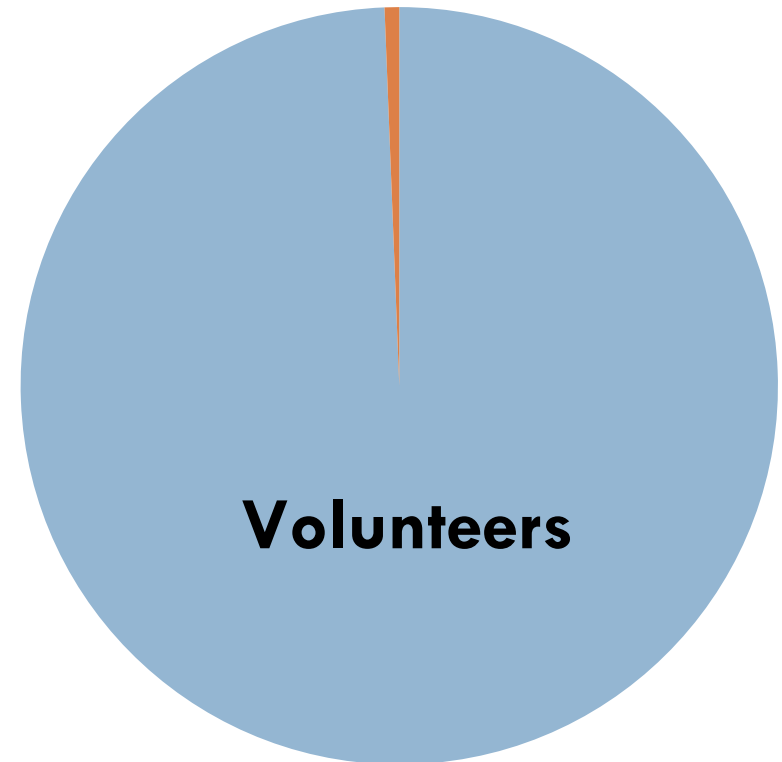# Working Together in 4-H District 3

Thank You

- >16,000 Adult & Youth Volunteers
- >650,000 Hours Annually
- >240,000 Youth Served
- ~100 4-H Professionals

Volunteers

Volunteers Make a Difference

- Advocacy

- Input

Most of all thanks for what you do with our 4-H Youth

- 25% more likely to show empathy for others

- Significantly less likely to suffer from depression

- 1.6 times more likely to go to college

- Girls are 2.5 times for likely to graduate with a degree in the field of science, technology, engineering or math

Learner et al., 2010

The Height of Conflict

To my darling husband,

Before you return from your business trip I just want to let you know about the small accident I had with the pickup truck when I turned into the driveway.   Fortunately not too bad and I really didn't get hurt, so please don't worry too much about me.

I was coming home from Wal-Mart, and when I turned into the driveway I
accidentally pushed down on the accelerator instead of the brake. The garage door is slightly bent but the pickup fortunately came to a halt when it bumped into your car.   I am really sorry, but I know with your kind-hearted personality you will forgive me.

You know how much I love you and care for you my sweetheart.

I am enclosing a picture for you. I cannot wait to hold you in my arms again.

Your loving wife.
XXX

The Result of Conflict

P.S. Your girlfriend called.

Introduction

- Conflict occurs almost daily

- Most people are uncomfortable with conflict

- Two-steps to manage conflict

    Assessment

    Action or Inaction

Conflict

- an open clash between two opposing groups or individuals

- opposition between two simultaneous but incompatible feelings

- a state of opposition between persons or ideas or interests

Objectives

- Identify Causes of Conflict

- Effects of Conflict in the Workplace

- Analyze Conflict With The Circle of Conflict Model

- Learn Why Conflict Management is Important

- How Organizations Deal with Conflict

- Strategies for Minimizing Conflict

What Causes Conflict

- Different Work Methods

- Different Goals

- Personalities

- Stress

- Different Viewpoints or Perspectives

Different work methods

- Same goals different approaches
- Different approaches may not be incorrect or less productive
- An approach to achieving a goal often reflects ownership of an idea.
- Ideas come with pride
- Conflict often results from pride.

Different goals

- In 4-H individuals have different goals
- CED
- 4-H Agent
- Secretaries
- Youth
- Volunteers
    - club leaders
    - project leaders

Personalities

- People are often annoyed by the looks and actions of others

- Inherent biases

- Effectiveness is reduced when team members do not get along

Stress

- Everyone has breaking point
- On good days issues do not affect us
- Deadlines increase stress
- When good people have high stress combined with time pressures, people reach the limits of composure and civil behavior
- Warning signs

Different viewpoints or perspectives

☐ Creativity comes from different viewpoints

☐ Diversity in people often leads to solutions

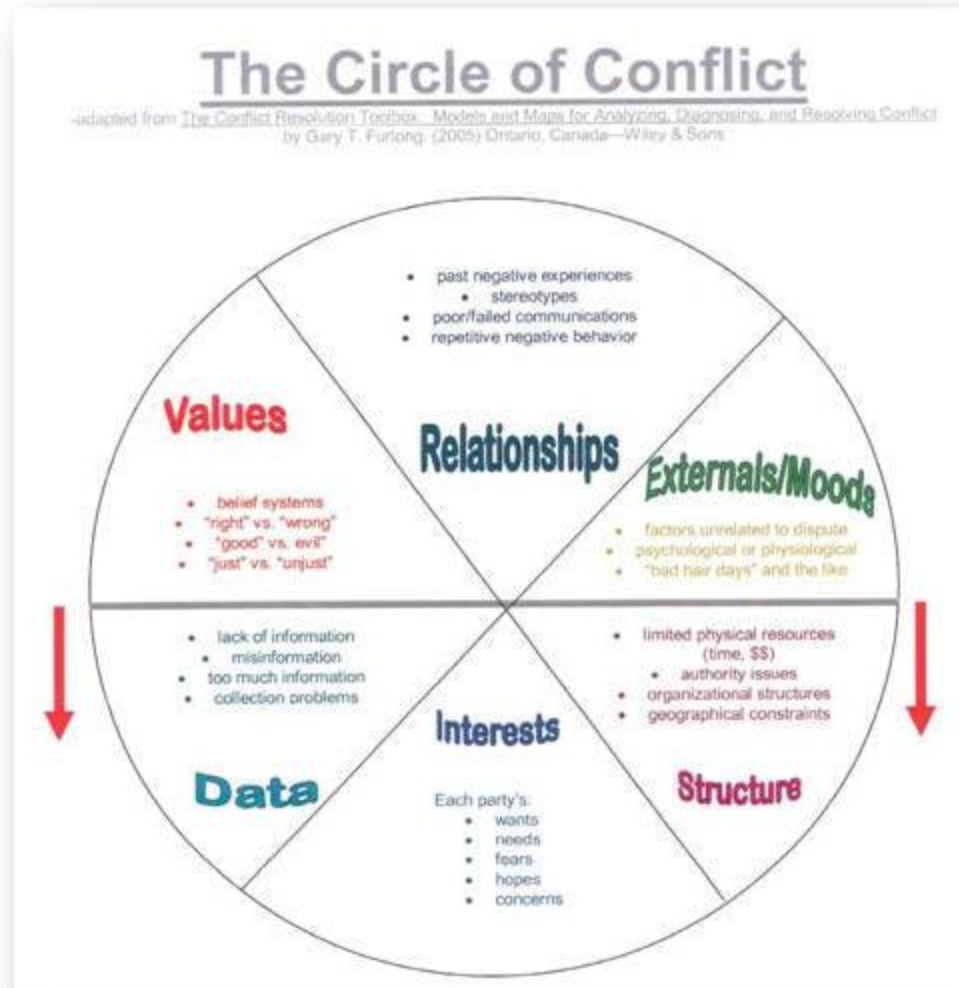☐ We must be careful not to stifle creativity

Effects of Conflict in the Workplace

- Anxiety

- Loss of sleep

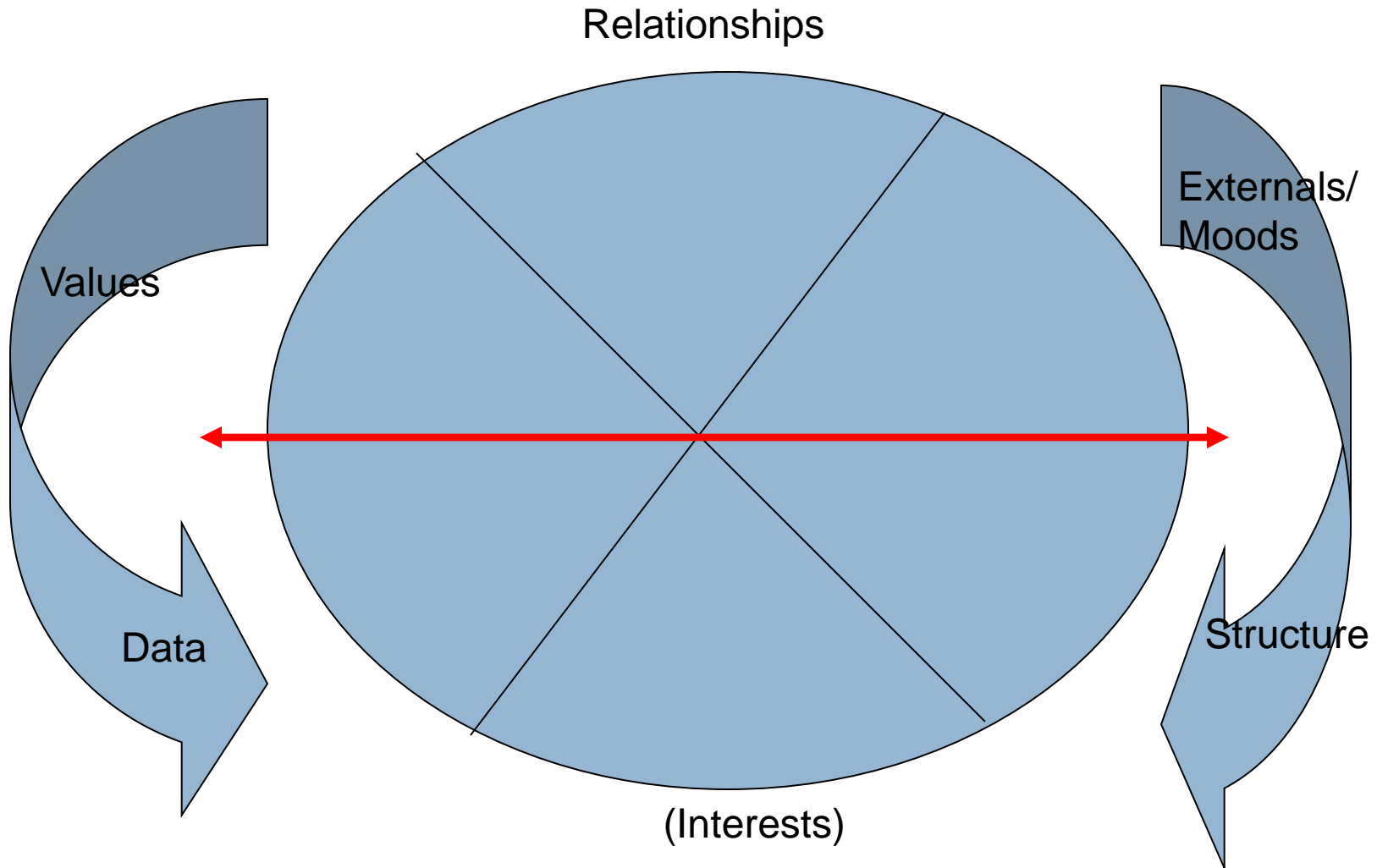- Lowered morale

- Decreased job satisfaction

The Circle of Conflict

☐   Focus is on causes of conflict

1. Relationships
2. Values
3. Externals / Moods
4. Data
5. Structure
6. Interests

The Circle of Conflict

The Circle of Conflict

adapted from The Conflict Resolution Toolbox: Models and Maps for Analyzing, Diagnosing, and Resolving Conflict by Gary T. Furlong (2005) Ontario, Canada—Wiley & Sons

Relationships
- past negative experiences
- stereotypes
- poor/failed communications
- repetitive negative behavior

Values
- belief systems
- "right" vs. "wrong"
- "good" vs. evil"
- "just" vs. "unjust"

Externals/Moods
- factors unrelated to dispute
- psychological or physiological
- "bad hair days" and the like

Data
- lack of information
- misinformation
- too much information
- collection problems

Structure
- limited physical resources (time, $$)
- authority issues
- organizational structures
- geographical constraints

Interests
Each party's:
- wants
- needs
- fears
- hopes
- concerns

Assessing and Applying
The Circle of Conflict Model

Relationships

Externals/ Moods

Values

Data

Structure

(Interests)

Step 1

- Diagnose and list the causes of conflict using the five drivers:

1. Values
2. Relationships
3. External/Moods
4. Data
5. Structure

Step 2

- Develop a full list of each party's Interests (wants, needs, fears, hopes)

Step 3

☐ Guide the discussion to focus on the bottom half of the Circle – Data, Structure, and Interests

Questions to ask yourself:

1. What Data is different between the parties
2. What Data can be collected jointly
3. What "connect-the-dots" assumptions or interpretations are the parties making about Data
4. What assumptions about other parties' motivations are being made
5. What Data substantiates the assumptions
6. What Data contradicts the assumptions
7. What limited resource problems are the parties facing
8. Where is lack of authority a significant problem
9. How divergent are the parties' priorities
10. What is the full range of the parties Interests
11. Given the full range of interests of the parties, where is common ground

Strategies to Overcome Values

- Have parties share information about their values
- Look for common values
- Focus on common values as a way to "minimize" the competing values
- Agree to disagree on values and shift discussion to interests

Strategies to Overcome Relationships

- Take a future focus; look at what needs to improve the situation; a past focus tends to focus on blame
- Help them develop a vision for the future
- Find out specifically what each party needs to see from the other party to change their perception
- Focus parties on Interests
- Help them agree to small step toward trust

Strategies to Overcome Externals/Moods

- Acknowledge the external issues they don't control and focus them on what they do control

- Help each party plan to deal with the External issue separately, and limit negotiations at the table with issues between the parties

- Focus attention toward interests

Strategies for Data Problems

- Have each party explain, challenge, and correct erroneous information.
- Jointly assess the data
- Surface assumptions around the parties' assessment of the data
- Challenge assumptions made about other parties' motives
- Jointly gather data that each party will agree and accept and rely on

Structure Strategies

- Identify structural issues both parties face, and brainstorm solutions jointly

- Negotiate a ratification process is authority is a problem at the table

- Brainstorm ways to maximize use of scarce resources

Strategies for Interest

- Identify the full range of interests the parties have in relation to the issues they face
- Identify and focus the parties on common interests and the relationship with the 4-H mission
- Look for solutions to maximize both parties interests
- Help parties creatively solve problems by trading low priority interests for more important ones

Why Conflict Management Is Important

☐ Conflict management leads to either positive or negative outcomes

☐ Benefits can actually accrue through conflict if managed correctlly

- new ideas

- change

- solutions to continuing issues

☐ Unresolved conflict wastes time, energy, motivation, human talent, and often financial resources

Effective Communication to:

- ☐ Identify the problem

- ☐ Propose several possible solutions

- ☐ Evaluate each alternative

- ☐ Determine best solution

- ☐ Implement the alternative

- ☐ Continually evaluate the solution

Strategies for Minimizing Conflict

- Respect others
- Communicate expectations
- Encourage teamwork
- Empower people

Summary

- Situations that lead to conflict will likely increase with additional volunteers and youth

- Most conflicts can be managed with a positive outcome

- Proper diagnosis followed by skillfully taking action is the key

- There is no magic pill to solve each issue

- When a conflict occurs, know that there is a tool to use.

Objectives

- Understand the essentials of recruiting volunteers
- Learn the pitfalls to avoid when recruiting volunteers.
- Describe one technique of successful volunteer recruiters.
- Develop a philosophical approach to engaging and involving volunteers with three geometric figures.

Essentials of Volunteer Recruiting

- Know your opportunities
- Create a clear path to your door
- Be committed to developing a strategy
- Get your message out there
- Be confident

Know What You Want

- Be sure your volunteer opportunities are integral to achieving your group or organizations' aims and objectives

- Prepare volunteer role descriptions that clearly explain what's involved

- Acquaint yourself thoroughly with each opportunity, including its purpose, responsibilities, and what the value of the experience is for the volunteer.

Create a Path to Your Door

- Know the Volunteer Guidelines (application and screening, etc.)

- Respond promptly; aim to answer initial enquiries within 24 hours.

- Make your recruitment message 'user-friendly'

- Produce publicity that answers the volunteer's unspoken question, such as: "Why should I help you?" instead of "Why you should volunteer for us"

- In your publicity, answer other typical questions that new recruits may ask, such as: "What will I be doing? How often, when and where?"

- Reassure volunteers that they'll be trained and that you'll support them

- Avoid using words like 'need' and 'desperate', as they tend to put volunteers off.

Be Committed

- Time

- Consistency

Be Confident

- People do volunteer everyday
- 4-H is a great organization
- Planning and Preparation will allow you to be successful more times then not

Recruitment Pitfalls

- Expect announcements to get volunteers
- Go it alone
- Recruit only volunteers who make long-term commitments
- Assume that "no" means "never"
- Recruit anyone for any role
- Ask busy people to do busy work

A Sample Technique

Recruiting volunteers is like "dating"

- Create a first date
- Develop an opportunity for a second date
- Future dates

Developing an Approach to Volunteer Management

- Puzzle

- Overlapping Circles

- Triangle

What tasks need to be done?

Why are they important?

What are the responsibilities?

What is the time requirement?

Career Development

Recognition

Social Interaction

Reciprocity

Reactivity

Self-Esteem

Social

Values

Understanding

Protective

Agent

Volunteers

Extension
Staff