

# Facilitating Through Conflict

## Workshop Overview



### Background:

Ask meeting facilitators what they fear most when leading discussions and they'll tell you - conflict. Yet healthy disagreement helps groups see problems from new perspectives, make better decisions, and build trust. So how can we harness the strengths of conflict while limiting damage such as not achieving meeting outcomes, damaging rapport, and shutting down conversations prematurely?

Our two-day course directly addresses the sources of conflict - including you - and provides methods to prevent or facilitate through them. Explore your conflict behavioural style, learn how to mitigate client sabotage, and practice using templates and tools to deploy when conflict erupts.

### The Learning Opportunity:

- Gain a clear understanding of effective techniques and behaviors to facilitate through conflict
- Get to know your own conflict style and how it affects group interactions
- Work with powerful process tools and techniques
- Develop your confidence in handling resistance and dysfunctional behaviors
- Receive personal feedback and coaching from a real-world meeting facilitator and learning peers
- Practice new tools in a safe environment

### Who Should Attend:

Anyone who needs to facilitate through conflict:

- Project managers, business analysts
- Six Sigma and Lean professionals
- Professionals who need to increase buy-in and decrease resistance in group settings
- Internal Consultants or Team Leaders

### Workshop Agenda:

#### Module One - Facilitation Review

- Core Techniques Review Exercise
- Facilitator Responsibilities for Managing Conflict
- Identifying Meeting Conflict Dilemmas and Solutions Exercise
- Three Sources of Meeting Dysfunction

#### Module Two - Managing Myself

- The Facilitator as a Source of Conflict
- Enhancing My Conflict Management Style
- Neutrality Basics
- Balancing Expertise and Neutrality
- How Can I Be Neutral? Exercise

#### Module Three - Managing the Client

- The Client as a Source of Conflict
- Client Sabotage Exercise
- Minimizing Client Dysfunction
- Levels of Empowerment
- Coaching the Leader on Participation
- Tips for Managing Client Dysfunction

#### Module Four - Managing the POP

- The Impact of an Unclear Purpose and Outcomes
- Essential Meeting Design Elements Exercise
- Essential Meeting Design Tips
- Setting the Context Exercise

#### Module Five - Conflict Management Tools

- Conflict Scenario Exercise (Round I)
- Labelling Types of Norms Exercise
- Targeted Norms Exercise
- Increasing Your Power
- 3-Step Redirect Intervention Model
- Redirect Intervention Exercise
- Intervention Rounds Exercise
- Conflict Scenario (Round II)
- Conflict Fishbowl Exercise
- Managing Resistance: Four-Step Model
- Resistance Role-Play Exercise
- 4 Types of Planned Interventions
- Example Intervention Process



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## Workshop Outcomes



### Module One - Facilitation Fundamentals Review

- Share meeting facilitation best practices
- Understand the difference between planned vs. immediate interventions
- Explore the most prevalent sources of meeting conflict

### Module Two - Proactive Methods for Managing Myself

- Explore the five styles of interpersonal conflict management
- Discover your conflict style and how it can either contribute to or help minimize conflict
- Take a deeper look at facilitator neutrality and methods for balancing your content expertise with the need to be neutral

### Module Three - Proactive Methods for Managing The Client

- Arm yourself with techniques for minimizing or eliminating potential client sabotage
- Review the levels of empowerment and discover how clarifying decision-making authority can increase trust and buy-in
- Learn simple ways to coach the client to participate effectively during the meeting

### Module Four - Proactive Methods for Managing the POP

- Review the key structural elements underlying successful meetings that also help to minimize or eliminate conflict
- Learn critical meeting design techniques
- Practice generating the critical elements required to effectively set a meeting context

### Module Five - Reactive Conflict Management Tools

- Use norms and targeted norms for gaining the power to intervene
- Practice the three-step intervention process for redirecting dysfunctional behaviour
- Arm yourself with tools for identifying and managing resistance
- Explore four types of planned interventions
- Learn two preventative processes for managing specific meeting challenges
- Create a personal implementation plan for incorporating your learning into practice

