Conflict Resolution in Groups: Facilitation and Conflict Management

PAF 424/SOS 624
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Course Description
This intensive workshop focuses on how conflict emerges in groups and how facilitators maintain group effectiveness in the face of conflict. The course uses experiential exercises, cases, and readings to demonstrate both the theories and tools of individual and group conflict and facilitation. A special focus is on the facilitator as manager/leader versus external consultant.

Readings
Required

Supplemental readings as assigned.

Optional

Student Requirements
- Students are required to attend all sessions.
- Students should complete readings before the class where assigned.
- Students are expected to be prepared, to have completed and to actively participate in all exercises. (33% of grade)
- Students will prepare a daily journal that documents insights from the readings, skills/knowledge gained from classroom activity, and how these might be applied in the student’s professional life. (33% of grade)
• After the course, students will submit a 10-page paper that further explores a particular aspect of facilitation through additional readings, analysis, and application. (The paper must be completed within 10 days of the course.) (34%)

Topics and Readings

Day 1
Defining facilitation
Leader as facilitator
Sources of conflict
**Reading:** Schwarz; Chapters 1,2,3,15,16

Day 2
Sources of individual differences
Strategies for assessing and managing differences
**Reading:** Schwarz; Chapters 4,5
    Gilmore Fraleigh Instrument
Getting organized:
    Contracting
**Reading:** Schwarz; Chapter 13

Day 3
Getting organized:
    Designing the process
    The first meeting
**Reading:** Schwarz; Chapter 11

Understanding and managing overt group behaviors
**Reading:** Schwarz; Chapters 4,6, 7,8,9

Day 4
Understanding and managing covert group behaviors
**Readings:** “Stages of Group Development”
    Roich on Bion
    “Discussion Material: Bion, Bennis and Shepard, Boyd”

Day 5
Tool and techniques of facilitation
**Reading:** Schwarz; Chapters 10,12
    “Smudge Industries”

Day 6
Strategic planning and visioning processes
Evaluation, closure, and celebration
Application discussion
**Reading:** Schwarz; Chapter 11