

STORM OR CHANGE

The board of directors of the Easy Street international human/animal rights agency are listening to a proposal for a new advertising campaign. The proposals to use direct mail, telemarketing, social media, and television commercials that will focus only on the most appealing aspects of the organization's work---rescuing pets and children affected by trafficking and animals on "death row". The advertising campaign is estimated to bring a huge increase in donations; at least 100% doubling the organization's 4 million dollar yearly budget to 6 million dollars. The costs of the increased advertising, mailing, and promotional staff costs are high,; however, rising 1000% from \$400k to \$4 million. Still the net gain is considerable, an addition \$400,000 for relief work, which is a 20% increase in the net and significant additional funds for those in need.

Take the role as a consultant/mediator to the board. The members are in a heated discussion regarding the proposal. You were asked to observe the team dynamics as well as the conflict and provide recommendations to the board in regard to negotiating a compromise. Below are the dynamics that you have observed thus far.

1. 1/3 of the members of the board think this expenditure is justified.
2. 1/3 of the members of the board think the approach is wrong
3. 1/3 of the members are undecided and will be swayed by the arguments of one or other of the two sides.

Questions to consider:

1. What is the overall goal of the board and how will this play a role in team dynamics as well as the conflict?
2. Consider the organizational values and mission as well as the personal values for each group. Is there an alignment? Conflict? Common goals between the groups? What can you do to resolve the conflict and move towards compromise?
3. How would you promote discussions and encourage free flowing communication?
4. How would you determine the root cause of the conflict as well as identifying the interests?
5. What recommendations would you suggest?