








MODULE #4 – HANDOUT #4-1

**Strategic Thinking
Workshop**

Objectives:

- **To increase skills in strategic thinking.**
- **To increase capacity to use a collaborative mindset.**

	<u>Program</u>	<u>Time</u>
	Welcome, introductions, and overview of the workshop	20 minutes
	Collaborative mindset characteristics (review)	10 minutes
	Simulation: A meeting with the judge	60 minutes
	<i>Break</i>	<i>10 minutes</i>
	Simulation: The next coalition meeting	65 minutes
	Evaluation and closing – one idea you gained from this workshop and one idea you are going to use right away.	15 minutes

This curriculum is part of the *Building Comprehensive Solutions to Domestic Violence* initiative of the National Resource Center on Domestic Violence, funded by the Ford Foundation.



MODULE #4

Strategic Thinking Workshop

Trainer Instructions

Preparation

Pre-requisite Modules: Mindset for Successful Collaborations
Negotiation Workshop

Number of participants: 5 minimum
30 maximum

Time requirements: 3 hours

Room arrangements:

Arrange tables in a square with chairs on the outside and flip chart and easel in the front of the room.

If space permits, arrange 4-5 separate tables for break-out space.

Materials:

Flip chart & easel

Markers

Masking tape

Banner paper – (paper for pairs of participants to create banners)

Extra pens (for participants)

Name tents (for participants)

Name tents (for role plays – 1 per participant)

Registration form

Participant packets

Participant packets:

Handouts #4-1 through #4-6

Evaluation form (Handout #4-7)



❖ **WELCOME, INTRODUCTIONS AND WORKSHOP OVERVIEW**

Time: 20 MINUTES

The 20 minutes is based on starting 10 minutes late. If you start on time, you will have some flexibility with time during the workshop.

Welcome everyone.

Ask participants to introduce themselves and, describe their work in domestic violence, and note briefly one idea which, if they could wave a magic wand, they would like to have their local domestic violence coalition explore or implement.

Review the objectives for the workshop and the program (Handout #4-1) and deal with any housekeeping items.

❖ **COLLABORATIVE MINDSET CHARACTERISTICS (REVIEW)**

Time: 10 MINUTES

Ask participants to work in pairs and create a slogan or jingle to help you stay in a collaborative mindset. (See Handout #4-2). An example: “Just do it...with respect!” Write it on banner paper. Share slogans with the whole group and put them up around the room.



Characteristics of the Mindset You Need for Successful Collaboration

- ◆ **Vision.** Define your vision and goals – what you want to accomplish to achieve a successful outcome.

- ◆ **Positive Attitude.** Focus on possibilities – what you can do together – while understanding limitations that may exist. Avoid being cynical – don’t decide in advance that nothing can work.

- ◆ **Willingness.** Be willing to create a recommendation, agreement, and/or plan of action with the other parties involved.

- ◆ **Openness.** Be open to being influenced by others. There may be more than one right way. Be neither doormat nor immovable object.

- ◆ **Curiosity.** Maintain a curious/investigating attitude about others’ needs, power, mandates, mission, barriers, and opportunities to move forward. Avoid blaming, “shoulding,” and/or making assumptions about others’ motives and meaning.

- ◆ **Connections.** Look for connections rather than differences – the “fit,” meeting your needs and others’ needs.

- ◆ **Confidence.** See yourself as a significant partner with confidence in your ability to “hold your own” when situations are confusing and complex.



❖ NEGOTIATION SIMULATION: A MEETING WITH THE JUDGE

Time: 60 MINUTES

Ask participants to turn to Handout #4-3 – the Community Coalition Case Study. Ask for a volunteer to read the case study. Explain that the simulation will be first with the judge alone and then you will simulate the next meeting of the coalition.

Now turn to Handout #4-4 for a description of roles. If you have a smaller group, you may need to adapt the number of participants in various roles.

Ask four volunteers to be the judge.

Instructions for judges:

You will play the role of the judge, so you need to define the judge's needs and interests in the coalition and how you will respond initially to the domestic violence program that has scheduled a meeting with you to discuss the coalition. You also need to set up the physical arrangements for your meeting with the domestic violence program.

Ask four volunteers to be from the local domestic violence program.

Instructions for representatives of the local domestic violence program:

You will play the role of the domestic violence program that wants to activate the coalition. In the first simulation, you have decided to meet with the judge to see if you can negotiate a more active role for the coalition. You need to decide how to handle this meeting. Use the negotiation method (Handout #4-6).

The other participants will be members of the coalition.

Instructions for observers from coalition member organizations:

Your task is to decide your roles – whom you represent on the coalition, and your needs and interests. You will be observers of the meeting with the judge. Write your name and organization on a name tent.



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Other instructions:

- Provide a brief review of the steps in the negotiation method (Handout #4-6).
- Remind everyone of the collaborative mindset characteristics (Handout #4-2). The slogans on the wall also are reminders.
- Everyone will have 10-15 minutes to get organized.

The simulation: meeting with the judge

Ask the “judges” to create the “meeting space.” Announce when it is time to begin the simulation. Explain that you may use stop/start action during the role play to talk about what is going on. Remind everyone that we need to be supportive of the people who have agreed to play the domestic violence program and use a collaborative mindset in working with each other and giving feedback during this activity.

Some points to make at appropriate stop/start points during the simulation or in the discussion after the simulation.

-  Know your vision for the coalition and what you want from the judge.
-  Be clear about your vision and goals *and* avoid deciding in advance what *must* happen (the “how to’s”). Have some ideas and then use your collaborative mindset to find common ground (or determine that no common ground exists). (See pre-planning points below.)
-  Know what motivates this person(s) to change in this specific situation.
-  Don’t define your priorities solely in terms of “what you think you can get” or solely in terms of what the judge needs.
-  Be credible – know what you need to be respected.
-  Be careful in the use of questions. Use questions to gain additional information and to better understand another’s point of view. Avoid asking a question that in fact is a statement of your point of view. Instead of introducing an idea with a question – such as, “Would it be possible for you to do ‘x’?” – begin with a statement that incorporates your vision. For example, “We want to find ways to increase active participation in the coalition,” rather than “Do you



think it would be possible to increase active participation in the coalition?” A statement communicates confidence and “holding your own.” A question may come across as lack of certainty. In a situation when you are sure about a vision of what you want to achieve, use a statement (not a demand) and then follow up with an exploration of other points of view and ideas.

- ✍ Foster communication by speaking the language others use.
- ✍ Assess how you can build allies and roles they/you will play.
- ✍ Pre-plan the meeting. During your pre-planning, go through the negotiation steps, such as the following:
 - What is your question in meeting with the judge?
(An example might be, “How can we build an effective coalition?”)
 - What is the situation? (Reviewing this also will help you figure out information you need to gather before the meeting.)
 - What do you want/need? What does the judge want/need?
 - Prior to the meeting, brainstorm the other parts of the process so that you have given some prior thought to possible answers/solutions, action plans, and ideas about assessing progress/commitments.
- ✍ Do your homework.
- ✍ Dress to fit the situation.

Discussion after the simulation

End simulation after 30 minutes whether or not it is completed. Use the last 15 minutes of this segment for debriefing.

- What happened that helped/hindered negotiation?
- Are there similar/different views from judge, domestic violence program, and other coalition members?
- How did you feel about your role – judge? domestic violence program? other coalition members?



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- What are key negotiation points from this experience – what advice would you give to someone else about negotiation in this kind of situation?

❖ **BREAK**

Time: 10 MINUTES

After the debriefing of the simulation, take a break.

❖ **NEGOTIATION SIMULATION: THE NEXT COALITION MEETING**

Time: 65 MINUTES

Now it's time to prepare for the next coalition meeting. The judge is the chair of the coalition meetings, so participants in the judge role need to decide what to do in the coalition meeting. The domestic violence program's goal is a more active role for the coalition. The domestic violence program needs to decide what to do next based on what was learned in the meeting with the judge. You are free to advocate with other members of the coalition both prior to and during the meeting.

- ✗ You have 15 minutes to prepare for the meeting.
- ✗ The meeting will be 35 minutes.
- ✗ We will debrief after the simulation. (*15 minutes*)

Debriefing:

- ✗ What are perspectives about each other's roles in the meeting?
- ✗ What factors influenced the outcome?

Points to make:

- ✍ Use the points list from the meeting with the judge and the points below.
- ✍ Know what you want to get out of the meeting before you attend.



- ✍ Decide how to use the meeting to build relationships.
- ✍ Organizing with people who will attend a meeting is not manipulation. It is a strategy to achieve something.
- ✍ Decide what structure and process will work best to promote your vision, and advocate for that.
- ✍ Consider the consequences of your actions in a meeting.

❖ **EVALUATION AND CLOSING**

Time: 15 MINUTES

Ask participants to complete evaluation forms and to select one idea from the workshop that was especially meaningful and one idea that they are going to use right away. Explain that after evaluations are completed, the closing will be a go around with each person sharing these two ideas.

Closing exercise –

Ask for a volunteer to go first and then go around the room. When everyone has shared ideas, add your own, and thank everyone for coming.

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Community Coalition Case Study – for Simulation

The Chief Judge decides that every judicial district should be active in local community coalitions on domestic violence. He appoints a judge in each district and gives instructions about what he wants them to do in each community.

Paula, the judge in your district, comes to a meeting of your local coalition, explains her priorities, and says that if the coalition isn't interested in incorporating her priorities, she will create a separate coalition. The coalition wants a united way to work together so they agree to incorporate what the judge wants to do.

The judge then proceeds to take over the coalition – developing agendas for meetings, preparing the minutes, and sending out notices. You (local domestic violence program) are the only organization that seems to care. Everyone else is very grateful that someone is taking the initiative to hold the coalition together. But now the coalition just talks a lot and never does much.

- *Negotiation #1: A meeting with the judge*
- *Negotiation #2: The next meeting of the coalition*



Simulation: A Meeting with the Judge

Roles

- **The judge (played by 4 participants)**

Instructions:

You will play the role of the judge, so you need to define the judge's needs and interests in the coalition and how you will respond to the domestic violence program that has scheduled a meeting with you to discuss the coalition. You also need to set up the physical arrangements for the meeting.

- **The local domestic violence program (played by 4 participants)**

Instructions:

You will play the role of the domestic violence program that wants to activate the coalition. You have decided to meet with the judge to see if you can negotiate a more active role for the coalition. You need to decide how to handle this meeting. Use the negotiation method (Handout #4-6).

- **Other members of the coalition**

Instructions:

Decide your roles as members of the coalition – what is your organization/affiliation, your vision for the coalition, and your interests and needs in participating. You will be observers of the meeting with the judge. Consider how you would respond to what you are hearing in the role you have selected for yourself.



Simulation: The Next Meeting of the Coalition

Now it's time to prepare for the next coalition meeting. The judge is the chair of the coalition meetings, so participants in the judge role need to decide what to do in the coalition meeting. The domestic violence program's goal is a more active role for the coalition. The domestic violence program needs to decide what to do next based on what was learned in the meeting with the judge. You are free to advocate with other members of the coalition both prior to and during the meeting. Other members of the coalition need to decide how they will participate in the coalition meeting.

- X You have 15 minutes to prepare for the meeting.
- X The meeting will be 35 minutes.
- X We will debrief after the simulation. (*15 minutes*)



Negotiation Steps

- Q** The question – frame the issue/problem as a question
?? *How can we.....*
?? *How do we...*
?? *What is the best way to...*
- S** The situation – describe, don't judge
- W** What each wants/needs – your vision, NOT the solution
- A** The answer/solution
- A** The action plan: What will be done, by whom, by when
- A** How and when you will assess outcome/commitments/progress



Evaluation Form Strategic Thinking Workshop

- 1. What was the most useful part of the workshop for your work?**

- 2. Please rate the following using a scale of 0-5 (5 = very helpful and useful)**
Presentations _____
Relevance/usefulness of case studies _____
Handouts _____
Role plays, if used _____
Other comments/ratings:

- 3. Please rate trainer's teaching/coaching on a scale of 0-5 (5 = excellent)**
Rating: _____
Comments:

- 4. How can the workshop be improved?**

- 5. What is one idea you will begin using immediately?**

- 6. Other comments.** (Please use the other side of the page for additional comments.)

Thanks!



