

Guidelines to Facilitation Skills / Group Theory & Practice QQI 6N3669



Facilitation Skills - Group Theory & Practice 6N3669 Day 3 via Zoom

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Learning objectives

Conflict - what is it?

Facilitating people we have difficulty with

Degrees of dysfunction in groups

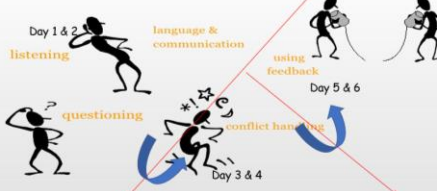
Is intervention the best solution?

Facilitator's invention in a group

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Interpersonal Skills/Basic Facilitation Skills



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What is Conflict?

Conflict means the pursuit of incompatible goals by different people or groups.



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Conflict is part of our lives...

Conflict, arguments, and change are part of our lives and our organisational lives. Conflict is a natural aspect of human interaction.

Expect (some) conflict in a facilitation situation



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Where does the word come from?

The word *conflict* comes from the Latin word *configere* (= to strike two things together, e.g., to strike flint and iron to get a fire).

The Chinese word for conflict or crises is an amazing example: it consists of 2 symbols - one means **danger** and the other **opportunity**

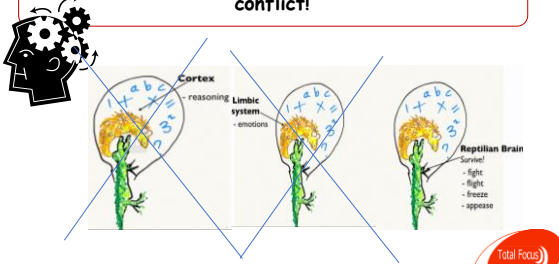


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So... What usually happens to our brain during conflict!



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Fight, flight, freeze or fawn in Facilitation!

- **Fight** (keep arguing the point),
 - **Flight** (revert to, and hide behind, group consensus),
 - **Freeze** (disengage from the argument by shutting up)
- or
- **Fawn / appease** (make good with your adversary by simply agreeing with him /her). **Fragment** - people falls to pieces (and perhaps leave the group altogether)

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Functional (positive) / dysfunctional (negative) conflict

Functional conflict:
Conflict that improves thinking and performance

Dysfunctional conflict
Conflict that hinders thinking and performance (this is conflict that is often left to fester)



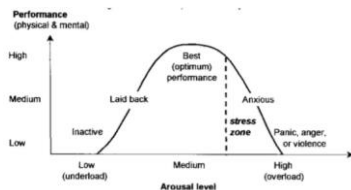
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3 types of conflict (in an organisational setting)

- **personal or relational conflicts** - are usually about identity or self-image, or important aspects of a relationship such as loyalty, breach of confidence, perceived betrayal or lack of respect.
- **Instrumental conflicts** - are about goals, structures, procedures and means: something fairly tangible and structural within the organisation or for an individual.
- **conflicts of interest** - concern the ways in which the means of achieving goals are distributed, such as time, money, space and staff. They may also be about factors related to these, such as relative importance, or knowledge and expertise.

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Optimal levels of conflict



To complicate the issue everybody's levels are different

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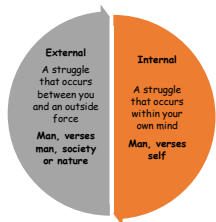
Conflict can be internal & external



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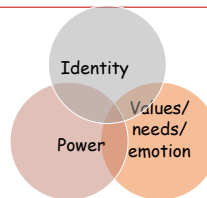
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Conflict can be internal & external



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When does conflict occur?

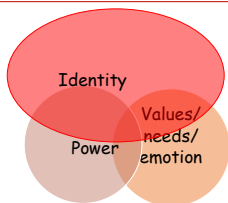


Values, needs, emotions, power or identity are infringed upon, challenged, threatened or undermined in some way



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Challenges to Identity



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Challenges to Identity

What is identity?

How we see ourselves and want others to see us...

"focusing upon the individual's perception of self in relation to others"

Open University

Identity, values / needs/ emotion and power are all strongly linked

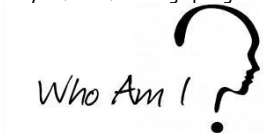


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Challenges to identity

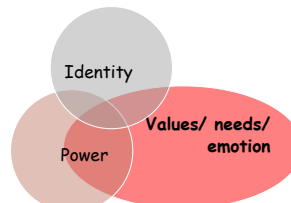
So, ask yourself the question 'who am I?'

When I think about myself the following springs to mind....



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Value /Needs /Emotions



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Challenges to Values/Needs/Emotions

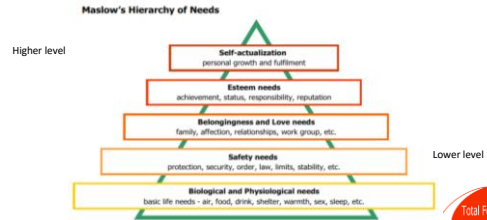
What are your **needs** (personal & in the workplace)?
What are your **core values**?



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Maslow Hierarchy of Needs



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Challenges to Values/Needs/Emotions

What are your **core values**?
They are the principles / inner reasoning that guides you on a day-to-day basis.

- List your values - then ask yourself
- Are they really my values or are they
- Social/society values?
- Inherited values?
- Peer values?
- Media values?

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Challenges to Values/Needs/Emotions

Emotions

Some of the older ideas for conflict management / resolution / transformation has been to strip the **emotion** out of the process. As emotion is a powerful lens through which conflict is viewed, we need to have an understanding of it. What about using these emotions in a strategic manner?

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Emotions

In conflict situations we need to be able to recognise the deep emotions (of wrongdoing either perceived or actual).

- Acknowledge them
- Take the necessary steps
- Help yourself and others to move on...

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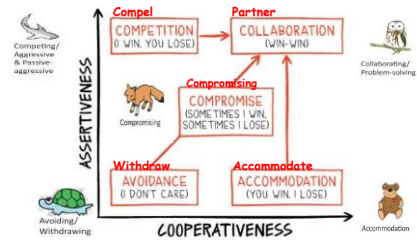
Kraybill Conflict Inventory Style - Personal Conflict Styles



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You may know these as ...



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How does this happen?



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Your 'hot buttons' triggers / responses

A 'hot' button is something that elicits a strong emotion or reaction!

The word, actions, attitudes, thinking etc., that send you into orbit. What are they?

So even before you know it conflict is brewing...
(Ladder of Inference)



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Other people's 'hot buttons' triggers / responses

Just as you have hot buttons so do ...



... other people do also - do you know what they are? Are you triggering them... without knowing it or on purpose?

(Ladder of Inference)

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Handling people we (as facilitators) have difficulty with...



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Handling people we (as facilitators) have difficulty with...

Difficulties can occur with:

One individual and another
Between a number of groups
or
Between the facilitator and an individual and / or the group

Any others you can think of?

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Nine people 'types' we may have difficulty with..

Here we will divide 'difficult' (group members we have difficulty with) people into the following categories

1. Bully
2. Know it All
3. Agreeable (too)
4. Complainer
5. Negative
6. Quiet
7. Stallers (procrastinators)
8. Action man or woman
9. Talker

Do you recognise any of these?

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Question for you...

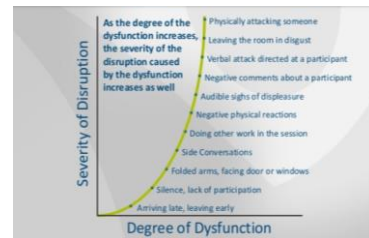
Should you as a facilitator intervene when there are destructive group behaviours?



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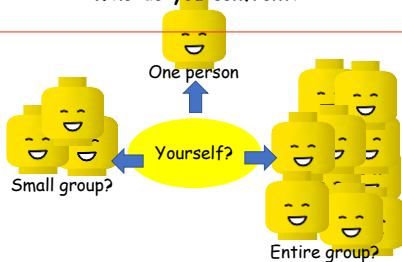
Degrees of dysfunction



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Who do you confront?



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Before you intervene - check yourself!

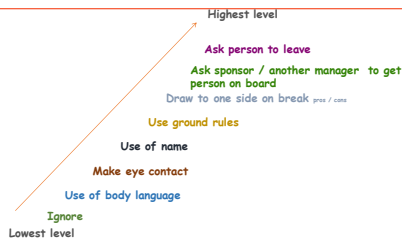
- Can I identify a pattern of behaviour?
- If I do not intervene will the group self-regulate?
- Will the group understand the intervention?
- Is the group too overloaded to process the intervention?
- Is the situation central to the overall discussion?
- Do I have the skills to intervene?

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Levels of intervention



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When you must intervene

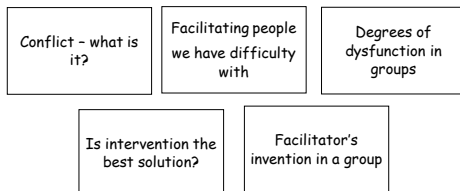
When there is danger to yourself or others



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What we learnt today!



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