NEGOTIATORS



Methods to assure the message is heard as well as understood

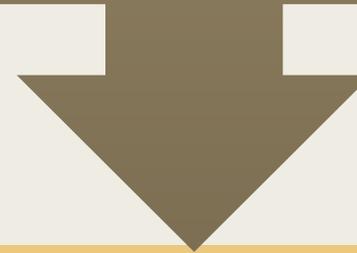


NEGOTIATION IS THE HIGHEST  
FORM OF COMMUNICATION USED  
BY THE LOWEST NUMBER OF  
PEOPLE.

-JOHN F. KENNEDY

## Basic Communication Process

Purpose of Most Communication: to influence the attitudes and behaviors of those we address



To achieve precision and effectiveness in communication:

*A message must be conveyed.*

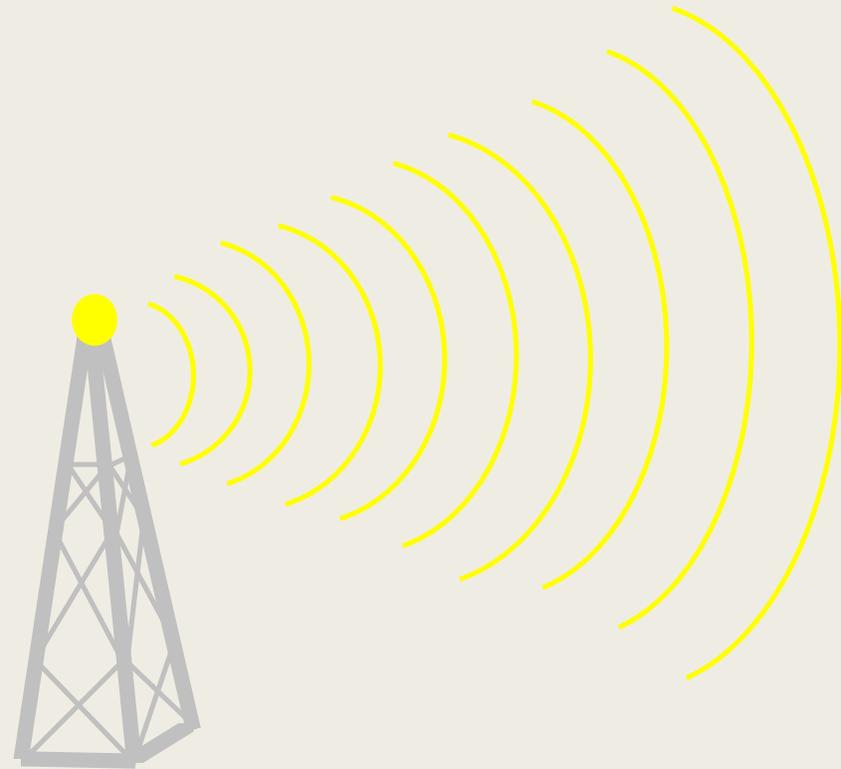
*The message must be received.*

*There must be a response.*

*Each message must be understood.*

# Message Must be Conveyed

- Point of view must be expressed clearly, simply, and effectively
- Refrain from assumptions
- Remember the words of Aristotle





THINK AS WISE MEN DO, BUT  
SPEAK AS THE COMMON  
PEOPLE DO.

-ARISTOTLE



# Message Must Be Received



## Reasons for not listening

*speed of average human speech may vary  
from 150 words per minute to 175 words per  
minute (fast)*

*meaning assimilated at the rate of about 500  
words per minute*



**THE LISTENING GAP- responding,  
daydreaming, rebutting, boredom**

# Barriers to Communication

## ■ Language

- *vocabulary*
- *ambiguity*
- *jargon*
- *rambling*

## ■ Psychological

- *emotional*
- *assumption*
- *mood*

## ■ Structural

- *distance*
- *time*
- *structure*
- *methods*

## ■ Situational

- *noise*
- *discomfort*
- *intrusions*

# Communicator's Weaknesses

Inappropriate  
tone or  
approach

Unskilled

Lack of  
knowledge

Poor  
listening

Lack of  
preparation

Prejudice

Sending  
solutions/  
conclusions

# Methods to Remove Message Barriers: Tips for All



Approach with Positive Attitude



Keep Your Emotions in Check



Maintain Concentration



Find Something to Get Interested In



Relax, You are Not in a Hurry



Change Perspectives

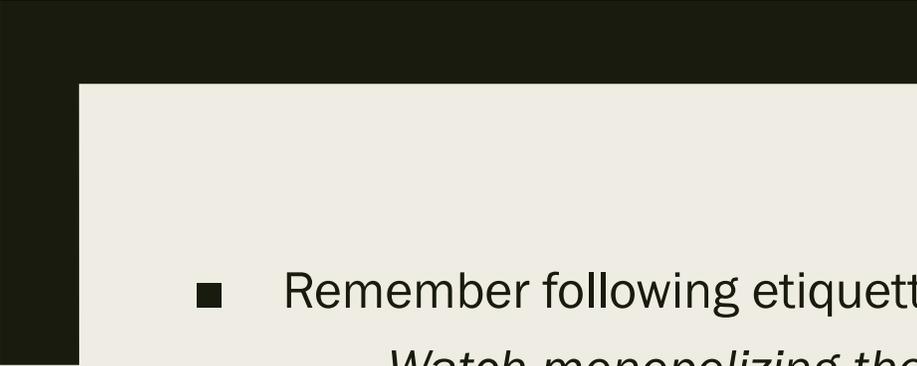


Use Active Listening

# Active Listening Skills

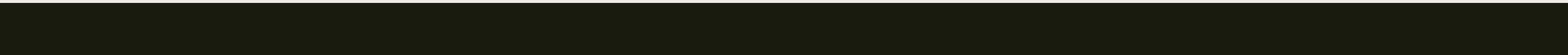
- Inherent difficulties in listening
  - *Most words have more than one meaning (14,000 different meaning for 500 most commonly used words in the English language--28 meanings per word)*
  - *Messages must be decoded for their intended meaning--we often soften the message just to be polite*
  - *Listen to the person as well as the message*



- 
- Remember following etiquette in responding:
    - *Watch monopolizing the conversation.*
    - *Don't change the subject prematurely.*
    - *Careful of stepping on others sentences.*
    - *Hold your temper--outbursts are rarely useful in negotiation.*
    - *Silence is powerful*



Communication: Response



# Communication: Response II

- Etiquette
  - *Ask a question--turn the discussion back to the other party.*
  - *Allow the other party a method to save face.*

# Exercises



One-way & Two Way  
Communication



Proverb Simplification



# ONE WAY COMMUNICATION



TWO WAY  
COMMUNICATION

# Proverb Simplification

- An ignoramus and his/her lucre are readily disjoined.
- In the absence of the feline race, certain small rodents will give themselves up to various pleasurable pastimes.
- A plethora of culinary specialists vitiate the liquid in which a variety of nutritional substances have been simmered.
- Impetuous celerity engenders purposeless spoilage.
- Illegal transgression has no remuneration for its perpetrators.
  
- A winged and feathered animal in the digital limb is as valuable as a duet in the shrubbery.
- The warm blooded class avis who is governed by preemptitude can apprehend the small elongated and slender creeping animal.
- Provide the privilege of enfranchisement or I will feel that life is not worth living.
- A condition characterized by tardiness is more desirable than one that is systematically marked by eternal absenteeism.

When angry,  
count to ten  
before you speak.  
If very angry,  
count to a  
hundred.

-

Thomas Jefferson

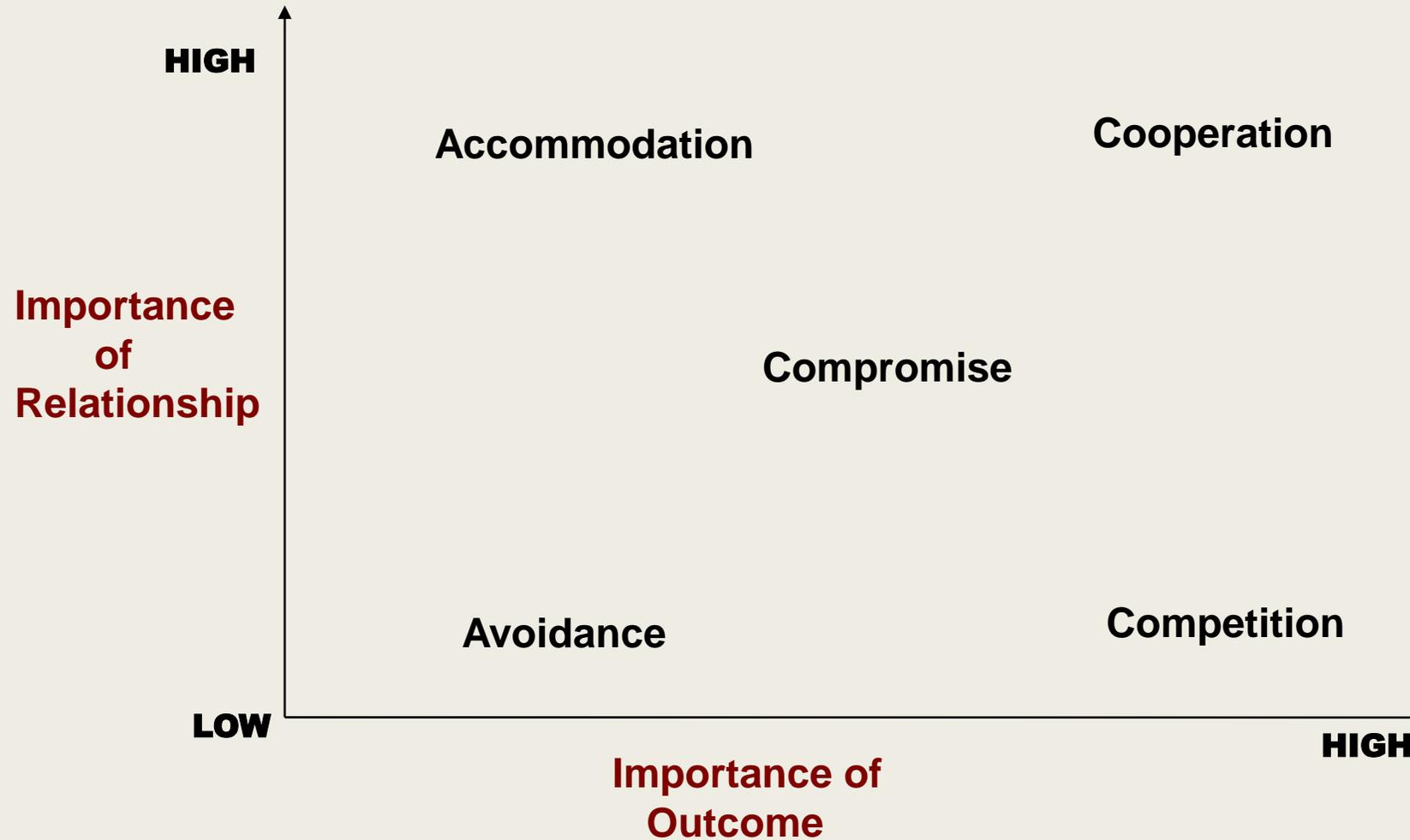
Once a word goes out of your mouth, you can never  
swallow it again.

-Russian Proverb

# Communications Techniques: A Review

- Carefully think before you speak--No muddled messages
- Say exactly what you mean--Be clear
- Get to the point--Ask for what you want.
- Speak plainly and briefly using shortest, familiar words
- Be yourself
- Use images where visualizing important

# Negotiation Theory





SHIFTING  
PERCEPTIONS-  
SEPARATING THE  
PEOPLE FROM THE  
PROBLEM

The Island Story



# Strategies to “Separate People from the Problem”



Walk in another’s moccasins--see the situation from your opponent's perspective.



Don't deduce your opponent's intentions from your own fears.



Avoid blaming your opponent for the problem.



Discuss each other's perceptions.



Seek opportunities to act inconsistently with your opponent's misperceptions.



Give your opponent a stake in the outcome by making sure they participate in the negotiation process.



Make your proposals consistent with the principles and self-image of your opponent.



# MEDIATION: FACILITATED NEGOTIATION



Q & A