

Artful Facilitation: Dealing with Challenging Group Dynamics

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A stylized silhouette of a mountain range in shades of teal, located at the bottom right of the slide.

Rule # 1

Thanks to Rabbi Michael Paley
<http://www.jcsana.org/>

Anticipating Conflict

- ◆ What is history of this organization?
- ◆ Who are key stake-holders?
- ◆ Health of their relationships?
- ◆ Existing animosities & land-mines?
- ◆ Shuttle diplomacy to dis-arm combatants in advance!

Setting the Container: Clarifying your Role

- ◆ Permission to lead, intervene, and coach as necessary during this session today (and ongoing) with these players.

Setting the Container: Ground Rules

- ◆ Mutual Respect
- ◆ Listening with Curiosity
- ◆ Genuine Questions
- ◆ Confidentiality
- ◆ Willingness to learn =>
 Suspending Judgment
- ◆ Maximum Diversity of Voices

Setting the Container: Vision

- ◆ Paint an inspiring picture of where we will end up today:
 - What a beautiful view it will be from that mountain top.
 - None of us get there alone, but together, (to borrow a phrase) Yes, we can!
 - Blind men on the Elephant: thus humility, curiosity, engagement with the other

Tools for Dealing with Breakdowns

- ◆ Asking each party in dispute to distinguish between their data, assessments, & requests.
- ◆ Introducing the “talking spoon.”
- ◆ Slow-down and re-frame
- ◆ Breaks to take conflicting parties off-line
- ◆ Deputizing the resistant
- ◆ The Switch
- ◆ Raising a Dilemma

When all else fails,

Call Maria

Your Case Studies

Time to Practice!

- With a partner: describe a difficult situation you've encountered or expect soon. Context, players, desired outcome.
- What are your hopes/fears in this situation?
- What tools that we've spoken of today could you employ to increase your likelihood of a successful outcome?
- What obstacles do you anticipate and how can you overcome them?
- What's one thing you can do today
(when you walk out of here) to succeed in your mission?

“Now Go and Study”

-- Hillel the Sage

◆ Brief list of Additional Resources:

– The Fifth Discipline:

P Senge

– The Fifth Discipline Fieldbook:

P Senge et al

– The Necessary Revolution:

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