



# **Building Effective Organizations**



Strategies for Collaborative  
Problem Solving

# Session Objectives

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- Provide an overview of the collaborative problem-solving process
- Identify and practice strategies for effective problem solving
- Discuss practical applications for building effective organizations

# Agenda

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- Overview
- Collaborative Problem-Solving Process
- Key Skill: Listening
  
- **Break (10:15 – 10:30)**
  
- Key Skill: Planning Meetings
- Key Skill: Identifying Interests
- Practical Applications for Building Effective Organizations

# Decision Making Approaches

POWER	RIGHTS	INTERESTS
<ul style="list-style-type: none"><li>▪ Strikes</li><li>▪ Non-violent direct action</li><li>▪ Voting</li></ul>	<ul style="list-style-type: none"><li>▪ Litigation</li><li>▪ Arbitration</li><li>▪ Administrative hearings</li></ul>	<ul style="list-style-type: none"><li>▪ Collaborative negotiation</li><li>▪ Mediation</li><li>▪ Group consensus building</li></ul>

Source: Ury, W. L.; Brett, J. M.; and Goldberg, S. B. *Getting Disputes Resolved*.

# Collaborative Problem-Solving Process

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- Communicate About the Issues
- Identify Interests
- Generate Options
- Evaluate Options
- Develop a Plan

# Positions and Interests

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- **Positions** are specific solutions that each party is demanding: *what* it is they want
- **Interests** are the general needs that cause each party to take a specific position: *why* they want it

# Positions and Interests

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- **Position:** No! I don't want to talk about converting our fleet. It will take us forever to recover our investment and the newspapers will have a field day over the size of the city budget.
- **Interests:**
  - Responsible use of public funds
  - Maintaining good public relations

# Trouble in Paradise

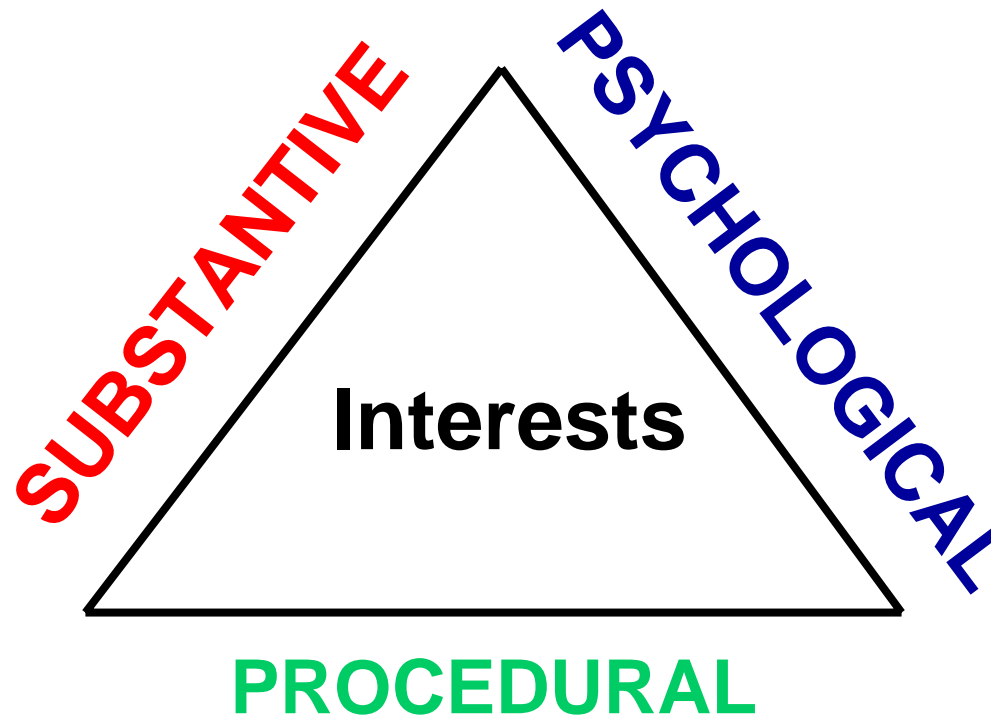
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## Instructions:

- Read the scenario
- Identify the interests of both parties
- Brainstorm possible solutions
- Choose one or two that would best meet the interests of both parties

# Satisfaction with Outcomes

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Source: Moore, C. W. *The Mediation Process: Practical Strategies for Resolving Conflict*. 2nd ed. San Francisco: Jossey-Bass, 1996.

# Listening Exercise

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## Instructions:

- Get into pairs
- QUICKLY choose a topic to debate
- “A” states his/her point of view
- “B” summarizes it as accurately as possible
- “B” then offers his/her point of view
- “A” then summarizes – accurately!
- Continue until each has made 3 summaries

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# Meeting Announcement

## Coalition Strategic Planning Session

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**Date:** This Thursday / 5:30 – 9 or 10 pm

**Location:** Republican Party State Headquarters

Eisenhower Auditorium (Please! No food or drinks!)

**Goal:** Reach consensus on strategic goals for the next two years

**Agenda:**

5:30 Welcome (Republican State Chair)

6:00 Keynote Speech: “Natural Gas: The Key To Our Future”

7:00 Presentation of Draft Goals ( by Coalition Members from the Natural Gas Producers)

7:45 Discussion / Q& A

8:00 Final Vote

8:15 Closing Thought: “Building Our Future Together: The Importance of Unity”

9:30 Close

# Meeting Announcement

## Coalition Strategic Planning Session

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**Date:** Thursday, November 6 / 6:00 – 9:00 pm

**Location:** Clean Valley Neighborhood Recreation Center

**Goal:** Provide input on priority strategic goals for the next two years

**Agenda:**

5:30 Reception and Refreshments

6:00 Welcome/Session Overview/Discussion Guidelines

6:10 Discussion: Who is impacted by our work? What are their greatest concerns?

7:00 Discussion: What needs and interests must our goals address?

7:30 Break

7:45 Small Group Discussion: Brainstorming Possible Goals

8:30 Discussion: Priority Goals to Meet the Interests and Needs

8:50 Next Steps and Assignments for Follow-Up

9:00 Evaluation and Close

# Planning Effective Meetings

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- Develop meeting goals and agenda
- Establish guidelines
- Clarify roles
- Choose an appropriate space and room arrangement
- Make sure the appropriate people are invited

# Planning Effective Meetings

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- Identify information that will be needed for the discussion
- Prepare materials and visual aids
- Send out an informative meeting notice/invitation

# Designing the Agenda

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- Develop a clear task or goal
- Clarify the decision-making authority of the group
- Make sure agenda items support the task
- For collaboration, use steps in the collaborative problem-solving process
- Include standard items
- Plan a variety of activities
- Allow sufficient time for each item

# Instructions

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- Get into discussion groups of 3 or 4
- Think of an upcoming meeting that needs to go well
- Identify one thing you could do to make communication and decision making more effective

# Listening for Interests

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## Instructions:

- Get into groups of 6 or 7
- Choose a facilitator
- Meeting members take turns reading the positional statements
- The facilitator summarizes the underlying interest
- Switch facilitators at the end of each round