



Design for Yours-Mine-Ours
Family Foundations Academy Charter School
Dr. Tennell Brewington (CAO) and Mr. Sean Moore (CFO)
February 21, 2014, 2-5pm
New Castle, DE

2pm Introduction and Rationale: There is conflict present in any situation where there is not complete agreement of ideas, engagement with conflict implies using a process to understand it and come to a resolution. The use of negotiation in resolving conflict requires *trust*¹, as well as listening skills. **(10)**

Conflict:

Avoidance _____ **Defusion** _____ **Confrontation** _____ **Power** (win/lose)

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Negotiation (*diagnosis* of the nature of the conflict; value based or tangible, *initiation* of confrontation in stating the effects of the conflict on "me", *listening/hearing* the others' point of view in employing reflective or active listening skills², *problem-solving*)

2:10 Seven in Seven (3+3): Each person will take 10 minutes to write down 3 of the things that "you need to know if you are going to know me". My examples:

1. I was born in Ghana and have lived in Mexico and South Africa during apartheid,
2. My mother had breast cancer 18 years ago and it changed my relationship with both she and my sister and inspired me to have my first child
3. Starting my own company, establishing my own mission, *individuating*

Both Dr. Brewington and Mr. Moore will share theirs, given about 3-5 minutes, followed by a question from each of them for the other. (3+10+10=25)

2:35 Intro to Window shade (10): The reason this design seemed relevant was because in getting the Board in order, the two of you have to become one voice; clear about who is responsible for what and where this is overlap in responsibility and decision-making.

"In order to maintain power and control: limit the flow of communication and never, ever, define your area of authority. If you define authority, you have to give up power." Often in an organization, people in positions of authority, such as Boards, will not heed the rules of governance and allow the CEO(s) to make the necessary decisions for the school, for instance. This leads to reduced risk, creativity, and responsibility among other things on the parts of the CEO(s). If, in turn, the CEO(s) don't define their authority, then there is risk that the same fate will befall those who report to them, and that at every level people are just giving leaders what they want in order to get by. Delegation becomes a real issue; the Board is reluctant to delegate to the CEO(s), the CEO(s) are reluctant to delegate to each other."

¹ B process skills that foster trust: collaboration, support, conflict engagement, listening, feedback, ability to take risks, respect, engender affection (be likeable)

² active listening requires the listener to feed back what they hear to the speaker, by way of re-stating or paraphrasing what they have heard in their own words, to confirm what they have heard

2:45 Yours-Mine-Ours Activity:

- One person will volunteer their role to go first. Starting with what they view as critical areas, they will read 3 of the responsibilities they believe belong to that person and then the other person will do the same, adding responsibilities that are similar or parallel what has been said already, and noting overlaps/places of agreement, as well as when one person believes this should be a shared responsibility when it will be added to the "shared column" (responses will be recorded in 2 different colors). This will continue until both people have listed all of the responsibilities for that person.
- Same procedure for the second person, and the "shared areas".
(20/column=1 hour total)

3:45 Break(10)**3:55 Negotiation of individual as well as shared roles and responsibilities:**

- Once both party's ideas have been explained, they can begin **negotiating a new list drawing from the** ideas that have been written down. If there are areas of disagreement, each party must actively listen to the others' point of view by repeating back what they heard before responding in kind. **(15 X 3 + 5 for negotiating how/when they will meet to address the "shared area"=1 hour)**
- These will be typed up and sent to both parties by the end of the day Wednesday (2/26). If there are areas that still need resolution in the end, they will be tabled and brought up with the Board at a later date. *It should be noted that this is not ideal, and will not send the Board the right message if the CEO's cannot negotiate this on their own.*³

4:45 Commitment to be "One-Voice", of school, to Board, etc.:

- Each person will state two things that provided a major shift for them, one that they gave up authority over, and one that they gained authority for. What feels different?
- Both parties will agree to approach the other before going to the Board or other people when there is question as to an area of authority (when meet regularly!?!).

5pm Close

³ These will then be delineated and then discussed with the Board chair, and Alan, at a later date.