

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

Schwarz, Roger M. *The Skilled Facilitator*. San Francisco: Jossey-Bass Publishers, 2002. (Please purchase at Follett's Orange Bookstore.)

Supplemental readings as assigned.

Optional

Schein, Edward. *Process Consultation Revisited*. Reading: Addison-Wesley, 1999.

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”

Rioch 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

