

Principled Engagement to Achieve SAW Goals

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Self-Assessment Workbook (SAW)

The Self-Assessment Workbook for the Hunger Free Communities Network™ (SAW) is a self-guided workbook to walk you through assessing the capacity of your organization and/or coalition, identifying goals for future growth and finding helpful tools to put your plan into action.

<http://alliancetoendhunger.org/what-we-do/hunger-free-communities/self-assessment-workbook-for-hfcs/>

SAW Benefits

- Self-guided
- Self-paced
- Collaborative/
Participatory
- Consensus-driven



SAW Components

- SAW covers 10 major areas:
 1. Governance
 2. Administration
 3. Human Resources
 4. Financial Management
 5. Organizational Management
 6. Network Capacities
 7. Program Design
 8. Program Management
 9. Policy Analysis and Advocacy
 10. Racial Equity

SAW Structure

For each sub-topic:

1. Statement of Importance
2. Questions to discuss
3. Develop consensus on rating
4. Document your rationale
5. Agree on goal for next year
6. Brainstorm ideas for moving along forward

Example 1

5.5 Internal Communication and Decision Making

Basic

Limited communication or mechanisms for communication between and among management and staff.

Staff feel excluded from decision-making process.

Moderate

Open communication between and among staff and management.

Regular opportunities for discussing management, program, and/or technical areas.

Decisions are communicated and explained to staff.

Robust

Staff ideas are consistently encouraged and incorporated.

Staff are comfortable initiating discussions, contributing ideas, and raising issues.

Staff are involved in decision-making, and feel responsible and accountable for the process.

Example 2

6.1 Size and Diversity of Membership

Basic

The network does not have any written criteria or procedures for membership or they are very basic & unclear.

The criteria/ procedures are not readily accessible and not communicated well to potential members.

There are no or very few strategies to inform the public about the network or reach out to recruit members.

Moderate

The network has written criteria & procedures but they are not completely clear.

The criteria / procedures are sometimes accessible and occasionally communicated to potential members.

There are some activities to inform the public and reach out to recruit members.

Robust

The network has established criteria and procedures for new members to join.

The criteria/ procedures are readily available and communicated via multiple channels to potential members.

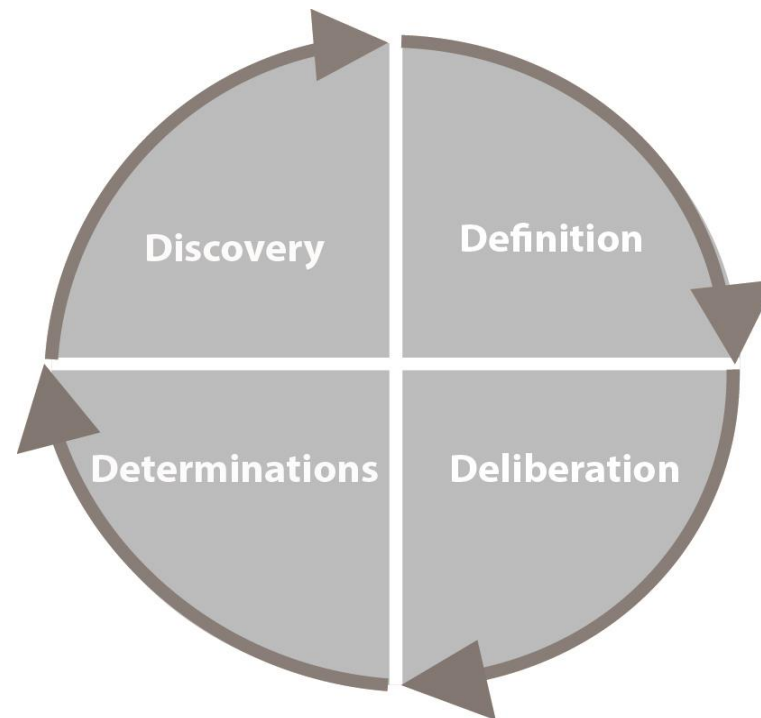
There are numerous activities to inform the public and reach out to recruit members.

Principled Engagement

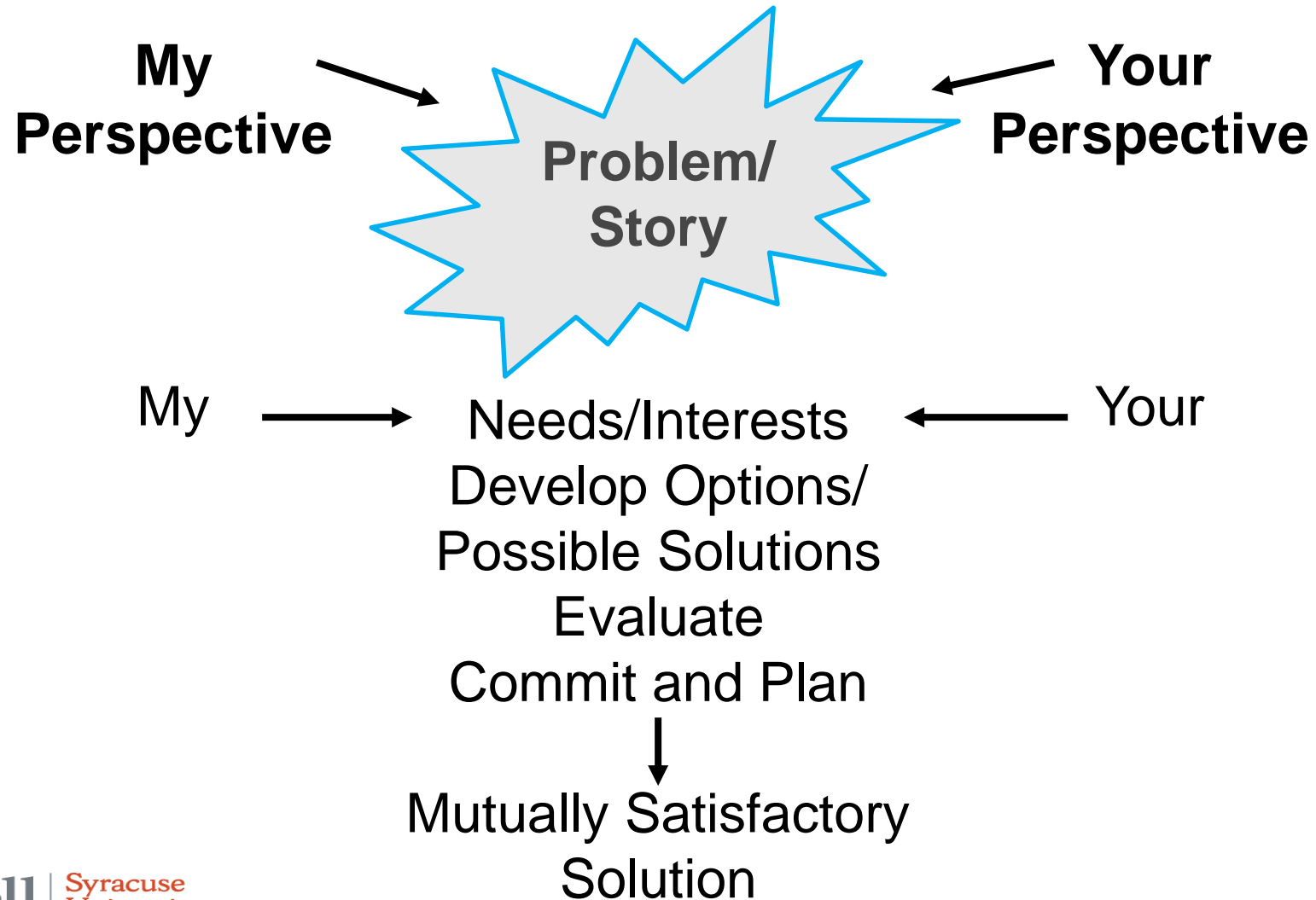
- Underlying principles:
 - ▣ Fair and civil discourse
 - ▣ Open and inclusive communications
 - ▣ Balanced representation of interests
 - ▣ Informed by perspectives and knowledge of all participants

- Who are the participants?
- Who do they represent?

Four behavioral elements of
Principled Engagement



Path to Principled Engagement: Interest Based Problem Solving



IBPS Assumptions and Beliefs

- All parties have legitimate interests.
- Problem solving can enhance relationships.
- Mutual gain is possible.
- Solutions will be more satisfying and durable if we work together. We need to help each other achieve positive results.
- Full disclosure of information is useful.
- We should rely on objective criteria, not power, for deciding among options.
- We should try to create value, not claim value.

Claiming Value vs. Creating Value

- Value Claimers: Try to claim as much value as possible so the other party gets as little as possible
- Value Creators: Try to create value by finding joint gains (improvements from each party's point of view)

Value Claimers

Competitive
Win-Lose
Divide the Pie
Distributive
Adversarial
Withhold Information
Distrust
Positional Bargaining

Value Creators

Cooperative
Win-Win
Expand the Pie
Integrative
Problem-Solving
Share Information
Trust
Principled Bargaining

IBPS Principles

- Focus on ISSUES – not personalities
- Focus on INTERESTS – not positions
- Focus on OPTIONS – not proposals
- Evaluate options in terms of MUTUAL GAINS – not personal gains
- Make decision based on CONSENSUS – not competition or coercion

Steps in the IBPS Approach

1. Describe and clarify the issue or problem (“talk story”)
2. Identify and discuss interests/Reframe Issue
3. Generate options
4. Evaluate options against interests and criteria
5. Agree on a consensus solution

IBPS Skill: Active Listening

- Active listening is THE fundamental skill for IBPS.



You cannot do two things at once if one of them is listening.

Active/Reflective Listening Steps

- Hear and understand what the other is saying through his/her words and body language.
- Reflect (express) the thoughts and feelings heard through your own words, tone of voice, posture, and gestures so that the other knows that s/he is heard and understood.

Active/Reflective Listening Techniques

Statement	Purpose	Do This	Examples
Encouraging	To convey interest To encourage person to keep talking	Don't agree or disagree Use neutral words Use varying voice intonation	"Can you tell me more?"
Clarifying	To help you clarify what is said To get more information To help speaker see other points of view	Ask questions Restate wrong interpretation to force speaker to explain further	"When did this happen?"
Restating	To show you are listening and understand what is said To check meaning and interpretation	Restate basic ideas, facts	"So you would like for your boss to trust you more. Is that right?"
Reflecting	To show that you understand how the person feels To help the person evaluate his/her own feelings after hearing them expressed by someone else	Reflect the speaker's basic feelings	"You seem very upset."
Summarizing	To review progress To pull together ideas, facts and feelings To establish a basis for more discussion	Restate major ideas expressed, including feelings	"These seem to be the key ideas you have expressed..."
Validating	To acknowledge the worthiness of the other person	Acknowledge the value of their issues and feelings Show appreciation for their efforts and actions	"I appreciate your willingness to resolve this matter."

Active Listening Activity

Handout

Debrief and Wrap-up

Thank you!

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