COLLABORATIVE PROBLEM SOLVING

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“COLLABORATIVE PROBLEM SOLVING”

- Interest-based communication
  - Collaboration triangle
  - Communication styles and preferences

- Used to help a group make a decision
  - *Your stuff goes here*

- Through a collaborative or consensus-based process
  - Decision-making models
  - Group facilitation tools
  - Collaborative Problem Solving Process
TODAY, WE’LL COVER:

- Interest-Based Communication
  - The Collaboration Triangle
  - Communication Styles

- Collaborative Processes
  - Decision Making Models
  - Group Facilitation Tools
  - Constructive Problem Solving Process: The Convergent Facilitation Model
Part 1: Interest-Based Communication
5 COMMON TYPES OF PROBLEMS TO SOLVE

1. **Relationship**: Pattern of negative interactions, misperceptions, poor communication, stereotypes

2. **Data**: Lack of necessary information, misinformation, disagreement on which data is relevant

3. **Interest**: Competition over perceived incompatible needs; often expressed in terms of positions

4. **Structural**: Caused by external forces; limited physical resources, time, money, authority

5. **Value**: Perceived or actual incompatibility in belief systems
Every collaboration has 3 elements

People: Different values & personalities

Content: What the dispute is about

Process: How to get through impasse
Every Collaboration has 3 elements: 1st element – the People

People:
Different values
& personalities
Every Collaboration has 3 elements: 1st element – the people

Watch closely...
EVERY COLLABORATION HAS 3 ELEMENTS:
1ST ELEMENT – THE PEOPLE
Every collaboration has 3 elements:
1st element – the people

What did you see?
**Every Collaboration has 3 Elements:**

1st Element – The People

<table>
<thead>
<tr>
<th>Actions</th>
<th>Assumptions</th>
<th>Add Meaning</th>
<th>Observable Data</th>
</tr>
</thead>
<tbody>
<tr>
<td>I will not invite David to the next meeting.</td>
<td>If people don’t care they shouldn’t be invited to future meetings.</td>
<td>When someone doesn’t contribute it means they don’t care.</td>
<td>One committee member is looking at his phone and not contributing to the meeting.</td>
</tr>
</tbody>
</table>
Every collaboration has 3 elements: 1st element – the people

DiSC® Theory

- High need for control:
  - Control
    - Need: Achievement
      - Dominance
    - Need: Recognition
      - Influence
      - Fear: Loss of Influence
  - High need for affiliation:
    - Affiliate
      - Need: Acceptance
        - Steadiness
      - Fear: Disappointing Others
      - Fear: Criticism of What They Do
    - Need: Correctness
      - Conscientiousness
      - Low need for affiliation:
        - Detach
          - Fear: Loss of Control
          - Need: Achievement

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**DiSC® Learning Styles**

**D Style: The Racer**  
- Fast-paced  
- Big picture  
- Independent learning  
- “What’s in it for me?”

**i Style: The Talker**  
- Fast-paced  
- Interactive & Fun  
- Group Projects  
- “Who else is doing it?”

**C Style: The Thinker**  
- Slow-paced  
- Need details  
- Structure & schedule  
- “Is that accurate?”

**S Style: The Listener**  
- Slow-paced  
- Support from teachers  
- One-on-one learning  
- “May I take notes?”

For more DiSC® fun, follow @DiSC_Profile on Twitter

www.coreexcel.com  
learn@coreexcel.com
EVERY COLLABORATION HAS 3 ELEMENTS:
1ST ELEMENT – THE PEOPLE

How have YOU learned to solve problems?

Cite: Thomas-Kilmann
Every collaboration has 3 elements: 2ND element – the CONTENT

Content :

What the dispute is about

What is hidden in a conflict?

- words
- voice
- body language
- goals
- motivation
- expectations
- values
- feelings
- emotions
- relationship
- esteem
Every collaboration has 3 elements: 2**nd** element – the CONTENT

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Every Collaboration has 3 elements: 2\textsuperscript{nd} element – the CONTENT

- **POSITIONS**: What we say we want
- **INTERESTS**: What we really want
- **NEEDS**: What we must have
INTEREST-BASED LISTENING

Starting Point: Positions

- What we state & think we must have.
  - A stance defined by an uncompromising and static solution

Interests

- What we desire.
  - "What I want to happen..."
  - "What I want to avoid..."
  - "What is important to me..."

Needs

- What we must have.
  - What is necessary to make the solution an option that will allow me to fulfill my basic human needs such as security and meaning.

End Point: Solutions
# Moving from Positions to Interests

<table>
<thead>
<tr>
<th>Major activities/agenda items</th>
<th>2-3 things you want MOST from each</th>
<th>WHY you want each of these</th>
<th>Your interest/need actually is…</th>
</tr>
</thead>
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</table>
# Interest-Based Problem Solving

## Four Simple Steps:
- Define the Problem
- Identify the Interests Involved
- Develop Options
- Agree on a Comprehensive Solution

## Three Huge Pitfalls:
- Who’s definition of the problem are you working on?
- Are all stakeholders participating?
- What does “agreement” mean? When are we “done”?
INTEREST-BASED LISTENING

- **Position**: A position is WHAT someone wants
- **Interest**: An interest is WHY they want it
- **Need**: A need is the resource involved
- **Questions**: Ask open-ended questions...
- **Shared**: ...to uncover shared goals and interests and...
- **Options**: ...generate multiple options for achieving the shared interests and goals
**Interest Based Listening**

**The Practice:**

- Find a partner
- Share a situation in which you disagree with someone – *a lot* – about something
- Partner: pretend you are the someone in that situation
- See how many questions you can ask your partner (pretending to be the other person) **WITHOUT** ever presenting your own point of view or making a statement
- **Switch!**

**Some questions you can ask:**

1. Tell me more about why that is important to you.
2. What has been the impact of this on you?
3. What is it that concerns you about this?
4. What leads you to say that?
5. What specific information is in your mind about this?
6. What past experiences influence how you’re thinking about this?
7. What do you want to see more of moving forward?
But first, a word form our sponsors:
CONFLICT & THE BRAIN AND INITIATING COURAGEOUS CONVERSATIONS
CONFLICT & THE BRAIN
CONFLICT & THE BRAIN
CONFLICT & THE BRAIN

- You have **10 seconds** from the moment your amygdalae catch the whiff of a threat until you are **fully hijacked**

- Make the most of those 10 seconds to **overwhelm/confuse/distract/calm/“slap”** your brain and stop the reaction from taking hold:

- Apply at the **FIRST** sign of any symptom of amygdala hijacking!
Because the Amygdala’s Done
When it says it’s done

- 10 seconds
- 6-8 hours
INTEREST BASED LISTENING
THE PRACTICE:

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Part 2: Collaborative Processes
**Decision Making Models**

- **Spontaneous Agreement**
  - There’s a solution everyone favors
  - Can happen TOO fast, missing important information or issues

- **One Person Decides**
  - Group decides to have one person decide
  - Not every decision needs input from a group
  - Clear accountability, allows for expertise to be harnessed

- **Compromise**
  - Negotiated outcome from two or more options
  - Everyone gets a little, gives a little

- **Multi-Voting**
  - Rank ordering available options
  - Limited discussion; good for setting up criteria to be used in deciding

- **Majority Voting**
  - Fast, participatory
  - Cannot illuminate why people are voting how they do; division in group must be acceptable

- **Consensus Building**
  - Systematic, objective, generates commitment to outcomes, unites participants
  - Requires trust, engagement and time
<table>
<thead>
<tr>
<th>Choose this...</th>
<th>...when:</th>
</tr>
</thead>
<tbody>
<tr>
<td>Spontaneous Agreement</td>
<td>Issue(s) do(es) not require discussion</td>
</tr>
<tr>
<td>One Person Decides</td>
<td>There’s a clear expert in the group, one person is solely accountable for the outcome, or the issue is small</td>
</tr>
<tr>
<td>Compromise</td>
<td>Two opposing solutions are available and neither is acceptable to the whole group</td>
</tr>
<tr>
<td>Multi-Voting</td>
<td>There’s a long list of options; also useful in deciding on criteria to use for a later decision</td>
</tr>
<tr>
<td>Majority Voting</td>
<td>Two distinct options, one must be selected quickly and division of the group is unacceptable</td>
</tr>
<tr>
<td>Consensus Building</td>
<td>Decision impacts the whole group, commitment from all is essential for follow-up, the decision is important enough for the time needed</td>
</tr>
</tbody>
</table>
GROUP FACILITATION TOOLS

- The Hand of Five
- Stacking
- Do’s and Don’ts
The Hand of Five Consensus

1. Enthusiastically support decision.
2. Find it acceptable, but not enthusiastic about it.
3. Have some reservations but willing to support it.
4. Don’t completely agree and need to express objection, but can go along with it.
5. Opposed and think we need to do more work.

1-4 = consensus

Ask 5s, “What would move you closer to a one?” Then revise the decision based on the comments.
STACKING: FOR BALANCING PARTICIPATION

1. Ask those who want to speak to raise their hands.
2. Assign a number to each speaker.
3. Call on people when their turn to speak arrives.
4. When the last person has spoken, check to see if anyone else wants to speak. If so, start another round of stacking.
<table>
<thead>
<tr>
<th>DON’T</th>
<th>INSTEAD DO</th>
</tr>
</thead>
<tbody>
<tr>
<td>Resolve a Collaboration between two participants</td>
<td>Ask, &quot;who else has an opinion on this?&quot;</td>
</tr>
<tr>
<td>Engage with participants over procedure</td>
<td>Ask the group to talk about whether the procedure is working for them</td>
</tr>
<tr>
<td>Shush a participant who is strident and repetitive</td>
<td>Ask the group to state the views of other group members whose views differ from theirs</td>
</tr>
<tr>
<td>Quiet someone who is over participating</td>
<td>Encourage the rest of the group to speak up</td>
</tr>
<tr>
<td>Force unfocused people to &quot;focus&quot;</td>
<td>Determine if they're feeling overwhelmed, or need a break</td>
</tr>
<tr>
<td>Exhort participation from quiet groups</td>
<td>Break into small groups to create safety</td>
</tr>
<tr>
<td>Get frustrated</td>
<td>LOVE EVERYONE</td>
</tr>
</tbody>
</table>
YOUR NEW COLLABORATIVE PROBLEM SOLVING PROCESS: BASED ON CONVERGENT FACILITATION

(c) Miki Kashtan, thefearlessheart.org

1. Share Perspectives
2. Define the Issues
3. Identify the Interests
4. Generate Options
5. Determine Criteria
6. Evaluate Options, Reach Agreement
Decision Making Diamond

- Topic
- Outcome
- Info sharing
- Idea generation
- Proposal building
- Decision-making
- Divergence
- Convergence
- Action

Adapted from Sam Kaner, Facilitator's Guide to Participatory Decision-making
1. **SHARE PERSPECTIVES**

- Someone shout out a problem for us to solve.
- Give us your perspective.
- Next, give us someone else’s perspective.
- **Now, what did we learn?**
2. **Define the Issues:**

- Translate individual needs and interests ➔
- Choose neutral language ➔
- Create mutuality in the list ➔

- “My office mate’s a slob” = “I need organization in my work space”
- “That program costs us time!” = “Time effective options”
- “His project” = “Our team’s work”
3. **Identify Interests:**

- **Positions:** What we say we want
- **Interests:** What we really want
- **Needs:** What we must have

- **Position:**
  - Things you say you want, demands, things you say you will and

- **Interests:**
  - Underlying motivations
  - Needs & concerns
  - Fears & hopes
4. **Generate Options:**

- **Effective Questions –**
  - What will happen if we don’t solve this today?
  - What do you think are the strongest and weakest parts of your idea?
  - How have you handled situations like this in the past?
  - How could you help others come onboard with your idea?

- **Brainstorming Guide –**
  - No criticisms
  - Be creative, take risks
  - Go for quantity!
  - Combine and expand

- **Brain-writing –**
  - Everyone write ideas down, hand in to facilitator
  - Facilitator reads aloud all ideas as belonging to the group
5. Determining Criteria

What’s it about?
- Budget
- Legality
- Mission
- Evidence-based merit
- Energy around it

How do we decide it?
- Threshold questions
- Consensus (all agree)
- Decision Maker (one)
- Committee decides based on recommendations
6. Evaluating Options

<table>
<thead>
<tr>
<th>How well does each idea meet each criterion?</th>
<th>1\text{st} Criterion</th>
<th>2\text{nd} Criterion</th>
<th>3\text{rd} Criterion</th>
<th>4\text{th} Criterion</th>
</tr>
</thead>
<tbody>
<tr>
<td>Idea A</td>
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<tr>
<td>Idea B</td>
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<tr>
<td>Idea C</td>
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Our job is to love others without stopping to inquire whether or not they are worthy.

~ Thomas Merton ~
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REMEMBER:
YOU CAN ALWAYS CALL US–

CRC’s Services

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• Staff Training

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• Staff Development
• Open Space Facilitations
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