



Motivation and Delegation, Conflict Resolution, Risk Management, Influencing Decision Makers, and SMART Goals

Lamar State College Port Arthur
Virtual Leadership Series #3

Dave Kelly | *America's Student Leadership Trainersm*

Personal Survey: (True or False)

	T	F
A. I cannot trust others to be responsible	<input type="radio"/>	<input type="radio"/>
B. I am afraid of losing control and results	<input type="radio"/>	<input type="radio"/>
C. The person at the top has all the answers	<input type="radio"/>	<input type="radio"/>
D. It is easier and faster to just do it yourself	<input type="radio"/>	<input type="radio"/>
E. Delegation diminish your prestige and authority	<input type="radio"/>	<input type="radio"/>
F. I don't want to be left out of recognition for success	<input type="radio"/>	<input type="radio"/>
G. Other people are just too busy to take responsibilities	<input type="radio"/>	<input type="radio"/>
H. No one sees the big picture like I do	<input type="radio"/>	<input type="radio"/>

Modes of Managing Conflict

Sources of Conflict

1. _____ = _____
This style is characterized by low assertiveness of one's own interests and low cooperation with the other party. This is the "hiding the head in the sand" response. Although avoidance can provide some short-term stress reduction from the rigors of conflict, it does not really change the situation. Thus, its effectiveness is often limited. Avoidance does, however, have its place if the issue is trivial, people need to cool down, or the opponent is very powerful and hostile.
2. _____ = _____
Cooperating with the other party's wishes while not asserting one's own interests. If people see accommodation as a sign of weakness, it does not bode well for future interactions. However, it can be an effective reaction when you are wrong, the issue is more important to the other party, or you want to build goodwill.

3. _____ = _____
 This style tends to maximize assertiveness for your own position and minimize cooperative responses. In doing so, you tend to frame the conflict in strict win-lose terms. Full priority is given to your own goals, facts, or procedures. The competing style holds promise when you have a lot of power, you are sure of your facts, the situation is truly win-lose, or you will not have to interact with the other party in the future.

4. _____ = _____
 This style combines intermediate levels of assertiveness and cooperation. Thus, it is itself a compromise between pure competition and pure accommodation. Compromise places a premium on determining rules of exchange between the two parties. Also, compromise does not always result in the most creative response to conflict. Compromise is not so useful for resolving conflicts that stem from power to asymmetry, because the weaker party may have little to offer the stronger party. However, it is a sensible reaction to conflict stemming from scarce resources.

5. _____ = _____
 Both assertiveness and cooperation are maximized with the hope that integrative agreement will occur that fully satisfies the interests of both parties. Emphasis is put on a win-win resolution in which there is no assumption that someone must lose something. Rather it is assumed that the solution to the conflict can leave both parties in a better condition. Ideally, collaboration occurs as a kind of problem-solving exercise. It probably works best when the conflict is not intense and when each party has information that is useful to the other.

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Goals for Your Club or Organization

Goals do not define our life; they give our life direction. It is the direction that our goals take us that defines our life.

Goals are the stepping-stones on the way to your dream.

They must be _____!

S _____

M _____

A _____

R _____

T _____

Write a SMART goal that you want to accomplish in your club or organization:

Delegation and Motivation

- A. _____ is the process of getting things done through _____.
- B. This requires leaders to have skills in _____. These skills include:
 - 1. The ability to _____.
 - 2. A need to _____.
 - 3. The provision of continuous _____.
 - 4. Effective _____ techniques and tactics.
 - 5. A clear and defined _____.
- C. When delegating you have to be willing to _____ and let _____ do their _____.

Tips to Motivating Others

- A. Identify the _____ and what you are trying to _____.
- B. Determine _____ you want to motivate.
- C. Find that person's _____. What are yours? Write them down here:

- D. _____ the person for _____ you want. Never fear _____!

Delegating _____ != _____ !!

- A. I cannot trust others to be responsible: How can they _____ you?
- B. You will lose control: Let others _____ you.
- C. The person at the top has all the answers: Ask for _____ from others.
- D. It is easier and faster to just do it yourself: But will it be _____?
- E. Delegation diminishes your prestige: It will _____ it!
- F. Others will receive recognition: As the leader, _____ will, too.
- G. Delegation is impossible, everyone's too busy: People can make _____ for anything that want to.
- H. No one sees the big picture like you do: Share your _____.

Risk Management

- A. **Risk Management** is the identification, assessment, and prioritization of risks followed by coordinated and economical application of resources to minimize, monitor, and control the probability and/or impact of unfortunate event or to maximize the realization of opportunities. The strategies to manage risk typically include transferring the risk to another party, avoiding the risk, reducing the negative effect or probability of the risk, or even accepting some or all of the potential or actual consequences of a particular risk. *(Source: Wikipedia)*
- B. **Risk Leadership** is the proactive approach by campus organizations to conduct themselves in a manner conducive to a positive membership experience, attendance at an event, or interaction with the organization. It requires respect for others, appropriate conduct before, during, and after organizational meetings, events, and trips, and a desire for membership and/or participation in and/or with the organization to be an enjoyable part of one's educational experience. *(Source: Dave Kelly)*

R _____ : What do we know to be true?

I _____ : Who are we interested in protecting and serving as an organization?

S _____ : What are we willing to give up?

K _____ : What aspects of our organization can we keep without creating risk for our members, other students or the school?

Influencing a Decision Maker on Campus, in the Community, and Beyond**What to Do**

1. Know what your position is, _____, and support it with facts, _____ evidence, and data. Be concise and focused.
2. Work your side but be _____ of those on the other. Your adversary on one issue may be your _____ on another.
3. If someone on the opposition side chooses to make a _____ of themselves, get out of their way and let them!
4. Just because your side did not _____ does not mean you were not heard. Take defeat _____ to preserve relationships for future issues.

What Not to Do

1. Never _____. Integrity is all you have. Know your _____ and support and promote it even in the face of _____ from a representative.
2. Don't _____, _____, or lose your _____ with representatives! They have the power to get you what you _____!
3. Calling _____ is never useful or _____.