



# Collaboration, Delegation and Conflict Management

By Doug Tooke, M.P.M







# Robin Hood

# Snake

# Adam

# Eve

# Isaac Newton

# Snow White

# Bill Gates

# Wicked Witch

# Eris (Greek goddess “Apple of Discord”)

# William Tell

# Jonny Appleseed



# Assumptions

A thing that is accepted as true or as certain to happen, without proof.

“Action of taking for oneself.” (Cicero)

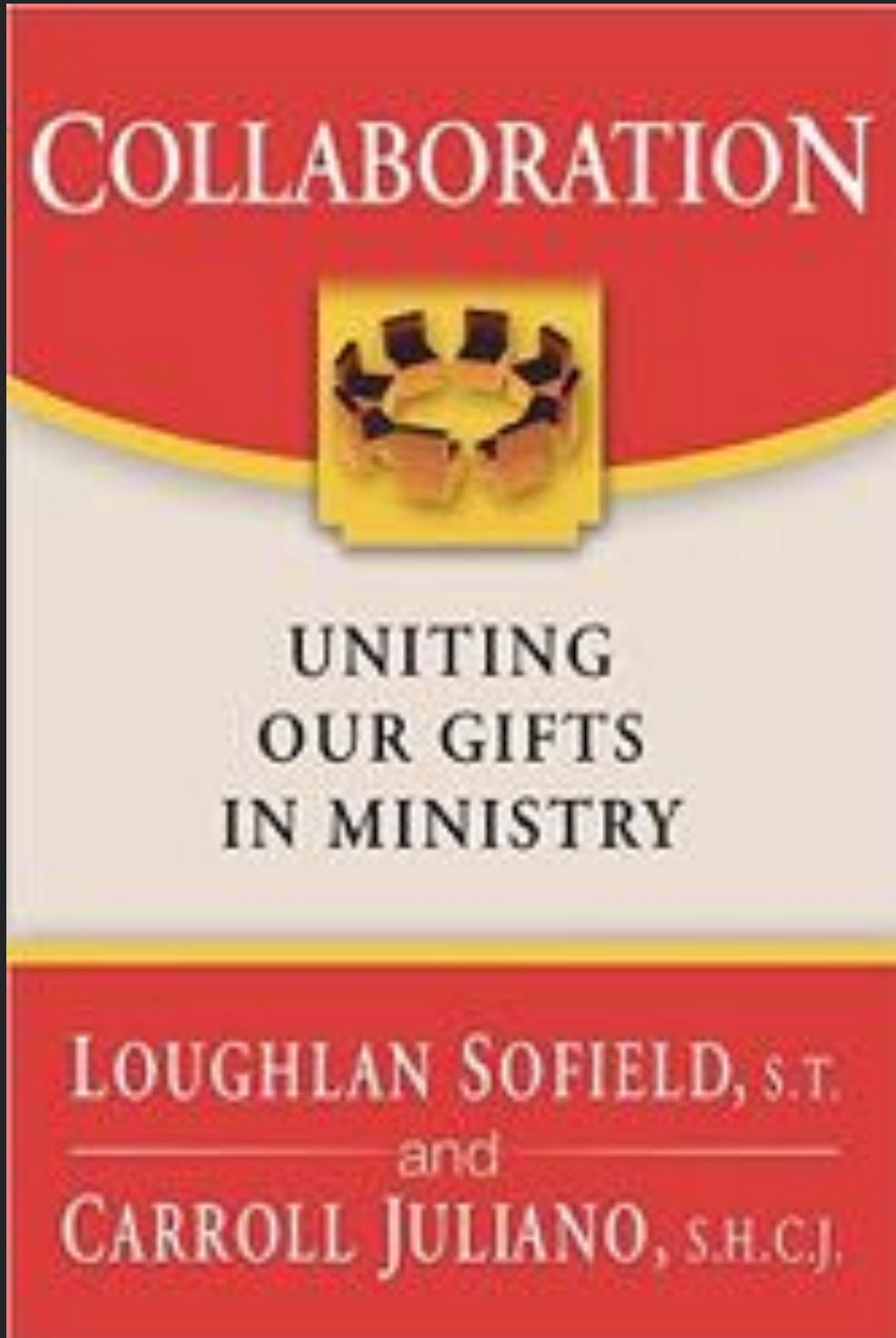
A group of diverse people of various ages and ethnicities are standing together in a dark, nebula-like background. The background is filled with swirling, colorful clouds of purple, blue, green, and yellow, creating a dreamlike and collaborative atmosphere.

Think of a time when you were part of a team that accomplished something together.

What helped you work together?

A group of superheroes, including Iron Man, Black Widow, Hawkeye, and Captain America, are standing in front of a large American flag mural. They are looking off to the side with serious expressions. The background is a dark, moody sky.

What hurts collaboration?



Sofield & Juliano

LOUGHLAN SOFIELD, S.T.  
and  
CARROLL JULIANO, S.H.C.J.

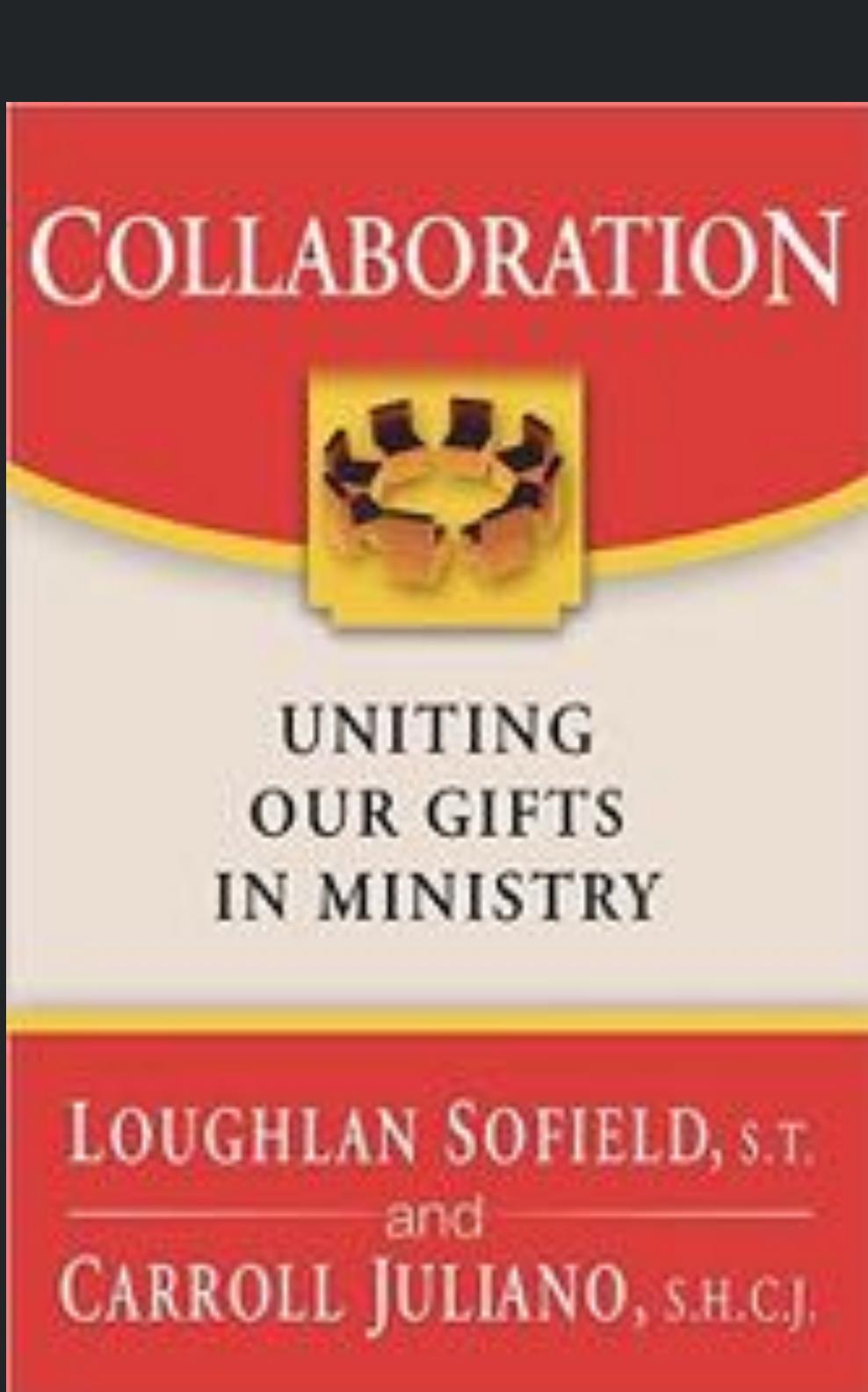
“The identification, release  
and union of all the gifts in  
ministry for the sake of  
mission.”



# Mission

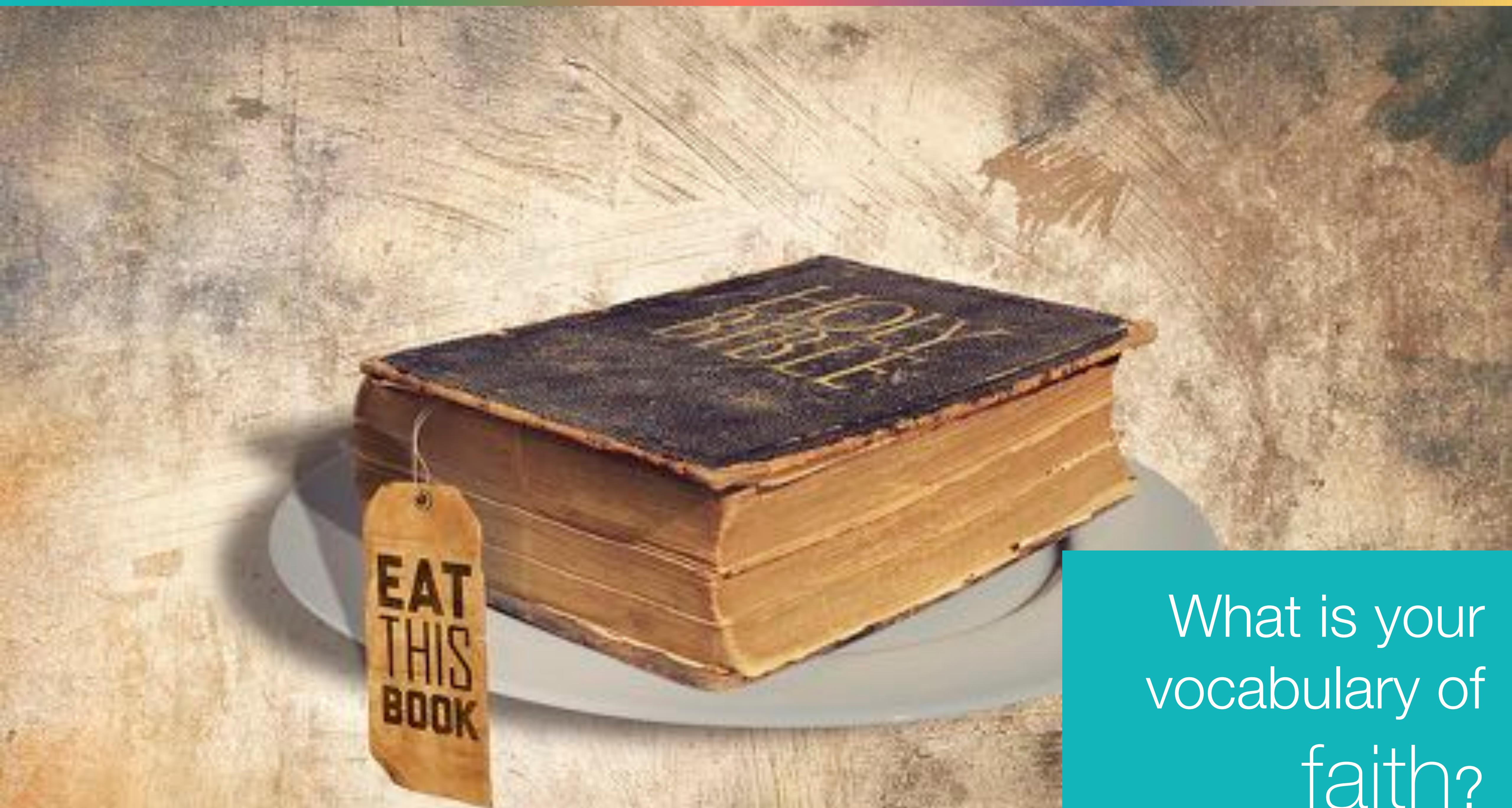
Working collaboratively releases...

Passion  
Creativity  
Commitment  
Ownership  
Enthusiasm



Sofield & Juliano

See your primary role as  
**empowering** and  
**animating** gifts of the  
entire **community**.



What is your  
vocabulary of  
faith?

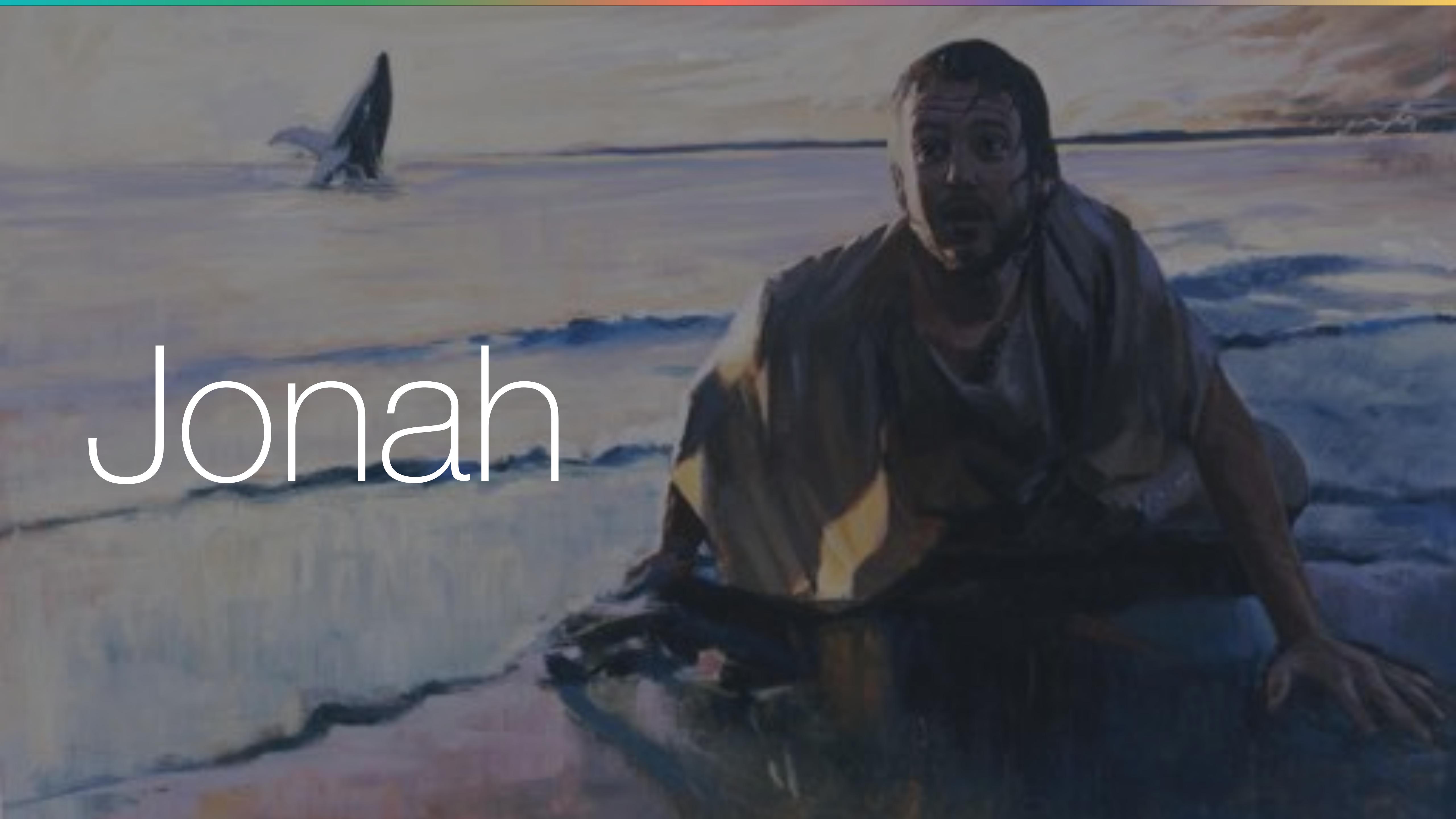
# EASTER



This is cute but  
not good  
enough.



What is the difference between  
you and a monstrance?

A painting depicting the biblical scene of Jonah being swallowed by a whale. The whale is shown in a dark, textured form, its mouth wide open, engulfing Jonah. The whale is positioned in the lower right foreground, with its head and upper body visible. The background is a vast, choppy sea with distant land on the horizon under a cloudy sky.

Jonah



# Delegation & Empowerment



# Delegate

To choose or elect a person to act as a representative for another.

# Delegation

01

Acting  
Representative

# Empowerment

To truly empower someone you must grant them **authority**, you must give them proper **resources**, and you must hold them **accountable** to organizational values and **principles**.

# Empowerment



Authority



Resources



Accountability

# Delegation

keeps you in the center of leadership activity

# Empowerment

places someone else at the center of  
leadership activity



## Conflict Management

Cause you know...its Church.



Roger Fisher and William Ury developed the Interest-Based-Relational approach and published it in their 1981 book, "**Getting to Yes.**" They argue that you should resolve conflicts by separating **people** and their **emotions** from the **problem**. Their approach also focuses on building mutual **respect** and **understanding**, and it encourages you to resolve conflict in a united, **cooperative** way.

# Relationships

Treat the other person with respect. Do your best to be courteous, and to discuss matters constructively.



# Empathy



# Blame



1.

## Separate people from problems.



Recognize that, in many cases, the other person is not "being difficult" – real and valid differences can lie behind conflicting positions. By separating the problem from the person, you can discuss issues without damaging relationships.

2.

## Listen carefully to different interests.



You'll get a better grasp of why people have adopted their position if you try to understand their point of view.

3.

## Listen first, talk second.



You should listen to what the other person is saying before defending your own position. They might say something that changes your mind.

4.

## Set out the "facts."



Decide on the observable facts that might impact your decision, together.

5.

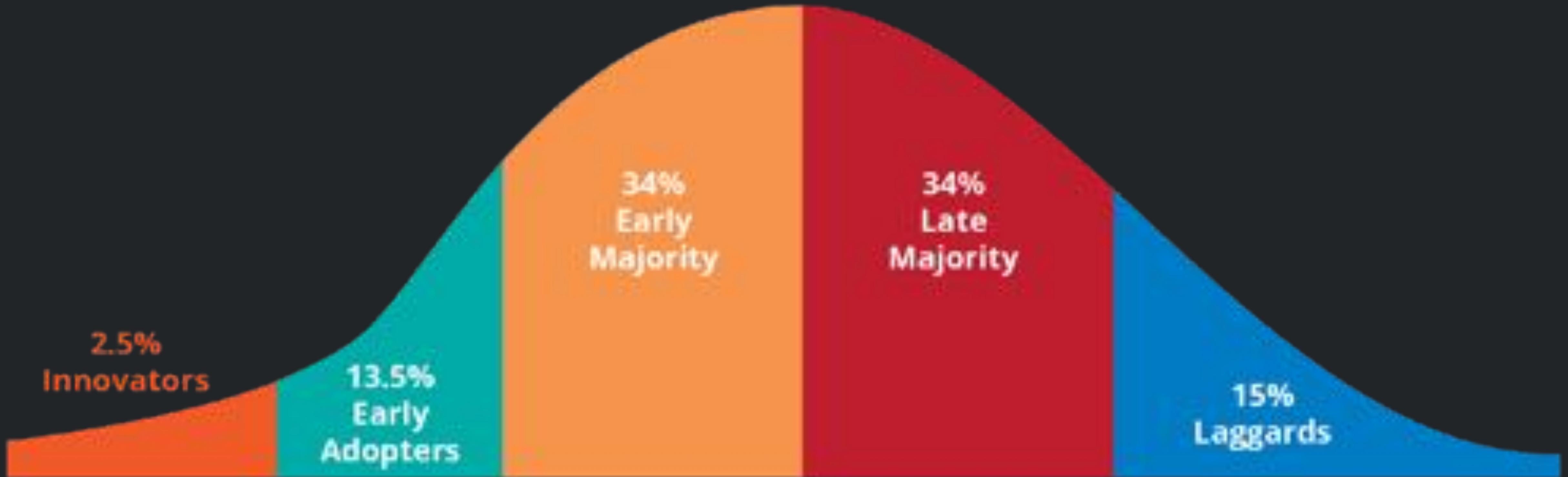
## Explore options together.



Be open to the idea that a third position may exist, and that you might reach it jointly.

# What if it doesn't work that way?

Diffusion of Innovations Theory



"I SEE THE CHURCH AS A FIELD HOSPITAL AFTER BATTLE.  
IT IS USELESS TO ASK A SERIOUSLY INJURED PERSON IF HE HAS  
HIGH CHOLESTEROL AND ABOUT THE LEVEL OF HIS BLOOD SUGARS!  
YOU HAVE TO HEAL HIS WOUNDS.  
THEN WE CAN TALK ABOUT EVERYTHING ELSE."

Pope Francis



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