

Association for Conflict Resolution – Hawai‘i
Strategic Visioning and Alignment Retreat

March 18, 2016
Retreat Held at Lyon Arboretum

Summary



Attended by:

- Karen Cross
- Tom DiGrazia
- Lisa Jacobs
- Amrita Mallik
- Bruce McEwan
- Dick Mosher
- Lynn Murison
- Lisa Nakao
- Jessica Stabile
- Anne Smoke
- Owen Tamamoto

June 1, 2016
Anne Marie Smoke

ACR Retreat Objectives

ACR-Hawai'i board members acknowledged that the local chapter and parent organization, ACR National, are facing changes. Needs of members and potential members (ACR practitioners) change as the profession grows and takes on new challenges. Two questions prompted this retreat: 1) What do we need to do to keep our successful programs going?; and 2) What direction(s) might we want to take the organization in order to maintain and grow membership?"

The following document is a summary of the retreat discussions and final decisions made.

Expected Outcomes from the Retreat

1. Review mission and vision of ACR Hawai'i
 - a. Relevance to Hawai'i
 - b. Ability to fulfill mission
2. Identify strengths of ACR Hawaii
3. Discuss challenges
4. Explore potential resolutions
5. Prioritize essential functions and responsibilities
 - a. Evaluate efficiencies of, barriers to, and potential of organizational structure
6. Determine action steps to achieve vision.

Association for Conflict Resolution – Hawai‘i and ACR National Mission and Vision Review

ACR Hawai‘i Mission

Q: We reviewed our mission and asked for input. Do we still think it applies? Is it clear, focused and understood? Are their suggested changes?

ACR-Hawai‘i Mission: To promote and support peaceful conflict resolution and collaborative decision making at all levels in our society whether in our home, school, ‘ohana, workplace, or community. We are mediators, arbitrators, facilitators, educators, social workers, lawyers, psychologists, child and family advocates, problem solvers, and concerned citizens – all dedicated to the pursuit of peace.

Discussion Notes

The group determined that the mission is clear and applicable. There might be a few word tweaks to make it more clear but mostly the group felt that it is a well-kept secret. The group agreed that there will be no immediate change to the ACR-Hawai‘i mission; however, when we do want to wordsmith it, suggestions for making our mission stronger are noted in the review of ACR National’s mission below.

Action Note: These suggestions were made.

- Broadly educate the community and possible members about our mission.
- Look at media and consider a PR campaign or simply making better use of the media to educate the public about what ACR Hawai‘i does.

ACR Hawai‘i Vision

Q: ACR-Hawai‘i does not currently have a vision. We reviewed ACR National’s vision and asked if we should adopt the vision for our own? Are their any suggested changes for clarification or focus?

ACR-National’s Vision: All people know their choices for conflict resolution

Discussion Notes

- Where it says “...choices for conflict resolution...” add the word “appropriate” so it reads “appropriate choices”

Action: Motion was passed to adopt the ACR National vision as our own vision with the future ability to wordsmith.

ACR National Mission

Q: We reviewed ACR National's mission and asked for input. Are we in sync? Do we see anything here we would like to consider adding to our mission?

The group thinks we are in sync with National. We like the reference to a variety of choices and that forms of ADR are varied and may include that in the redrafted mission when we revisit this.

Reference Note: See Attachment A for ACR-Hawai'i's Mission, and ACR National Mission and Vision

Best Vision for the Future of ACR-Hawai'i

Q: What is your best vision of ACR-Hawai'i in the next three years?

Ideas were generated during appreciative inquiry session. They were listed and then clustered into the following categories and then the group voted to prioritize the best visions. (N/3 meant two votes each.)

Future Visions Categorized for Vote

- A. Increased practitioner support by the organization (6 votes)**
- B. Raised awareness and increased relevance of ACR-Hawai'i (11 votes)**
- C. Increased membership
- D. System & structure for delivery of ADR services put into place
- E. Enhanced operations with paid staff
- F. Longer-term [business] plan laid out (3 votes)**

Top Vision Scenarios as voted by the group. This is what the group determined to be the best vision for ACR-Hawai'i in the next three years.

1. B - Raised awareness and increased relevance of ACR-Hawai'i (11 votes)
2. A - Increased practitioner support (6 votes)
3. F – Longer-term [business] plan laid out (3 votes)

Note: See Attachment B for a complete list of the visions of the future generated by the entire group.

Transformation

The group brainstormed activities that will lead to achieving the best vision of ACR-Hawai'i.

Q: If you could change ACR-Hawai'i in any way (to achieve the visions we came up with), what is the first thing you would do to heighten its overall effectiveness, vitality and capacity to fulfill its potential? What is the second thing you would do?

Activities are listed in random order.

Transformative activities necessary to get to our vision.

- Support scholarly articles significant peer-reviewed articles.
- Increase use of technology.
- Hire a public relations, paid professional. (We need \$\$ for this.)
- Mentoring. Reach out to existing membership. Two hours of mentoring could expand membership.
- Identify and educate disputing parties of hot-button issues and get people to come together and learn more peaceful resolution processes.
- Charge more for events.
- Adopt a marketing mindset.
- Develop a concise statement about who we are for PR purposes.
- Increase membership and relevance of ACR-Hawai'i to the community.

S.W.O.T. Analysis

The group was asked to brainstorm strengths, weaknesses, opportunities, and threats to help determine what the supporting and opposing forces are in terms of achieving a best future vision. All ideas are listed under each discussion category.

Strengths—What supports our best vision/allows for transformation?

- Willingness of members to contribute
- Wide experience base
- Flexibility
- Collegiality
- Well integrated in wide variety of communities
- Networking
- Insight into national and connection to national
- Conflict Resolution Day

Weaknesses—What prevents our best visions from being realized and presents barriers to transformation?

- Low Public Awareness
- Time constraints of members – competing interests
- Budget – insufficient financial resources
- Uncertainty of relationships to national
- Lack of membership
- Lack of clear brand
- Lack of paid staff
- Low number unique events (ACR Events) for all constituents—clients and practitioners
- Disconnect among members—insufficient networking

Opportunities—What opportunities (resources, partnerships, ideas, etc.) are untapped?

- Grants to pursue and other funding sources
- Explore revenue-generating mechanisms (Apple, HECO, ???)
- Explore existing technologies to have a presence (like Facebook)
- Refer-A-Service possibilities

Threats—What negative environmental impacts should we consider?

- National ACR uncertainty
- Irrelevance >> loss of members
- Competing organizations
- Limited market
- Economic circumstances
- Geographic—Hawaii—Island (and related economic difficulties)
- Ignorance
- Limited financial support

Review of ACR Activities

Q: Does what we do support where we want to be?

The group reviewed its current activities and compared them to the vision scenarios and transformative activities. The current activities are listed here in order which ones are most effective use of resources in order achieve our desired future visions.

The letters correspond to the visions listed on the previous page to show how much impact that activity will have toward revitalizing ACR-Hawai'i. Notes are included from discussion on what we can do immediately to enhance what we are doing.

What we currently do and (the vision scenarios these activities support): Remember that B, A, and F are the most desired visions.

1. Provide Networking Opportunities for ADR Professionals
Through a variety of activities.

(Will achieve visions A, B, C, D, F)

2. Offer a Clearinghouse for ADR-related Activities

Regular updates are sent by email promoting local conflict resolution seminars, webinars, symposium, training projects, and National ACR events.
and

Share and Promote ADR-related Publications

We solicit (on our Web site) submissions of research, articles, and videos about conflict resolution for possible publication on our site and in the ACR National quarterly newsletter.

- a. These two activities go hand-in-hand and were merged as one.
- b. Criteria needs to be defined to determine what will be included.
- c. This needs to be a multi-platform Web site.

(Will achieve visions A, B, C, D)

3. Support ADR Initiatives

- Ceeds of Peace – A 360° Approach to Raising Peacebuilders
- Virtual Mediation Lab – Free Online Mediation Skills Development & Training
- Uniform Mediation Act
- The Hawai'i Mediation Pledge

(Will achieve visions A, B, C, D)

4. Training

Webinars, workshops, conferences by ACR members and colleagues; and sponsorship of nationally recognized professionals.

- a. May have correlation to membership
- b. Revenue potential

(Will achieve visions A, B, C)

Finding Our Niche and Unique Attributes

Q: What are the other organizations in Hawai‘i that have a similar mission?

Competing Organizations

- ADR Section of HSBA
- ACR National
- Mediate.com
- Private practitioners
- Mediation Center of the Pacific
- Matsunaga Institute for Peace
- CADR
- Hawai‘i Facilitators Network

Unique Qualities and Offerings of ACR-Hawai‘i

Q: Even though I belong to the other organizations, these are the unique benefits that I get from ACR-Hawai‘i...

- Opportunity to be personally involved
- Diversity (practice, range of expertise, range of intervention skills and specialties)
- Broader scope of peacemaking (more inclusive of range of ADR practices)
- Broad appeal of mission & vision (more welcoming and relevant to general public)

Q: What could we add? What could we be doing better?

- Better stress or promote our “broad appeal”
- Leverage our own diversity and promote our expertise
- Repository for all competitors (we can be the thread linking the various conflict relation organizations and the go-to organization bridging the others)

Actions to Achieve Top Visions

The group was asked to divide into three teams. Each team selected one vision scenario and developed a list of actions that can be taken to move toward that vision. The teams rotated to each scenarios and contributed to the outlined action plans.

After the outlined action plans were created and the groups reported out, everyone was given \$10,000.00 invest in the action plans. The results of the investments are shown in \$\$ and prioritizes activities most supported by the group.

A. Raised awareness and increased relevance of ACR-Hawai'i

1. Develop Multimedia Platform—\$ 8,000
 - Social media
 - PR and press releases including TV interviews
 - Letters to editor
 - Presenters
 - Ads
 - Journal articles
2. Develop Members' testimonials and put them on the Web site and include ACRH in public speaking events—\$7,000
 - Short in video or written form
 - Show how ACR-Hawai'i impacted their lives or made a difference in their community
3. Identify disputes and disputants and let them know ACRH offers people, skills, education, and experience to help them resolve their disputes. —\$2,000

B. Increased practitioner support through the ACR-Hawai'i organization

1. Networking events—\$12,000.00
 - Monthly
 - Themed (by practice?)
 - Meet and greet events
2. Create a Referral Service—\$ 7,000
 - Provide marketing assistance
 - Create a directory of members
3. Mentoring through Talk Story event—\$5,000
4. Be a hub for opportunities—\$5,000
5. Brown bag events and regular trainings (regularly like monthly or quarterly) —\$5,000
 - Webinars or call-ins
 - Google hang. Skype hang. Giuseppe's tech.
6. Utilize low-cost assistance (look into interns)—\$3,000

C. Longer-term [business] plan laid out

1. Develop revenue generating activity—\$8,000
 - Do a market survey/needs assessment with a facilitator to determine best opportunities.
2. Set and define goals—\$4,000
 - Realistic goals
 - Visionary goals
3. Identify volunteers (doers)—\$4,000
 - Students (interns; consider trade-off of time for expertise)
 - Members who want to be more active
4. Get grants—\$3,000
5. Set timeline for goals planning—\$2,000
 - Goals should have metrics so we can measure progress and success

Attachment A

Vision, Mission and Activities of ACR-National and Hawai'i Chapter

The Association for Conflict Resolution, National

A professional organization enhancing the practice and public understanding of conflict resolution. ACR gives voice to the choices for quality conflict resolution.

Vision: All people know their choices for conflict resolution.

Mission: ACR gives voice to the choices for quality conflict resolution

We are a national professional association for mediators, arbitrators, educators and other conflict resolution practitioners. ACR works in a wide range of settings throughout the United States and around the world.

At ACR, you will find colleagues with similar skills and concerns, whether you are a:

- government employee working with the shared neutrals program,
- school educator teaching peer mediation,
- custody mediator in the court system,
- environmental mediator dealing with regulatory disputes,
- arbitrator dealing with corporate non-performance,
- public policy facilitator working with inter-agency conflict, or
- divorce mediator working with families, or more!

Our multicultural and multidisciplinary organization offers a broad umbrella under which all forms of dispute resolution practice find a home.

What We Do: ACR is dedicated to supporting and improving the field of alternative dispute resolution. Our primary activities include:

Conferences

ACR Conferences gather conflict resolution practitioners, students and interested parties from all corners of the globe to network, learn new skills, discuss cutting-edge issues and keep abreast of what is happening in the expanding field of conflict resolution. ACR's annual conference attracts more than 600 people from around the world and offers more than 50 workshops.

Professional Interest Sections

ACR's Sections serve as ACR's programmatic core. Sections allow members to join with colleagues with similar interests as well as share information via websites, newsletters, teleconferences and meetings. Members of ACR Sections enjoy a wide array of programs, as well as opportunities for volunteer leadership within ACR.

Regional Chapters

ACR's Chapters enable members to meet and share ideas with colleagues in their community and participate in activities that support their professional development.

Committees and Initiatives

ACR also hosts a wide variety of committees, task forces, work groups, and initiatives that are essential to the field of alternative dispute resolution.

Continued...

Attachment A Continued...

The Association for Conflict Resolution, Hawai‘i

Mission: To promote and support peaceful conflict resolution and collaborative decision making at all levels in our society whether in our home, school, ‘ohana, workplace, or community. We are mediators, arbitrators, facilitators, educators, social workers, lawyers, psychologists, child and family advocates, problem solvers, and concerned citizens – all dedicated to the pursuit of peace.

Attachment B

Vision of the Future Responses from Appreciative Inquiry Session

- Increased practitioners support.
- Raising awareness and relevance, changing focus from litigation to mediation
- Regular meetings of practitioners to “talk story” and support each other
- More members and committed members
- Reach out to families to support intra-family dispute resolution and early dispute resolution (family focused)
- Relevance in the communities, engaged in public policy, design appropriate dispute resolution processes. Pre-meditation exploratory phase. Series of partnership organizations to close the gap. Systems approach.
- Everybody knows about ACR-Hawai‘i
- ACR-Hawai‘i becomes a hub for entire ADR community
- More members including partners from government, private, and public sector
- Younger generations engaged
- Professional staff (paid) to enhance operations
- ACR-Hawai‘i the “Go-To” to the point of ubiquity.
- Professional staff including one dedicated to recruiting members
- People seek out board membership because of the status attached to being a board member in ACR-Hawai‘i
- Huge, gull holiday party
- Referral service
- Leveraging technology (apps and Web)
- Better promotion and name recognition
- Multi-platform media for outreach
- Monthly events
- ACR-Hawaii fulfills its mission
- Large membership and larger board
- Brand
- Plan—strategic business plan
- Funds readily available
- ACR-Hawai‘i is relevant to the community (both the public and practitioners)
- We are not self-promoting but we are promoting the field and the options
- Value-added organization that people want to be part of.