



ALTERNATIVE DISPUTE RESOLUTION FOR PENSION FUNDS

● ————— ●
COMMUNICATION SKILLS, INTEREST BASED NEGOTIATION &
MANAGING EMOTIONS

DATE: MONDAY 15TH DECEMBER 2025

11:00 - 1:00 P.M.

ESERIANI RESORT, NAIVASHA

GOVERNANCE . TRAINING . EMPLOYEE BENEFITS . TECHNOLOGY



SESSION OBJECTIVES

1

Introduction

2

Communication Skills

3

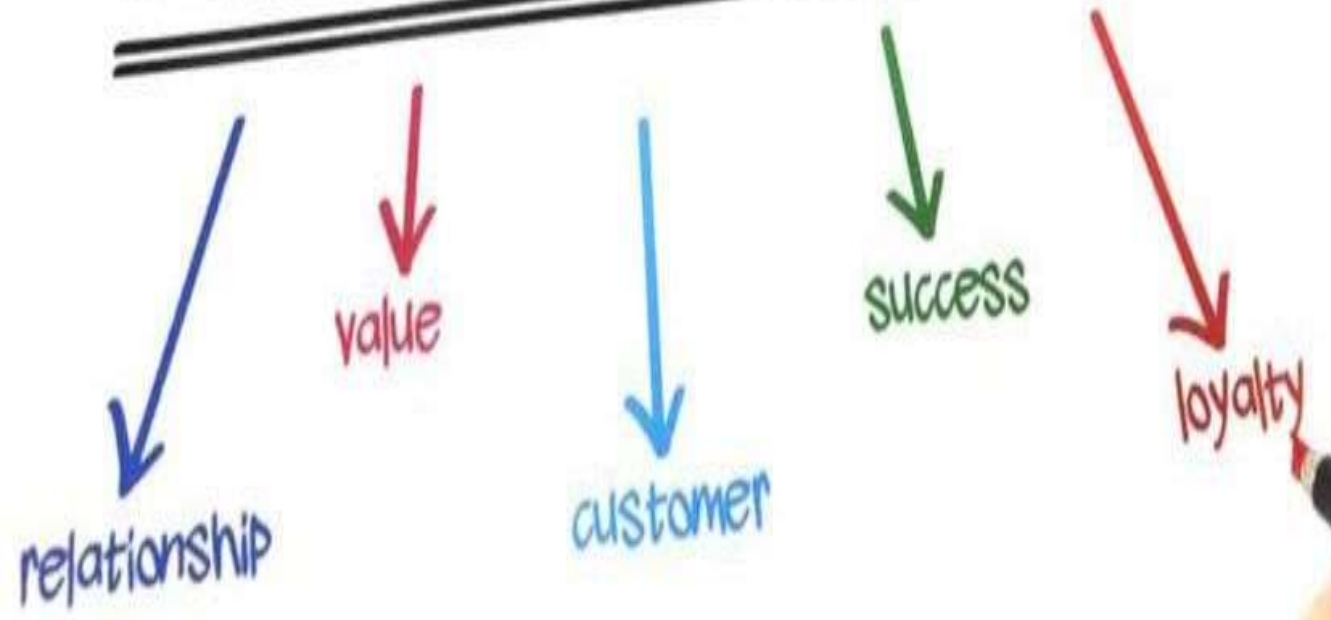
Interest Based Negotiations

4

Managing Emotions



the power of communication



Communication is the process of exchanging information, ideas, thoughts, or feelings between individuals or groups through a common system of symbols, signs, behavior, or language.



Communication Skills

7 Cs of Effective Communication

C**Clear**

Be clear about the goal and purpose of your message

C**Coherent**

Make sure your message flows well and laid out logically

C**Concise**

Keep to the point and keep your message short and simple

C**Complete**

Ensure the recipient has everything they need to understand

C**Concrete**

Be clear, not fuzzy! Provide detail, but not too much detail

C**Courteous**

Your message should be polite, friendly, professional and open

C**Correct**

Make sure your message is accurate and grammatically correct

FEEDBACK CHANNELS

1. Toll Free Lines



2. Social Media



3. Validation Workshops



4. Sensitization Workshops



5. Partnerships

- Banks for pension processing
- Underwriters for PRMS & RBB
- Investment managers
- Trust Fund
- Regulators

6. Stakeholder Groups



7. Multi-Sectoral Intervention

8. Leadership Round Tables

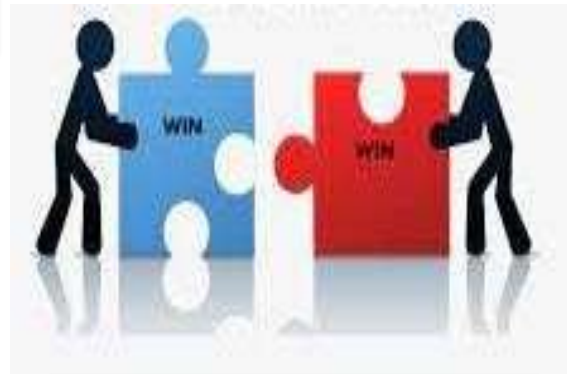
9. Dinners & Cocktails with Stakeholders

10. School & University Awards Programmes

ALTERNATIVE DISPUTE RESOLUTION MECHANISMS



1. Arbitration



2. Negotiation



3. Mediation



4. Litigation

NEGOTIATION

A discussion aimed at reaching an **agreement** between two or more parties. It involves **communication**, **persuasion**, and **problem-solving techniques** to resolve a conflict, determine terms, and **achieve mutual benefits** without conflict

It is a **strategic process** focused on finding **common ground**, **managing differing viewpoints**, and achieving objectives, often leading to formal contracts or informal understandings.



KEY ELEMENTS OF NEGOTIATION

Interests: Understanding the needs and desires of each party.

Options: Exploring possible solutions or alternatives.

BATNA: Knowing the **B**est **A**lternative to a **N**egotiated **A**greement, which helps parties understand their options if negotiations fail.

Communication: Engaging in open dialogue to express views and concerns.

Compromise: Finding a middle ground where both parties can satisfy some of their interests



INTEREST BASED NEGOTIATION

An **interest-based** approach to negotiation that focusses primarily on **conflict management** and conflict resolution.

Principled negotiation uses an **integrative approach** to finding a **mutually shared outcome**.



ADVANTAGES OF PRINCIPLED NEGOTIATION

1. Maintains relationships
2. Achieves satisfaction / efficient agreements
3. Is flexible
4. Redress power imbalances

*Her Excellency Samia Suluhu
President of Tanzania*



STANDPOINT THEORY

Standpoint theory's central concept is that an individual's **perspectives** are shaped by their **social** and **political experiences**. The amalgamation of a person's experiences forms a standpoint.

This theory posits that people's experiences, identities, and social locations **influence** how they perceive and interpret the world around them.



POSITIONS OF INTEREST



Me

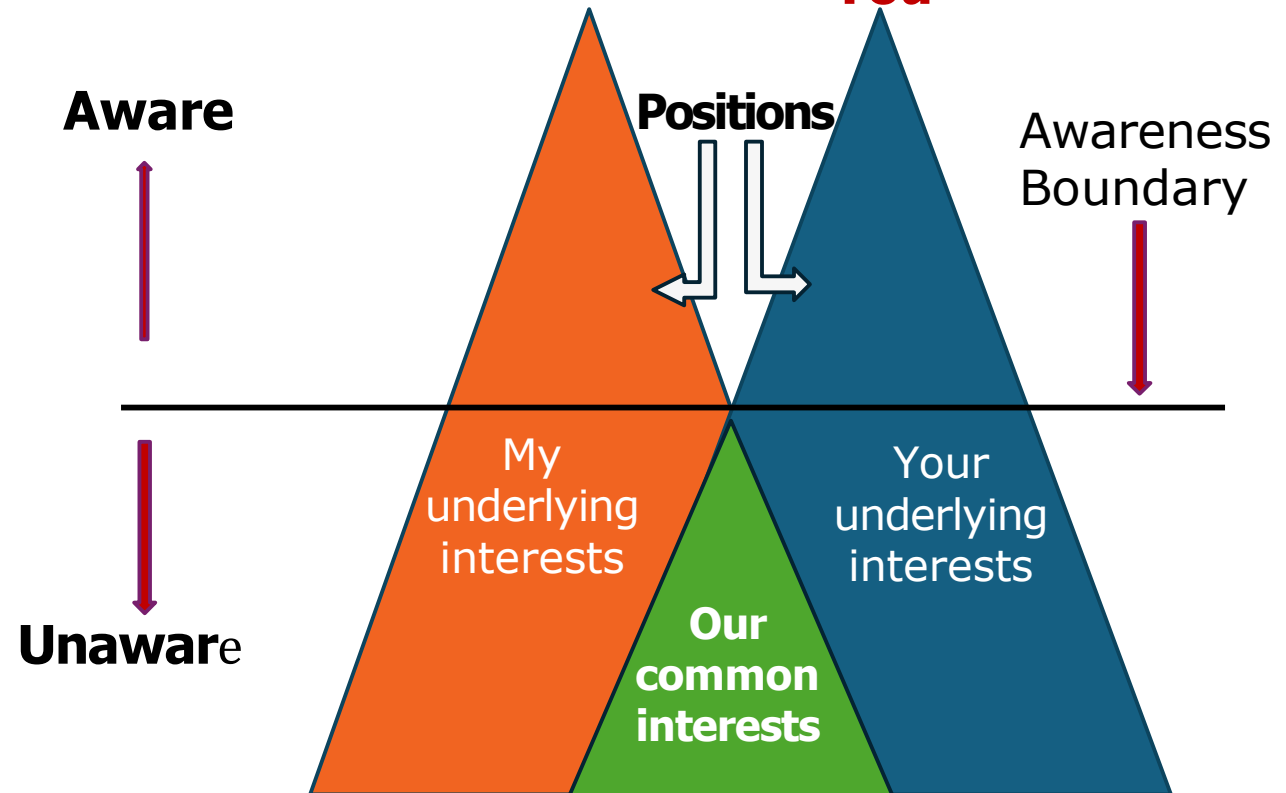


You

Standpoint Theory

- Asking questions to uncover self-interests and common interests
- Disputants become aware of common interests

By DCRI & MTI

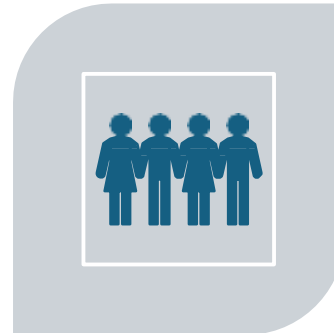


ADVANTAGES OF STANDPOINT THEORY



Emphasizes Marginalized Voices:

Considers viewpoints of those who are often overlooked or oppressed within society. It provides a comprehensive understanding of social issues & power dynamics.



Insight Into Power Relations

Helps **uncover how power operates** within society and how it shapes knowledge production and influences social inequalities.



Critical Analysis of Knowledge

Critically examines knowledge and how it is constructed acknowledging **different perspectives** are shaped by social location to incorporate diverse viewpoints.

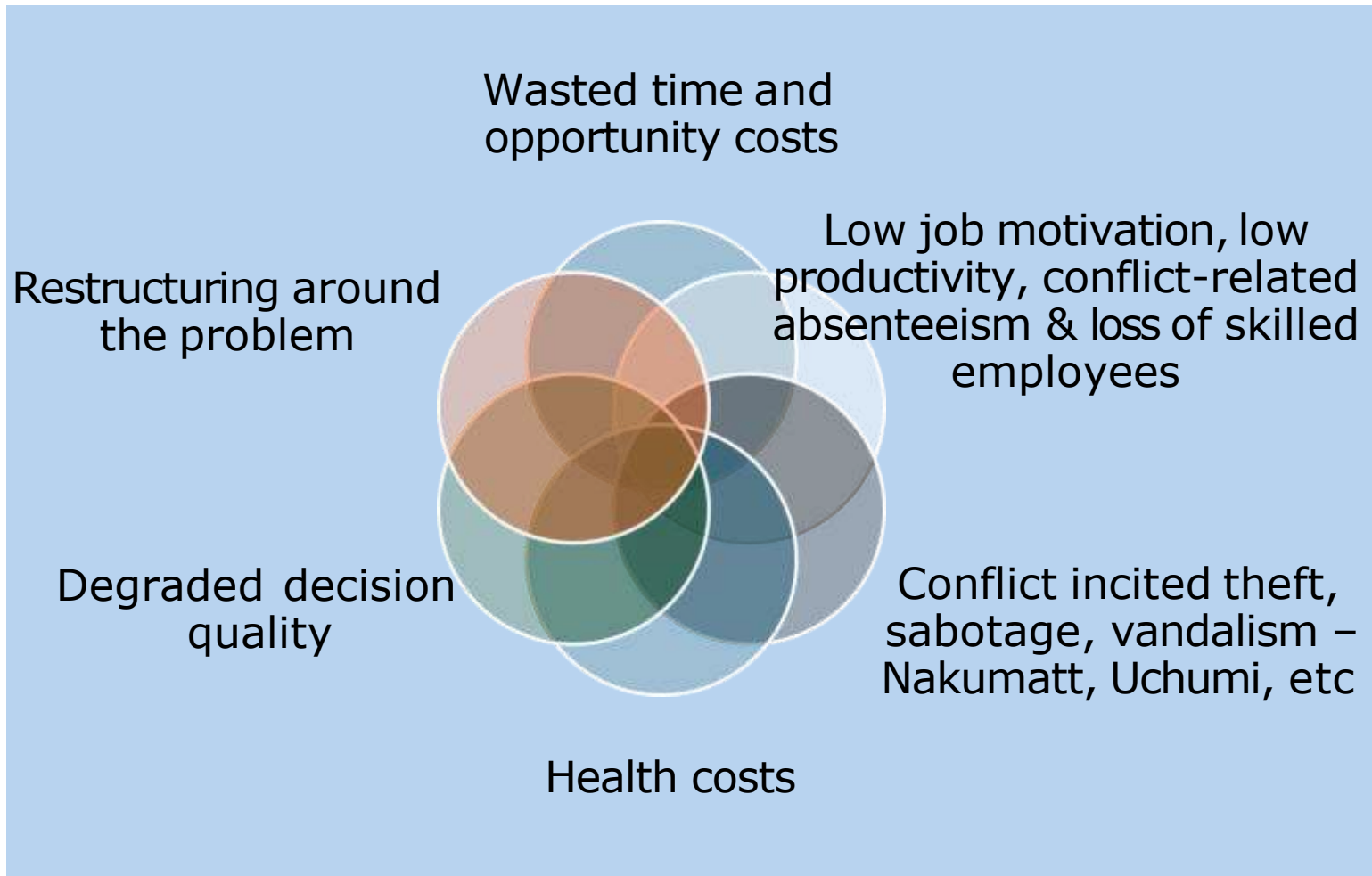
ADVANTAGES OF STANDPOINT THEORY

Enhanced Research Methodology: Promoting **participatory approaches** prioritizing the voices & experiences of marginalized communities.

Intersectionality: Acknowledges that individuals hold multiple social identities that intersect to shape their experiences and perspectives such as **race, gender, class, sexuality,** and other social categories. It is a more holistic understanding of social phenomena.

Social Change & Activism: Amplifies marginalized voices and **challenges dominant narratives** to address social injustices and promote equality.

UNRESOLVED CONFLICT



MANAGING EMOTIONS



SELF-AWARENESS

- Recognize your own emotions and how they affect your thoughts and behavior
- Know your strengths and weaknesses, and have self-confidence
- Recognize effect of your emotions on your team

SELF-MANAGEMENT

- Control your own feelings & behavior
- Manage emotions in healthy ways
- Ability to take initiative
- Capacity to respond appropriately & intentionally to stress & diversity

SOCIAL AWARENESS

- Understand emotions, needs & concerns of other people (empathy)
- Understand non-verbal cues & dynamics play in the organization
- Feel comfortable socially
- Ability to get jokes, sarcasm and humor

RELATIONSHIP MANAGEMENT

- Ability to influence, coach & mentor others & resolve conflict effectively
- Develop and maintain good relationships
- Communicate clearly
- Work well in a team
- Manage conflict effectively



Personality Type	Dynamics / Just Do it / Trust Me SANGUINE	Observer / Imaginative / Involve Me PHLEGMATIC	Strategist / Show Me / Planners CHOLERIC	Analyzer / Tell Me MELANCHOLY
Characteristics	<ul style="list-style-type: none"> - They determine outcomes - Driven by vision & possibilities - Uses passion to exert power - Strong iconic leadership - Risk takers - Learn by trial & error - Interested in new ideas <p>Enthusiastic & Energetic</p>	<ul style="list-style-type: none"> - Observe others before acting - Provide "the purpose" - Features family atmosphere - Uses relationships to exert power - Driven by relationships - Highly creative <p>Dreamers</p>	<ul style="list-style-type: none"> - They lead the process - Driven by best practices - Uses measures of performance to exert power - Replication of tasks - Like experiments & testing theories - Realists - Drives hard work & push hard - Use power of words to connect with people <p>Problem Solvers</p>	<ul style="list-style-type: none"> - Analyze facts and options before acting - Driven by rules & policy - Uses rules to exert power - Bureaucratic - Set very high standards - Neat, organized, tidy - Perfectionists, get it right the first time - Economical, self disciplined <p>Critics</p>
If Chairman or CEO	Strong, task focused	Highly creative & people oriented	Values & rewards results	Very analytical & precise

Personality Type	Dynamics / Just Do it / Trust Me/Dominant	Observer/ Imaginative / Involve Me /Steady	Strategist / Problem Solver / Show Me / Cautious	Analyzer / Tell Me
Strengths	<ul style="list-style-type: none"> - Determines actions to be taken - Acknowledge work accomplished - Enthusiastic - Motivate people to action - Entertaining - Innovative <p>Doers</p>	<ul style="list-style-type: none"> - Creating climate of trust - Include everyone in discussions - Reads emotional temperature - Excellent listener - Critical, questions status quo <p>Influencers</p>	<ul style="list-style-type: none"> - Identifying & solving problems - Work with an agenda - Conscious of time - Good at summarizing - Ability to push boundaries - Find opportunities in problems <p>Planners</p>	<ul style="list-style-type: none"> - Defining the task or problem - Discuss known facts - Exchange ideas and information - Values expert opinions, facts, data <p>Thinkers</p>
Challenges Weakness	<ul style="list-style-type: none"> - Rapid decision - Risk takers - Leader can alienate - No empowerment - Always changing - Can overreach - Can be dramatic 	<ul style="list-style-type: none"> - Consensus driven - Encourages team loyalty & reward - Resists "outsiders" - Resist change - Difficult in setting priorities - Risk averse - Observe life rather than live it 	<ul style="list-style-type: none"> - Thrives on facts and benchmarking - Very systematic - Results are key - Undervalues people with divergent views - Not innovative, stuck in the old ways - Dislikes communicating feelings - Can be arrogant & insensitive - Unwilling to take blame 	<ul style="list-style-type: none"> - Careful decision maker - Particular about routine - Traditional approach on the tried and true - Risk averse, resistant to change and outsiders - Can be moody, critical and negative - Can be indecisive by overanalyzing
Greatest Fear	Power Sharing	Division of Group	Taking Risks	Changing Systems



1. 5 Minutes personality test on: <https://openpsychometrics.org/tests/O4TS/>
2. What are key lessons for you?
3. Which personality do you need to collaborate to enhance your productivity?
4. What are key lessons for your Board or secretariat?

Thank you!



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