

KBOO Radio Policy	Conflict Resolution and Grievance Policy	Date: August 28, 2017
POLICY #IV.1 (formerly #5)		Approved by: Board of Dir.

It is the intent of KBOO to provide a working environment free of all forms of discrimination, harassment, abuse, and intimidation. It is also the intent of KBOO to help resolve all differences and difficulties so that all parties can continue to participate at the radio station, so long as this can be accomplished without violating any other person's right to such an environment.

The purpose of this policy, which is for KBOO volunteers, is to help guide the resolution of conflict at KBOO, as well as to distinguish between situations where conflict resolution and/or filing a grievance is appropriate. The terms defined in this document, along with Section IX – How We Treat Each Other, are to be used by everyone involved in the conflict resolution, grievance, or appeal process. A volunteer experiencing a conflict may request accommodations of the KBOO staff member(s) to whom the conflict is reported, and, in the case of a moderated discussion, may request the attendance of another volunteer of their choosing.

Section I - Conflict

I have experienced conflict with a fellow KBOO volunteer(s).

1. For cases of discrimination, harassment, abuse, and/or intimidation, see Sections II and III. Otherwise, affected parties should attempt to resolve conflict independently and constructively after referring to the supplemental materials found under Section IX - How We Treat Each Other.
2. If a resolution is not reached, volunteer should inform the Volunteer Coordinator (or another KBOO employee) about the situation within three days of the conflict.
3. The KBOO staff member to whom this was reported shall initiate the conflict resolution process, by
 - a. documenting the conversation between themselves and the volunteer who made the report
 - b. implementing a checklist (to come)
 - c. along with a board member or another volunteer suitable to the parties in conflict, moderating a discussion between the parties to reach a solution, within two weeks of receiving notification.
4. Solution determined by moderators may include but is not limited to:
 - a. scheduling an additional discussion
 - b. requiring parties to agree to a behavior contract
 - c. suspending offending party/ies from KBOO activities, or
 - d. imposing disciplinary action up to and including termination.

I have experienced conflict with a KBOO employee other than the Volunteer Coordinator or Station Manager(s).

1. The volunteer should speak with the Volunteer Coordinator (or another KBOO employee) about the situation within three days of the problem or incident. Parties should refer to the supplemental materials found under Section IX - How We Treat Each Other prior to any further discussion.
2. The KBOO staff member to whom this was reported shall initiate the conflict resolution process, by
 - a. documenting the conversation between themselves and the volunteer who made the report
 - b. implementing a checklist (to come)
 - c. along with the Station Manager(s) and a board member suitable to the parties in conflict, moderating a discussion between the parties to reach a solution, within two weeks of receiving notification. The parties in conflict may request the attendance of another volunteer or employee of their choosing.
3. Solution determined by moderators may include but is not limited to

- a. scheduling an additional discussion
- b. requiring parties to agree to a behavior contract
- c. suspending offending volunteer from KBOO activities, or
- d. imposing disciplinary action up to and including termination.

I have experienced conflict with the Volunteer Coordinator.

1. The volunteer should speak with the Station Manager(s) about the situation within three days of the problem or incident. Parties should refer to the supplemental materials found under Section IX - How We Treat Each Other prior to any further discussion.
2. The Station Manager(s) shall initiate the conflict resolution process, by
 - a. documenting the conversation between themselves and the volunteer who made the report
 - b. implementing a checklist (to come)
 - c. along with another KBOO staff member and a board member of their choosing, moderating a discussion between the parties to reach a solution, within two weeks of receiving notification. The parties in conflict may request the attendance of another volunteer or employee of their choosing.
3. Solution determined by moderators may include but is not limited to
 - a. scheduling an additional discussion
 - b. requiring parties to agree to a behavior contract
 - c. suspending offending volunteer from KBOO activities, or
 - d. imposing disciplinary action up to and including termination.

I have experienced conflict with the Station Manager(s).

1. The volunteer should speak with the Volunteer Coordinator and another KBOO employee (or with two KBOO employees) about the situation within three days of the problem or incident. Parties should refer to the supplemental materials found under Section IX - How We Treat Each Other prior to any further discussion.
2. The Volunteer Coordinator (or other KBOO employee) shall initiate the conflict resolution process, by
 - a. documenting the conversation between themselves and the volunteer who made the report
 - b. implementing a checklist (to come)
 - c. along with another employee of their choosing and a board member from the Station Manager Support Team^{1*}, moderating a discussion between the parties to reach a solution, within two weeks of receiving notification. The parties in conflict may request the attendance of another volunteer or employee of their choosing.
3. Solution determined by moderators may include but is not limited to
 - a. scheduling an additional discussion
 - b. requiring parties to agree to a behavior contract
 - c. suspending offending volunteer from KBOO activities, or
 - d. imposing disciplinary action up to and including termination of the volunteer, or the recommendation of such disciplinary action of the Station Manager(s) to the Station Manager Support Team*.

I have experienced conflict with both the Volunteer Coordinator and the Station Manager(s).

The volunteer should speak with a member of the Station Manager Support Team* which will determine an appropriate way forward.

^{1*}typically, the president, vice president, secretary, and treasurer of the board

After adhering to steps outlined in Section I - Conflict, I am not satisfied with the outcome.

In this case, volunteer should submit a written or oral (e.g. audio recording, not simply a verbal in-person conversation) appeal as soon as possible after moderated discussion takes place and no later than 30 days thereafter. The appeal shall be made to:

- the Volunteer Coordinator (or another KBOO employee), if grievance is not with the Volunteer Coordinator, or
- the Station Manager(s), if grievance is with the Volunteer Coordinator, or
- member of the Station Manager Support Team*, if grievance is with Station Manager(s), or with both the Volunteer Coordinator and the Station Manager(s)

After submitting my appeal, I can expect the following to take place:

1. The KBOO staff or board member to whom the appeal was submitted shall present the written or oral appeal within five business days of receipt to the KBOO Conflict Resolution Team (see Section VI).
2. The team will review the document and initiate an investigation, documenting all information received, and issue a response to the volunteer within 30 days of receipt of document, including but not limited to
 - b. requiring parties to agree to a behavior contract
 - c. suspending offending volunteer from KBOO activities, or
 - d. imposing disciplinary action up to and including termination of the volunteer, or
 - e. the recommendation of such disciplinary action of the KBOO staff member to the Station Manager(s), or
 - f. the recommendation of such disciplinary action of the Station Manager(s) to the Station Manager Support Team*.
3. The Conflict Resolution Team's decision is considered final.

Section II - Harassment, Abuse, and/or Intimidation

I have experienced harassment, abuse, and/or intimidation at KBOO. I would like to document a grievance against a KBOO volunteer and/or KBOO employee and/or KBOO supervisor.

1. The volunteer should immediately contact:
 - the Volunteer Coordinator, if grievance is not with the Volunteer Coordinator, or
 - the Station Manager(s), if grievance is with the Volunteer Coordinator, or
 - member of the Station Manager Support Team^{2*}, if grievance is with Station Manager(s), or with both the Volunteer Coordinator and the Station Manager(s)
2. Following the initial contact described above, the volunteer should submit a written or oral (e.g. audio recording, not simply a verbal in-person conversation) grievance as soon as possible after action causing grievance takes place and no later than 30 days thereafter. The grievance shall be made to the appropriate party listed above.

^{2*} typically, the president, vice president, secretary, and treasurer of the board

After submitting my grievance, I can expect the following to take place:

1. The KBOO staff or board member to whom the grievance was submitted will present the written or oral grievance within five business days of receipt to the KBOO Conflict Resolution Team (see Section VI).
2. The team will review the document and initiate an investigation, documenting all information received, and issue a response to the volunteer within 30 days of receipt of document, including but not limited to
 - a. requiring parties to engage in a moderated discussion, as outlined in Section I - Conflict
 - b. suspending offending volunteer from KBOO activities, or
 - c. imposing disciplinary action up to and including termination of the volunteer, or
 - d. the recommendation of such disciplinary action of the KBOO staff member to the Station Manager(s), or
 - e. the recommendation of such disciplinary action of the Station Manager(s) to the Station Manager Support Team*.
3. The Conflict Resolution Team's decision is considered final.

Section III - Discrimination

I have experienced discrimination at KBOO. I would like to document a grievance against a KBOO volunteer and/or KBOO employee and/or KBOO supervisor.

1. The volunteer should immediately contact:
 - the Volunteer Coordinator, if grievance is not with the Volunteer Coordinator, or
 - the Station Manager(s), if grievance is with the Volunteer Coordinator, or
 - member of the Station Manager Support Team*, if grievance is with Station Manager(s), or with both the Volunteer Coordinator and the Station Manager(s)
2. Following the initial contact described above, the volunteer should submit a written or oral (e.g. audio recording, not simply a verbal in-person conversation) grievance as soon as possible after action causing grievance takes place and no later than 30 days thereafter. The grievance shall be made to the appropriate party listed above.

After submitting my grievance, I can expect the following to take place:

1. The KBOO staff or board member to whom the grievance was submitted will present the written or oral grievance within five business days of receipt to the KBOO Conflict Resolution Team (see Section VI).
2. The team will review the document and initiate an investigation, documenting all information received, and issue a response to the volunteer within 30 days of receipt of document, including but not limited to
 - a. suspending offending volunteer from KBOO activities, or
 - b. imposing disciplinary action up to and including termination of the volunteer, or
 - c. the recommendation of such disciplinary action of the KBOO staff member to the Station Manager(s), or
 - d. the recommendation of such disciplinary action of the Station Manager(s) to the Station Manager Support Team*.
3. The Conflict Resolution Team's decision is considered final.

In cases where discrimination is found to have occurred, the following additional steps will be taken:

1. there will be an organizational response to the situation that supports safety and restorative justice for the individuals involved, and

2. there will be an organizational assessment and response with regard to what is needed to support KBOO overall in addressing systemic oppressions expressed in daily processes and interactions. We will ask ourselves: What did we learn in this situation and what can we do to make KBOO safer/better based in that learning? What harm has been done and how do we serve as a model of accountability and care in restoring justice as much as possible?

Section IV – Contact Information

Contact the Volunteer Coordinator at volunteer@kboo.org, and the Station Manager(s) at manager@kboo.org. KBOO's phone number is 503-231-8032. Contact information for the Board of Directors and the Station Manager Support Team* can be found at kboo.fm/board-directors.

Section V - Confidentiality

The Conflict Resolution and Grievance Policy process shall occur in a confidential environment, and all parties shall maintain confidence regarding all communications that occur within the process.

Section VI - KBOO Conflict Resolution Team

This policy includes a Conflict Resolution Team, to be appointed at the time of the grievance by the chair of the Personnel/Governance Committee, based on recommendations provided by the Volunteer Coordinator, if the grievance is not with the Volunteer Coordinator. If the grievance is with the Volunteer Coordinator, the chair of the committee will seek recommendations from the Station Manager(s). If the grievance is with both the Volunteer Coordinator and the Station Manager, the chair of the committee will seek recommendations from the Station Manager Support Team*.

If the chair of the Personnel/Governance Committee is involved in the grievance or otherwise unavailable, then the Volunteer Coordinator will appoint the team. If the grievance is with the Volunteer Coordinator, and the chair of the committee is also involved in the conflict or is otherwise unavailable, then the Station Manager(s) will appoint the team. If the conflict is with the Volunteer Coordinator and the Station Manager(s), and the chair of the committee is involved in the grievance or otherwise unavailable, then the Station Manager Support Team³ will appoint the team.

The team will be comprised of at least 1 volunteer, 1 employee, and 1 board member.

Section VII – Understanding Conflict Resolution at KBOO

If a volunteer is having problems getting along with another volunteer or staff person, the ideal is to resolve the issue independently, seeking help or advice from the Volunteer Coordinator or another KBOO employee if necessary. If this is not successful, the person may have access to mediation, unless it is determined that mediation is inappropriate. Consistent with KBOO's commitment to preserving a safe, tolerant, and productive working environment, cases of discrimination, harassment, abuse, and intimidation shall not be considered appropriate for mediation.

It is the intent of KBOO to create space for dialogue among KBOO community members so KBOO continues to flourish as an egalitarian space for creative collaboration. To that end, since 2014, KBOO has used the concept of the "Beloved Community" popularized by Martin Luther King, Jr., to give us a

³typically, the president, vice president, secretary, and treasurer of the board

framework for ensuring we intentionally create space for dialogue among KBOO community members. KBOO holds a monthly Beloved Community 101 workshop for volunteers to deepen our commitment to radical inclusivity by creating a shared language around oppression, sharing tools, and increasing commitment to interrupting microaggressions and addressing systemic oppression at KBOO. We are working to create an environment where talking about and working on this with love and care is at the core of who we are. The intention is to make KBOO a space where everyone can thrive!

In keeping with its values, KBOO shall use mediation as its primary method of conflict resolution--except in cases of discrimination, harassment, abuse, or intimidation--because mediation allows for the most input by parties, the most control over potential outcomes, and the greatest durability of agreements.

It is also the case that participation in the KBOO Foundation is voluntary. Therefore, agreement to abide by KBOO's values, standards, and practices shall constitute an agreement to mediate in the event of a conflict that cannot be resolved independently by parties, and to use the procedures described in the policy to settle grievances, when mediation is inappropriate or unsuccessful.

Section VIII - Glossary of Terms

Abuse is a general term for the use or treatment of something (person, thing, idea, etc.) that causes some kind of harm (to the abused person or thing, to the abusers themselves, or to someone else) or is unlawful or wrongful. Its close synonyms are mistreatment and maltreatment. Abuse can be something as simple as damaging a piece of equipment through using it the wrong way, or as serious as severe maltreatment of a person. Abuse may be direct and overt, or may be disguised and covert. There are many types of abuse:

- **Bullying** is the repeated intimidation of others by the real or threatened infliction of physical, verbal, written, electronically transmitted, or emotional abuse, or through attacks on the property of another. It may include, but is not limited to actions such as verbal taunts, name-calling and put downs, including ethnically-based or gender-based verbal put downs. A bully is an individual who tends to torment others, either through verbal harassment or physical assaults, or through more subtle methods of coercion.
- **Emotional abuse** refers to the use of emotional or psychological manipulation to compel another to do something they do not want, or is not in their best interests; or when one person manipulates another's emotional or psychological state for their own ends.
- **Humiliation** is literally the act of being made humble, reduced in standing or prestige, or deprived of one's self-esteem.
- **Legal abuse** is the use of legal procedures to retaliate, coerce, or emotionally or financially harm a person (e.g., certain lawsuits).
- **Physical abuse** is the infliction of physical violence or pain on another.
- **Psychological abuse** refers to the humiliation or intimidation of another person. Psychological abuse can take the form of physical intimidation, controlling through scare tactics and oppression. It is often associated with situations of power imbalance, however, it can also take place on larger scales, such as group psychological abuse, racial oppression and bigotry.
- **Verbal abuse** is the use of foul language, obscenities or demeaning talk directed at another.

Discrimination and Oppression. No person should feel or experience discrimination at KBOO. Discrimination is defined as being treated differently or demeaned for some aspect(s) of one's identity. Discrimination and oppression cannot be completely separated, as oppression creates a pattern of on-going, sometimes daily discrimination, and this pattern causes grave harm and often trauma. At

KBOO we are committed to addressing both discrimination and oppression. Oppression is the systemic violence that is experienced by individuals and groups holding one or multiple identities that is/are not of the historic colonizing/dominant/ruling group. These identities are targeted by our society, and include but are not limited to identities based on race, gender or gender identification, sexual orientation, national origin, religion, ancestry, citizenship or immigration status, English-language proficiency, dis/ability, neurodiversity, class, or marital or housing status. These patterns of harm and discrimination are experienced daily and are built into most, if not all, systems we operate within. They cause grave harm and inequity that KBOO is committed to exposing and addressing. See also KBOO Policy 1: Non-Discrimination and Sexual Harassment.

Grievance: a cause of distress that leads to an individual feeling reason to resist or complain, for example against an unfair or unjust act (e.g., to have a grievance against another person).

Harassment is any improper conduct by an individual, that is directed at and offensive to another person or persons, and which the individual knows or ought reasonably to know will cause offense or harm. It comprises any objectionable act, comment, or display which demeans, belittles, or causes personal humiliation or embarrassment, and any act of intimidation or threat. See also KBOO Policy 1: Non-Discrimination and Sexual Harassment.

Intimidation is to discourage, inhibit, or frighten by threats. Intimidation is the act of making others do what one wants through fear. Intimidation may be manifested in such manner as physical threat, glowering countenance, emotional manipulation, verbal abuse, purposeful embarrassment and/or actual physical assault.

Mediation: a process that uses a neutral third party (or mediator) to help parties in conflict with each other come to a mutually agreeable resolution. During mediation, the mediator ensures that communication "ground rules" are kept, providing a safer atmosphere for parties to discuss conflict. The mediator may ask questions to both parties to enable everyone to gain a deeper understanding of the conflict. To be effective, the parties in conflict must be willing to openly and honestly communicate; an important principle of mediation is that all said during a session is confidential.

A key characteristic of mediation is that the parties in conflict are solely responsible for creating a resolution to the conflict. The mediator may help the parties see where there is agreement, but does not decide, nor suggest a resolution. It may happen that the parties are unable to resolve a conflict – they may not agree on a mutually beneficial outcome. If this happens, the conflict could move to an appeal or grievance process.

Section IX - How We Treat Each Other

KBOO House Rules

KBOO's Programming Charter states that KBOO fills needs that other media do not, providing programming to diverse communities and unserved or underserved groups, and that Bookstall provide access and training to those communities.

Further, it espouses the values of peace, justice, democracy, human rights, multiculturalism, environmentalism, freedom of expression, and social change.

It is the intention of KBOO to live up to these ideals both on-air and in our off-air interactions as a

community of volunteers, staff and board.

In this way, KBOO intends to create a workplace free of all forms of discrimination, harassment, abuse and intimidation. We do this in order to foster a healthier environment for nurturing creativity that is more welcoming for all parties who wish to participate.

There are some very basic house rules that have been developed to facilitate our community's ability to work together. The house rules apply to all people at KBOO, whether volunteer, staff or guest; they are rooted in respect for self, each other and the organization as a whole.

Communicate your needs directly. Do you have questions about process, how to voice ideas in a meaningful way, trainings, decisions? Talk to the Volunteer Coordinator. Sometimes KBOO can seem complicated and confusing, the Volunteer Coordinator is your advocate in navigating the KBOO way; this can cut down on frustration. If you are a board member the Board President would be the best person to ask for clarification; if you are a staff person, ask the Station Manager.

Talk directly with someone who has offended you. Oftentimes people can communicate hurtful things without thinking about the emotional effect it can have on others—sometimes what is perceived is not what is intended. We encourage direct communication to take care of misunderstandings at an early stage. If this doesn't work—or if you do not feel comfortable talking directly with someone who has offended you—talk with the Volunteer Coordinator, who might be able to provide support materials regarding conflict de-escalation and resolution; ultimately they are a resource for volunteers in mediating differences. You can also talk with the Station Manager or another staff person with whom you work closely.

Be tolerant and respectful. KBOO is a community of many races, political philosophies, sexual orientations, lifestyles, and neuro- or physical abilities. Tolerance, respect, appreciation of difference and good humor are essential; racist, sexist & homophobic attitudes or condescension are not welcomed at KBOO.

Dismissing or humiliating another community member is inappropriate—we can disagree, but to dismiss someone because of who they are does not uphold our values.

This is defined as:

- 1 Yelling/shouting (that is heard outside of room)
- 2 Hurtful words (racial or gender-based epithets—name calling)
- 3 Threatening language (eluding to retaliatory action, intimidation or threat of physical violence)
- 4 Being personally disparaging to an individual or group while in the building.

No physical violence will be tolerated.

- Weapons do not belong in the workplace and will not be allowed at KBOO. Use of any weapon or threat of such use will result in immediate termination from KBOO.
- Physical aggression, intimidation, angrily “getting in someone's space”, are not appropriate.

Take care of the equipment. Remember that you are responsible for all equipment that you use. If you damage or lose equipment you must compensate the station. You will need to meet with the finance coordinator and work out a compensation plan. Failure to do so may result in suspension or termination of KBOO activities.

Enforce the station access policy. It is up to everyone at KBOO to observe the access policy. After 5

PM weekdays and on weekends you must be on the access list to enter KBOO. To be on the access list you must notify the staff person responsible about the reason and time that you need to be at the station. Understand that you are responsible for any guest that you bring with you and that the guest should be with you at all times. KBOO has had repeated security risks from people not following the access policy, ranging from people being allowed in the building who have been specifically excluded due to threatening behaviors to suspected prostitution. Violating this policy will require a meeting with the station manager, and may result in your own access being restricted.

Theft or willful destruction of KBOO property. This behavior will not be tolerated and will result in termination & exclusion from KBOO, as well as possible prosecution and compulsory compensation.

Taking care of our community is *EVERYBODY'S* business! Every volunteer, board member and staff member is empowered and encouraged to act immediately to de-escalate volatile situations. If you want to learn more about de-escalation, please talk with the Volunteer Coordinator.

Additionally, the staff have the responsibility to ask that a person engaging in inappropriate behavior leave the building for a “cool-down” period. Before returning to normal duties, meeting with the volunteer coordinator along with the appropriate supervisor may be necessary to discuss needed resolution. It is possible that in extreme circumstances, an offense may be deemed so egregious that other disciplinary action (including termination) may be deemed appropriate.

Common Questions about Nonviolence at KBOO

“Isn’t it true that sometimes you have to yell at someone to get their attention?” We have found, based on actual experiences at KBOO, that when conflicts appear to be resolved through verbal violence, what really happens is that the other person just withdraws and avoids the person who hurt them. They often go to others to share their story of the bad experience, and the conflict actually grows, even though it seems calmer for awhile.

“Should I call the police?” We avoid calling the police whenever possible. Is there a staff member or other person available who can gently help the person? Can it wait until later, or is there an immediate physical threat?

“I didn’t intend to humiliate them. I was ‘just stating the facts’ as I saw them.” Ask yourself, “Did I say it with love?”

“Maybe I should just ‘vent’ to my friend or colleague.” Venting can be a good chance to blow off steam so that you can then deal with the problem directly. You may use venting to calm down so that you can come back tomorrow with an open heart. Gossiping or saying bad things about people will only make the problem worse. We will **talk directly with the person who offended us**, or get support from the appropriate staff or board person to do so.

“I don’t have a problem. They have a problem.” We will try to **understand our own role in the conflict** and how we can help de-escalate the situation and reach resolution next time instead of escalating. This is our opportunity for growth in conflict.

“Maybe it’s better to just ‘let it go.’” Sometimes, things aren’t a big deal, but over time, a lot of little things will build up.

“If I don’t deal with it right this second, nothing will ever happen.” It’s important to interrupt violence right away, but if we’re upset, it’s often a good idea to take time to cool off before we look for resolution. Wait at least a day before sending the angry e-mail. If you’re still mad, wait another day or run it by someone who is skillful in communications. If you or the other person is on the air or about to be on the air, ask yourself if this really has to be addressed right this second. You can always say, “I’m sorry we’re having a disagreement. I want to work with you on this later.”

“It’s my First Amendment right to say anything I want to.” We have a right as individuals to express our opinions, but we also have the right as a community to create safety and respect. How can we express ourselves without hurting others?

“Sometimes I get angry. You can’t expect me to never get angry.” We all get angry, we also all make mistakes, but we can choose what to do with our anger and with our mistakes. How do we address them with kindness towards ourselves and the other person?

“Should we ‘compromise’? Can we just ‘agree to disagree’?” We can, and sometimes that’s the best we can do. But compromising or agreeing to disagree doesn’t really leave either party satisfied. Better still is to find a solution that give both people what they want—or even more than they wanted.

Creating a Safe & Caring Community

Our Goal: To foster a safe, healthy and welcoming environment for nurturing creativity, community and opportunities for personal growth.

Philosophy Building Authentic Relationships: When we’re authentic we listen and share honestly with one another. We set reasonable boundaries and also give each other a chance to change. We share our joys, our fears, our challenges, and the stories that make us who we are. We tell our truths in a way that respects ourselves as well as the other person.

Gentle Personalism: All people are good, and when given the opportunity, we display that goodness. When we treat people as whole, we give each other room to be whole.

Conflict Resolution: We work to resolve all conflicts or at least agree on boundaries that work for both parties. We aim for engagement over avoidance and collaboration over compromise.

Non-violence: We say “no” to any form of violence. This includes shouting, name-calling, belittling, physical attacks, making less of someone based on their gender, ethnicity, sexual orientation, age or spiritual practice as well as other forms of harassment, abuse and intimidation.. Non-violence asks us to stop verbal or physical violence in a non-violent way, confronting it with love and respect to promote the safety and well-being of all.

Community Support: It is our responsibility to let each other know when we are doing harm to another person or a group of people, and we will provide support when anyone is treated in a hurtful way. This includes learning ways to interrupt violence, learning how to help both parties see how they could de-escalate conflict and providing mediation services. Part of our support is learning how to listen, to understand feelings and address underlying needs. KBOO staff are available to help. We give people a chance to change (except in rare occasions of imminent harm), but if people can't change, they will eventually be asked to leave.

Four Agreements

- We always treat others with love and respect...or at least respect!
- It is never OK to humiliate anyone.
- We expect *everyone* in our community to treat others well.
- We each have a personal responsibility to resolve our conflicts.

Living Up to Our Own Values – Conflict Resolution Tips at KBOO

We come from many places, express ourselves differently, hold different beliefs, but at KBOO, all participants create community together. Learning from each other and growing together is an essential part of “the KBOO experience”. It is essential to listen to one another and be receptive to what you hear. We are creating exciting, meaningful radio and community, all here, together, based on KBOO’s stated values—and for this alone, each one of us deserves the respect of all others. If we spend our time uplifting our co-created community, we will be uplifted in turn.

With so many passionate, caring and expressive individuals actively participating within an organization, conflicts will occur. In fact, they should occur, as conflicts illuminate areas that we need to look at, and learn from, within ourselves, and the community as a whole.

Most people have negative feelings about conflicts, and many try to avoid them—but this doesn’t really help in the long run. Conflicts that are left unresolved often fester and become fertile ground for feeling bad about another person, yourself, and / or transferred and generalized to the whole organization. However, compassionately and justly addressing conflicts can help transform us as individuals, and the organization as a whole.

Understanding the overall dynamics of conflict can help us address them more constructively.

Understanding Conflicts

Conflict arises when people disagree about something that is important to both / all parties. Each conflict is unique because it is entirely dependent on the dynamics of the parties involved at that time. Each person brings his or her history, and “hot buttons” or “pet peeves” that affect the conflict.

When conflict occurs, everyone needs to feel recognized as an individual, and respected as a human being.

When these needs are not met, things can escalate very quickly.

Because each person involved in the conflict adds to its dynamics, it is important to understand your own feelings about conflict and what “triggers” you, so that you can avoid escalation and help to bring the interaction to a resolution wherein all feel respected and valued.

What do you think of when you think of conflict? What are your triggers or hooks?

A trigger or hook is a behavior that almost always “gets to you”. It can be a situation, a word or phrase, or body language. It is important to know what behaviors and words hook you, so you can become conscious of your response, instead of being caught up in your reaction. Take a moment and answer these questions for yourself.

To what words do I strongly react?

(e.g., name calling, “whatever”, “get to the point”, swearing)

To what behaviors do I strongly react?

(e.g., eye rolling, sighing, hand on hip, arms crossed, personal space issues)

To what situations do I strongly react? What are my pet peeves?

(e.g., being kept waiting, being interrupted, being ignored)

Insider / Outsider Thinking

One factor that contributes to conflict at KBOO is insider/outsider paradigms. People need to feel a sense of belonging. Insider/outsider group thinking is present in every community; here at KBOO it seems particularly problematic. The KBOO volunteer community has about 500 members currently; and while the number of volunteers actively participating in the station is relatively stable, there is much turnover. Some of you have volunteered nearly since the very beginning, while others may have jumped in last week. In these circumstances, it is easy to feel that everyone else knows what’s going on, that you are being deliberately over-looked and left out. We can all help to alleviate this situation. Don’t assume that others are more in the know, or that information is being kept from you; ask a staff person about the policy or practice of doing something. Say hello and introduce yourself to people you don’t know yet--they may be new, or maybe you just haven’t met, because you’re on different schedules.

Useful Tips in Resolving Conflict

Either/or; right/wrong; hot/cold thinking and positioning within conflicts will block meaningful dialogue, and does not make room for the fact that all parties are valued, even if there is disagreement— to resolve conflict, try to avoid dichotomous thinking.

There are some basic premises that, when adapted, will help to mitigate conflict, and encourage the exploration of meaningful difference, leaving us all with an enriched community.

- You can never know another person’s intention/heart.
- Your experience is valid – and so is everyone else’s.
- Everyone wants to be the hero of their own story. Healthy conflict resolution takes creativity.
- I want to win, and I want you to win, too.
- I am right does not mean that you are wrong.

Resources used:

http://www.ppu.org.uk/learn/conflict/st_conflict1.html

<http://www.crnhq.org/freeski ll12.html>