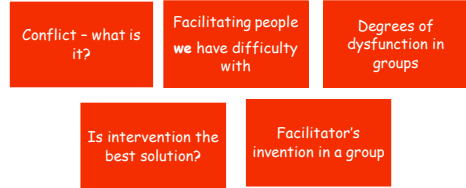


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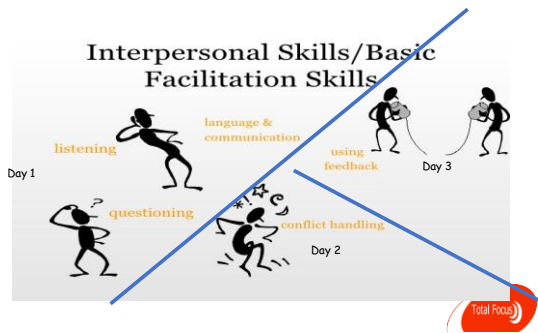


1

Learning objectives



2



3

What is conflict?

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



4

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



5

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).

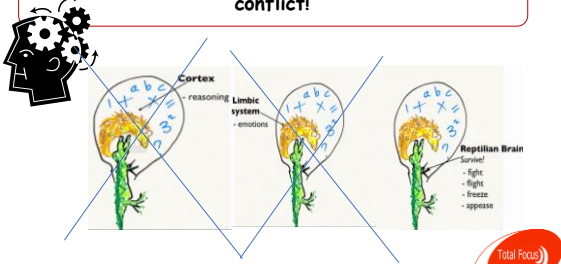
The Chinese word for conflict or crises is an amazing example: it consists of 2 symbols - one means **danger** and the other **opportunity**



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



7

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)



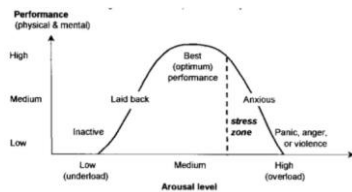
9

3 types of conflict (in an organisational setting / facilitation settings)

- 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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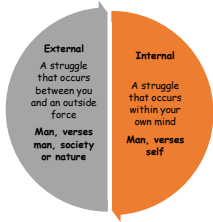
Conflict can be internal & external



12

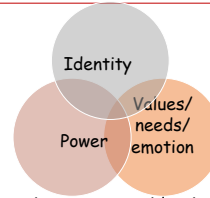
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Conflict can be internal & external



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When does conflict occur?

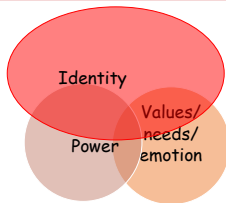


Values, needs, emotions, power or identity are infringed upon, challenged, threatened or undermined in some way



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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

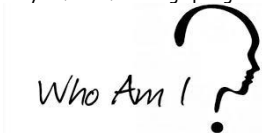


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Challenges to identity

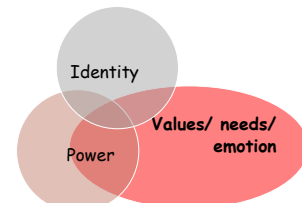
So, ask yourself the question 'who am I'?

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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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

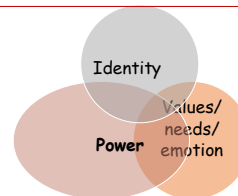
In conflict situations we need to be able to recognise the deep emotions (of wrongdoing either perceived or actual).

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

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Power



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YOUR power in facilitation



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Your Power as a Facilitator

In your position as a facilitator you hold power in the group

Think of a time (either in a personal or a work situation) when a person has used their power to influence:

In a good way

In a manipulate way - either knowingly or unknowingly?

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The Power of the facilitator

Power in the sense of influencing the thoughts and behaviours of others



Let's look at three elements of a power framework - forms of power, visible, invisible and hidden & finally sources of power

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Power to; power with; power within... Forms of power

Expression	What does it mean in practice?
'Power to': individual ability to act	This is rooted in the belief that every individual has the 'power to' make a difference (see sources of power framework).
'Power with': collective action, the ability to act together	'Power with' helps build bridges across different interests, experiences and knowledge and is about bringing together resources and strategies.
'Power within': individual or collective sense of self-worth, value, dignity	Enhancing the 'power within' individuals builds their capacities to imagine and raise aspirations about change.

Power over - we do not use in facilitation

Power - A practical guide for facilitating change - Carnegie UK Trust

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Power can be visible (open) hidden and invisible (covert)

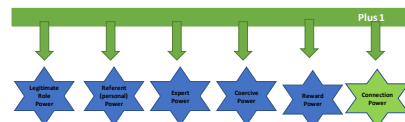
Visible	Hidden	Invisible
Visible power includes the aspects of political power that we 'see' - formal rules, structures, institutions and procedures informing decision-making. In other words, it is about how those people with power use existing procedures and structures to control the actions of others. Examples include: elections, political parties, budget, laws etc.	Hidden power is exercised when powerful people and institutions maintain their influence by setting and manipulating agendas and marginalising the concerns and voices of less powerful groups. Those with power see and understand these rules of the game; others don't. Examples include: quality of some consultation processes that exclude some voices; and setting the agenda behind the scene.	Invisible power operates in ways in which people will adopt belief systems that are created by those with power. Problems and issues are kept away not only from the decision-making table but also from the minds and hearts of different people including those affected by these decisions. This is when powerlessness is internalised. Examples include: negative stereotypes that limit the roles of certain groups.

Power - A practical guide for facilitating change - Carnegie UK Trust

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Sources of power!



Looking at these power types:

- Which ones are position power
- Which ones are personal power

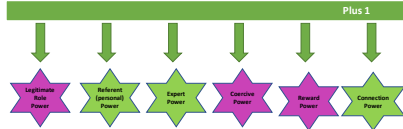
• Based on work by French & Raven 1959 Five Sources of Power

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Facilitation and Power



- Ask yourself the following questions:
- Which sources of power do you have access to when facilitating a group?
- Are you overusing any of these sources of power?
- Which sources are you currently using wisely?
- How can you increase your power to achieve positive results?



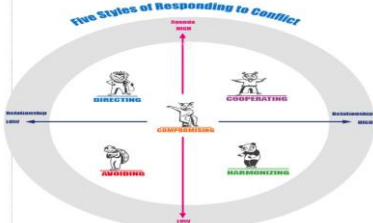
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Sources of Power	
	Derived from your role & status and the perception that you have the right to exercise influence because of this. It is linked to the hierarchical structure of an organisation, group, community etc and defines the scope of your authority.
	Based on the influence that comes from your personal attractiveness to others. It comes from your personal characteristics and charms, your reputation, the respect of others and the esteem in which you are held. Referent power refers to the psychological identification of other with you.
	Based on your competence or specialized knowledge of a given area. Expert power is based on credibility and the value attached to the particular field in which you show competence.
	Coercive power is based on fear. It depends on other people believing that you can punish them if you do not comply. These may include the withdrawal of privileges, dismissal, not awarding a promotion, loss of privileges. More subtle forms include disapproval, withdrawal of friendship, exclusion from meetings, social events.
	This is strongly linked to coercion (coercive power) the carrot to go with the stick. Reward power is based on perception that you have the ability and the resources to reward the person. There are many ways of rewarding people including praise, recognition, granting of privileges. More formal ways are pay promotion and the allocation of desirable work.
	This is not one of French & Raven 2009 Five Sources of Power but has become increasingly important due to the modern networked world. It is derived from networks and relationships (both physical and increasingly virtual). This kind of power is used to build political knowledge, gather information, gain personal support & feedback and to build alliances.



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Kraybill Conflict Inventory Style - Personal Conflict Styles

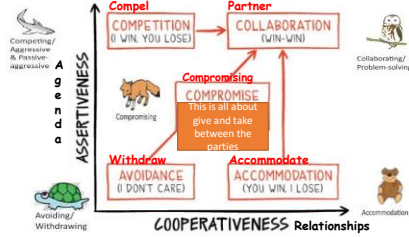


Read the meaning of each segment carefully in handout



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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...



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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?



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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. Staller (procrastinators)
8. Action man or woman
9. Talker

Do you recognise any of these?



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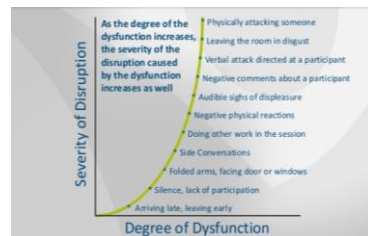
Question for you...

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



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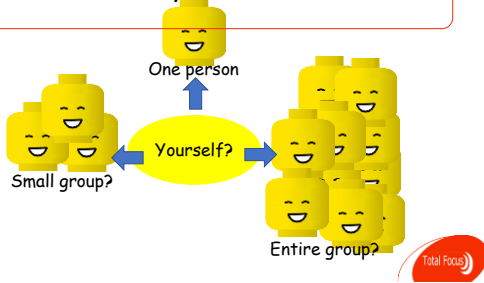
Degrees of dysfunction



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Who do you confront?



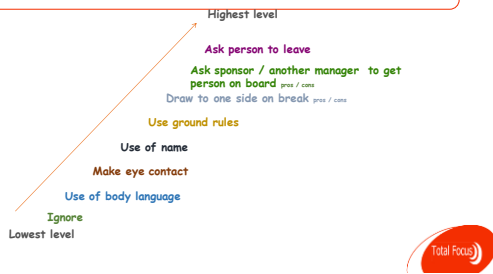
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Before you intervene - check yourself!

- 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?

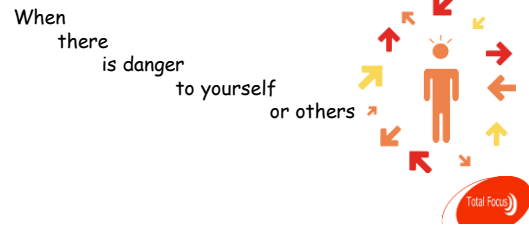
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Levels of intervention



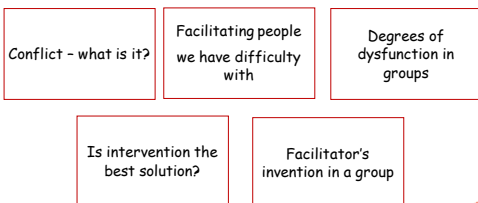
45

When you must intervene



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Take-away from session 3



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Trainer's details

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 Website: www.totalfocus.ie

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