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Making Space for Important Conversations

Including the Difficult Ones

Discussion



Reflecting back on all the meetings and conversations you've had over the years, is there one that stands out as being particularly useful (powerful, inspirational, transformational)?

Discussion



Reflecting back on all the meetings and conversations you've had over the years, is there one that stands out as being particularly poor (counter-productive, demoralizing, etc.)?

Poorer conversations

- Focus on differences and distinctions between things.
- Repeat and defend old assumptions and conventional wisdoms.
- Try to convince others to accept particular arguments.
- Narrow understanding and limit purposes.



Richer conversations

- Bring out the patterns and connections among things.
- Explore and question assumptions and conventional wisdoms.
- Challenge others to learn more and search harder.
- Expand understanding and build shared purposes.



THE ART OF GATHERING

Create
Transformative
Meetings, Events
and Experiences

PRIYA PARKER



Discussion

What are the sources and drivers of conflict?

- 
- COMPLEX INFORMATION
 - MULTIPLE PEOPLE
 - STRUCTURAL FACTORS

DRIVERS OF CONFLICT

THE SPIRAL OF UNMANAGED CONFLICT



While actual political violence is rare in the United States, a shockingly high percentage of Americans take pleasure in the thought of their political opponents being harmed.

- Bridging Differences | Greater Good Science Center



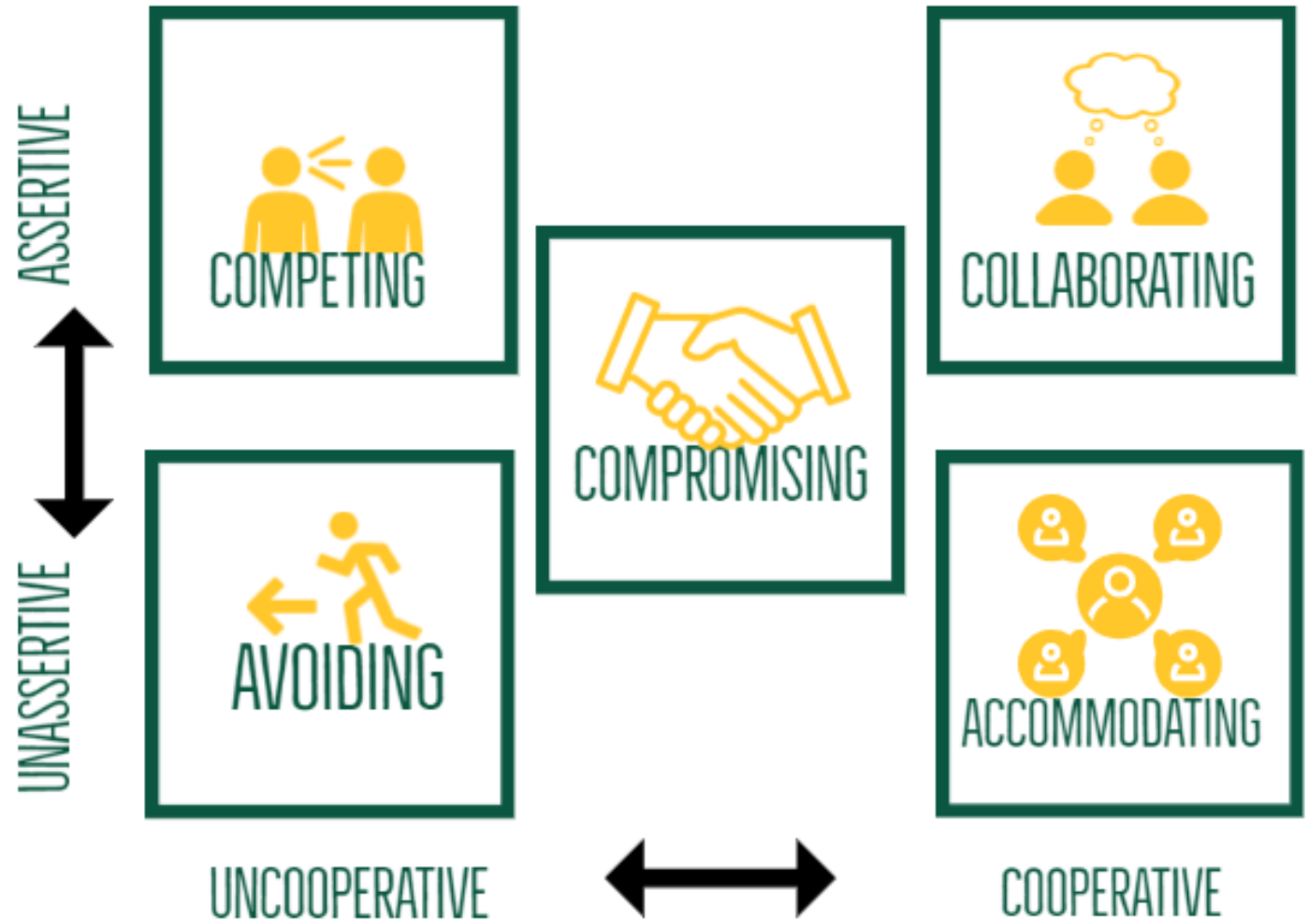
Discussion

What is your personal response to conflict?

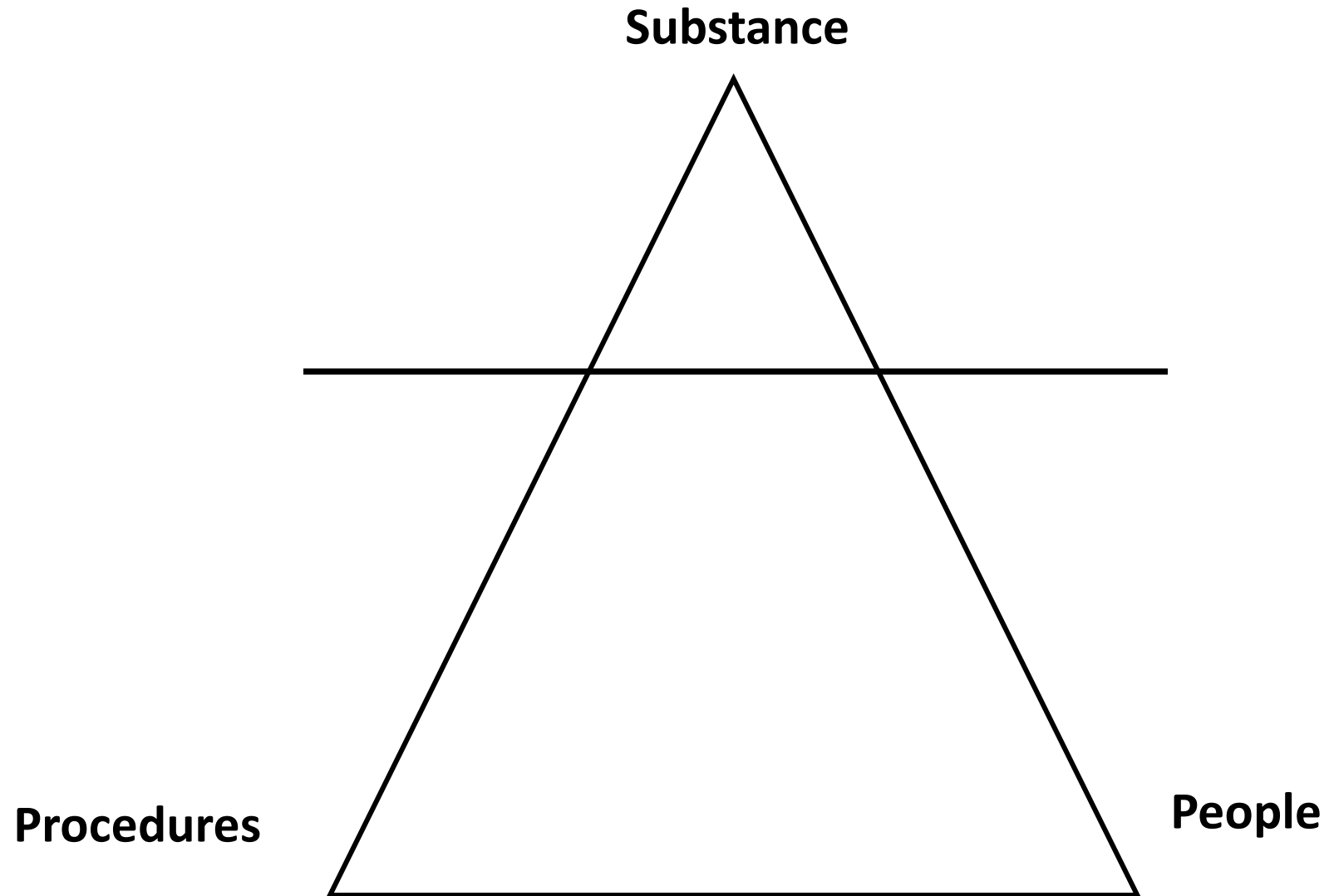
- **Fight.** We argue our point aggressively in an effort to “win.”
- **Flee.** We avoid or give up on the conversation altogether.
- **Freeze.** We find ourselves flustered, unable to respond at all.

- Kern Beare

THE THOMAS
KILMANN
CONFLICT MODE
INSTRUMENT

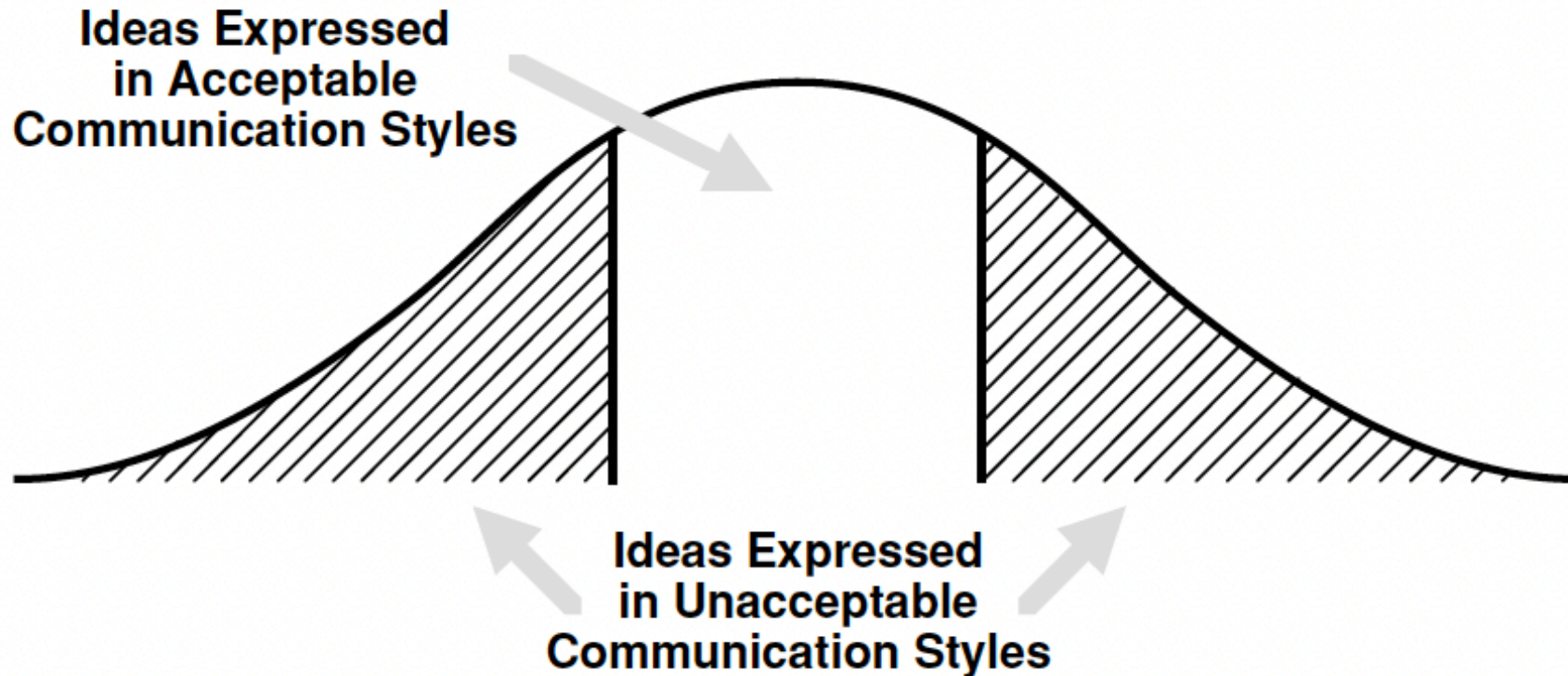


You must address all 3 “interests”



THE CALCULUS OF DIVERSITY

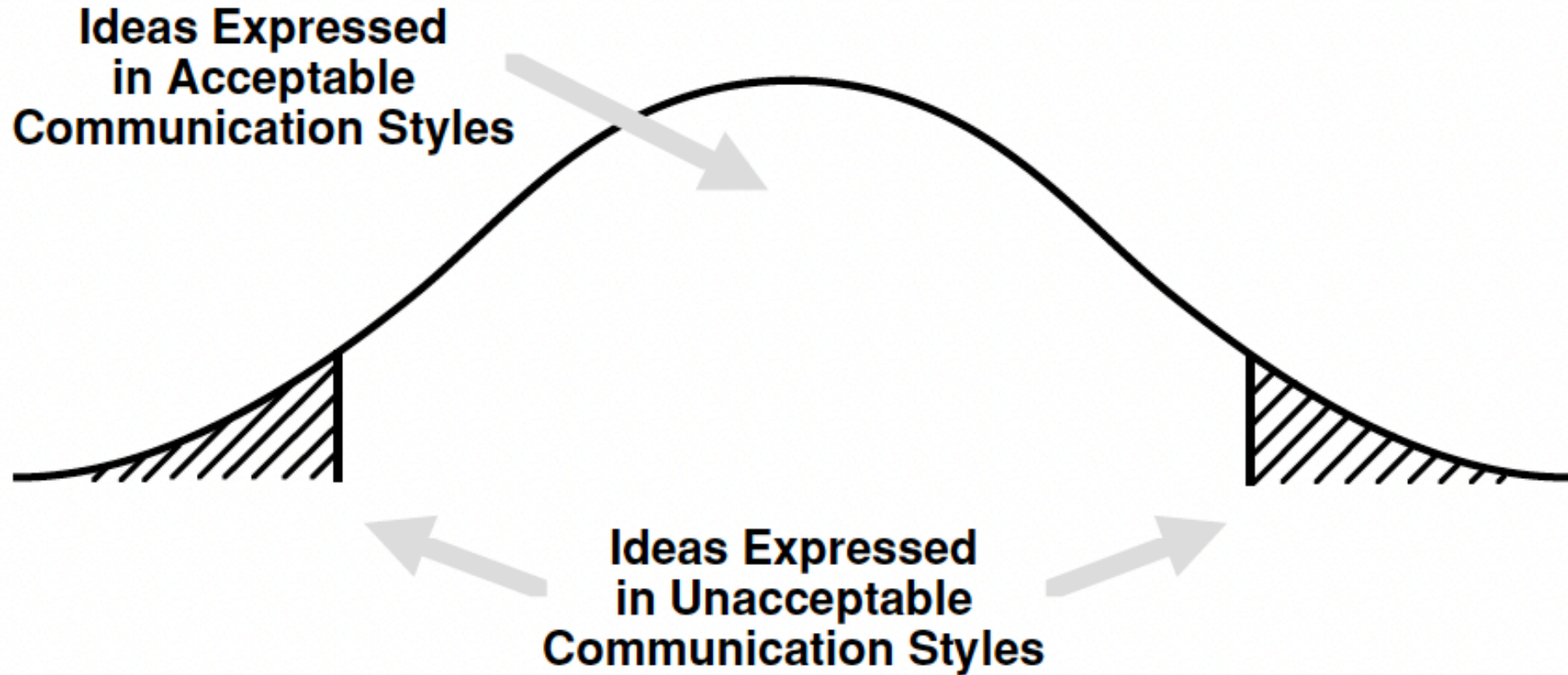
THE LIMITS OF TOLERANCE



Source: Kaner, Facilitator's Guide to Participatory Decision-Making

THE CALCULUS OF DIVERSITY

STRETCHING
THE LIMITS



Source: Kaner, Facilitator's Guide to Participatory Decision-Making

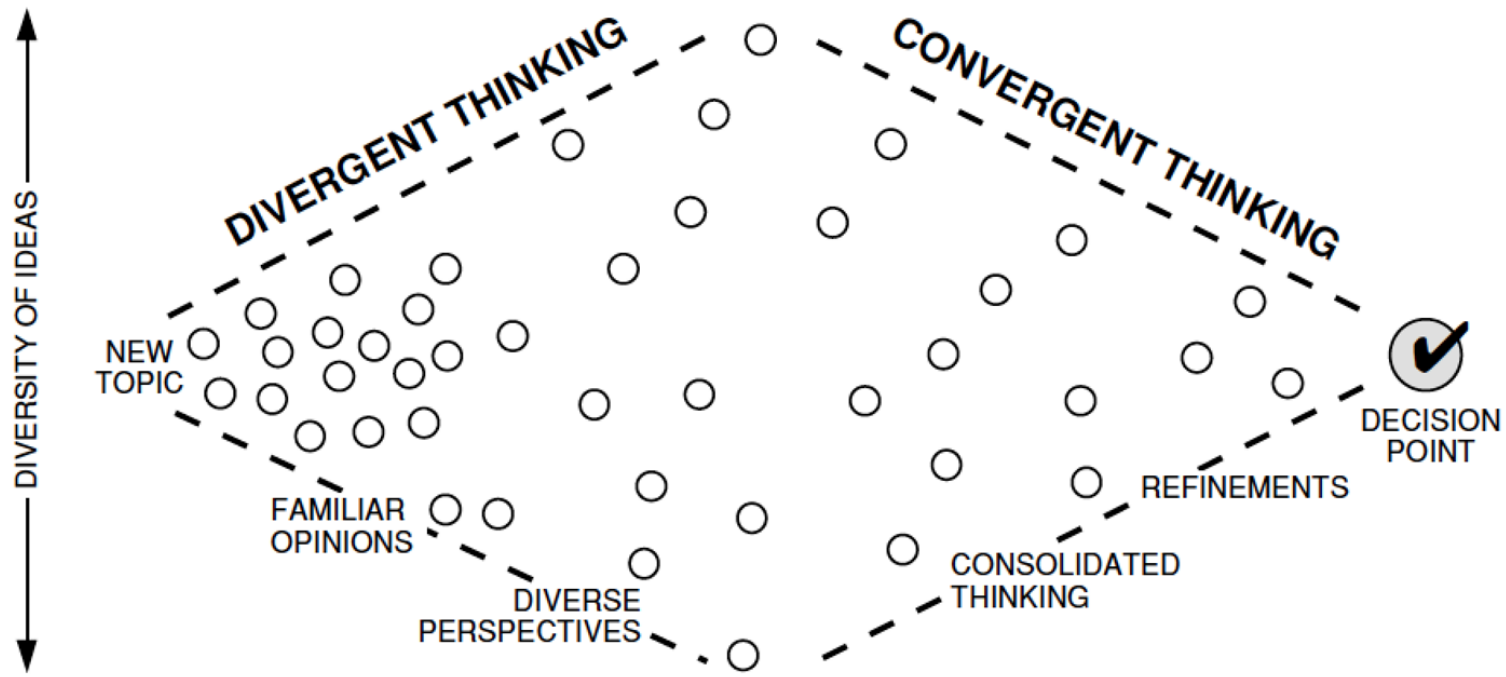


Values to Guide Design Considerations

- Full Participation
- Mutual Understanding
- Inclusive Solutions
- Shared Responsibility

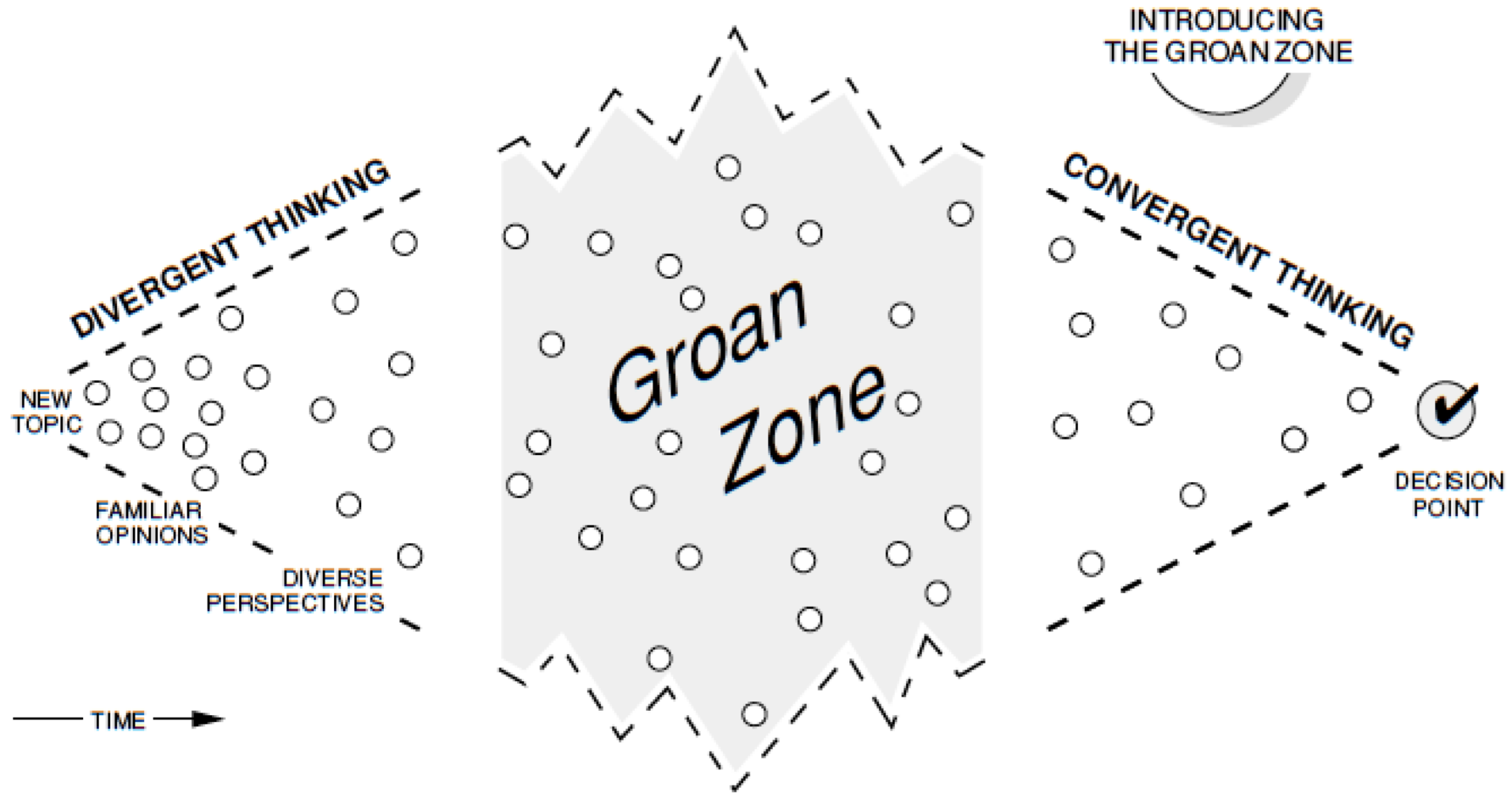
DYNAMICS OF GROUP DECISION-MAKING

IDEALIZED
PROCESS

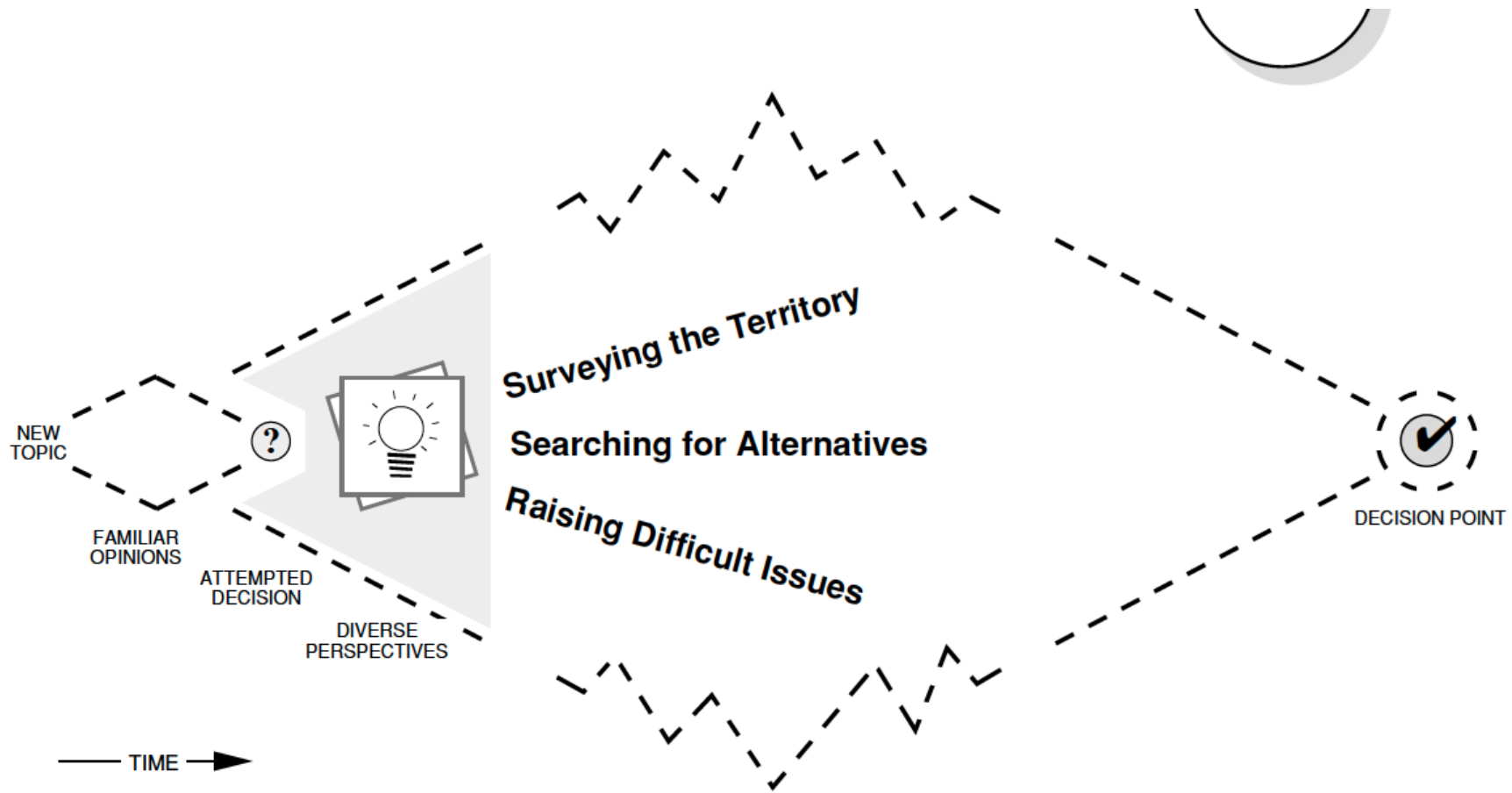


Source: Kaner, Facilitator's Guide to Participatory Decision-Making

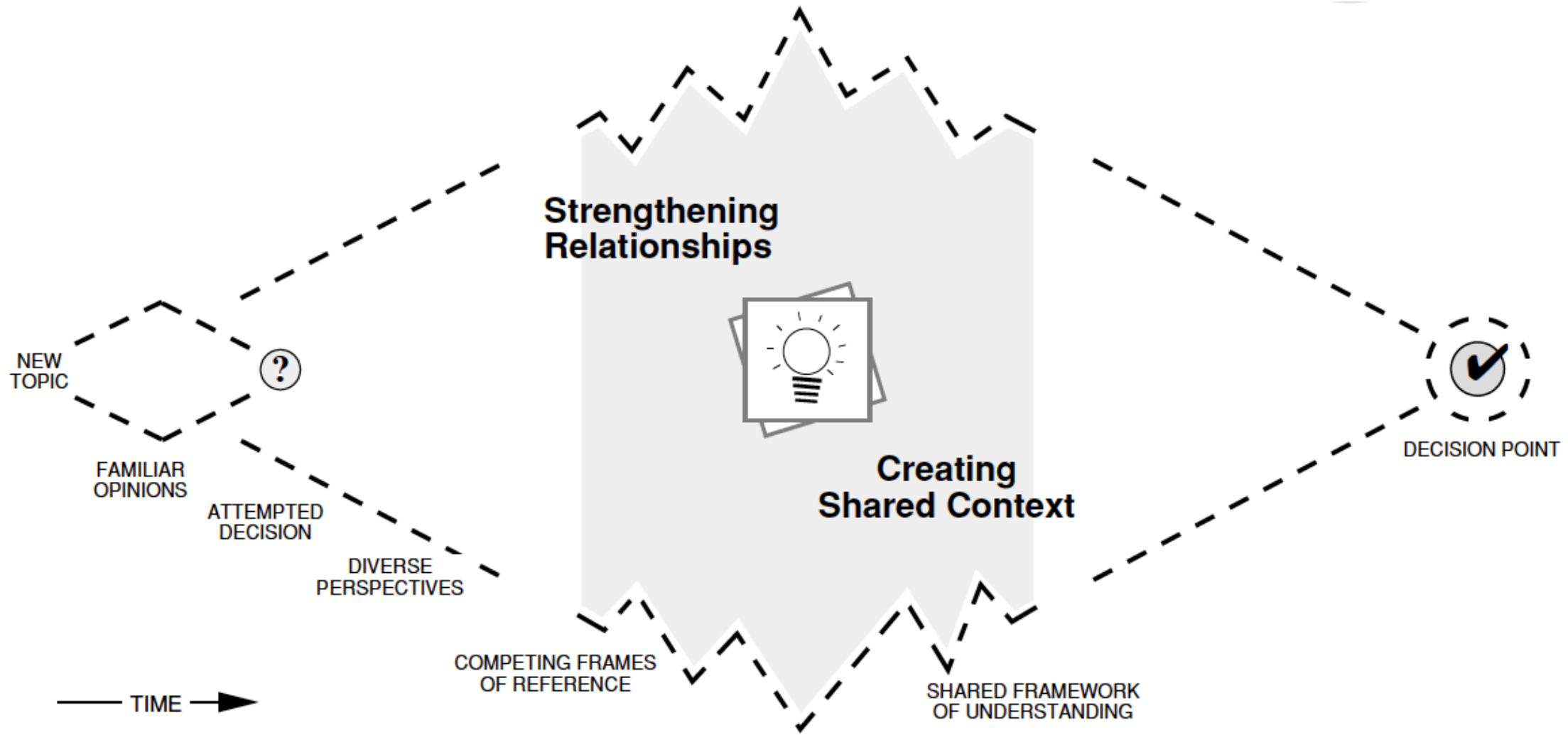
DYNAMICS OF GROUP DECISION-MAKING

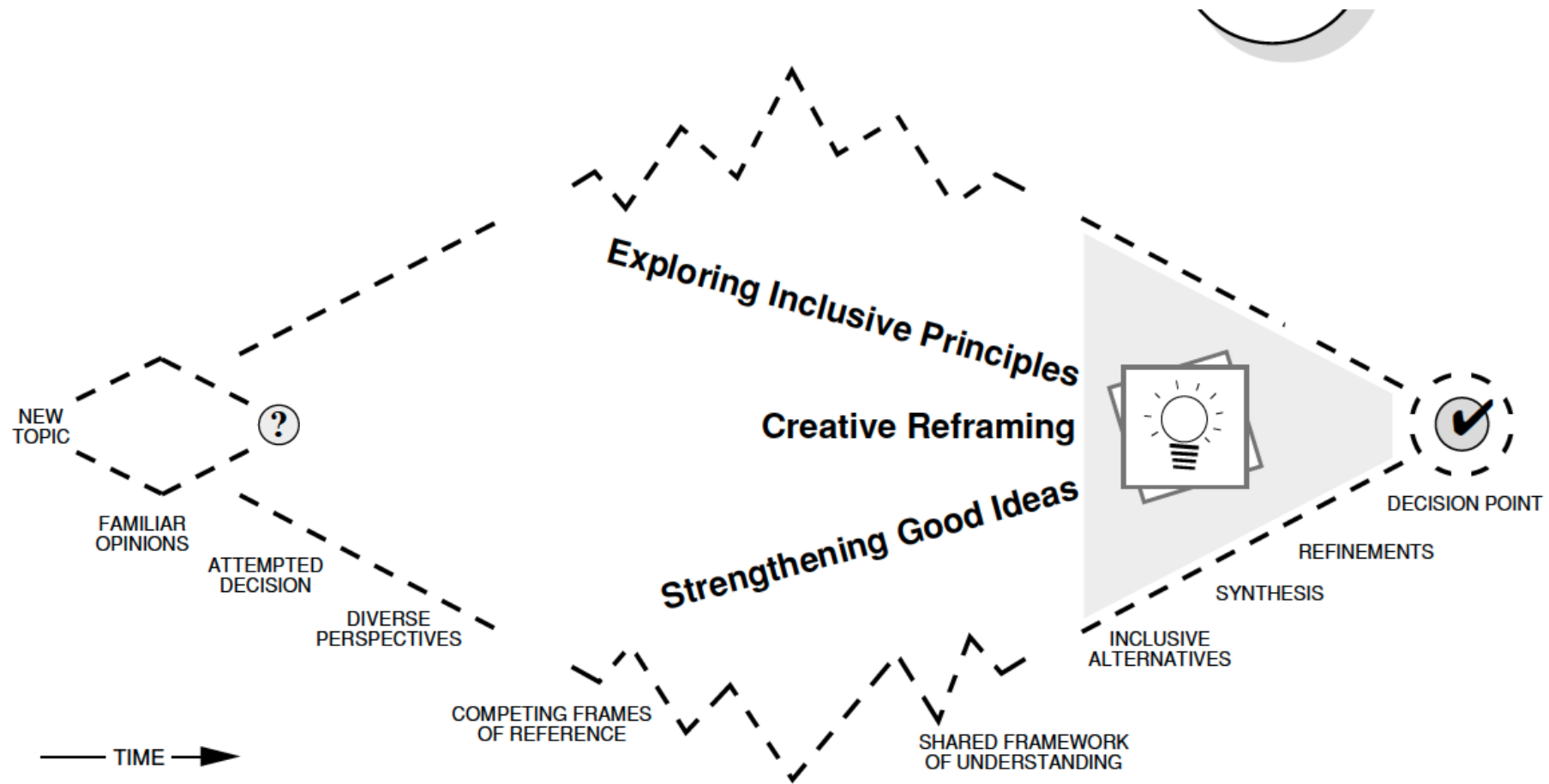


Source: Kaner, Facilitator's Guide to Participatory Decision-Making



Source: Kaner, Facilitator's Guide to Participatory Decision-Making





Source: Kaner, Facilitator's Guide to Participatory Decision-Making



Discussion

What are the important (difficult) conversations we're not currently having?

What is a Facilitator?

- Impartial servant of the group.
- Not a stakeholder or interested party.
- No decision-making authority.



Why Use A Facilitator?

- Help design and coordinate a process to:
 - build trust
 - foster meaningful involvement
- Create an atmosphere of fairness and respect
- Ensure everyone has an opportunity to participate
- Foster communication and understanding

Resources

[CERTIFICATE IN ENVIRONMENTAL COLLABORATION AND CONFLICT RESOLUTION \(ECCR\)](#)

[BRIDGING DIFFERENCES PLAYBOOK](#)

[THE WAYFINDER GUIDE](#)

[COLLECTIVE LEADERSHIP INSTITUTE](#)

[DEEP LISTENING PROJECT](#)

[MULTI-STAKEHOLDER PARTNERSHIP GUIDE](#)

[LIBERATING STRUCTURES](#)

[INTERNATIONAL ASSOCIATION OF PUBLIC PARTICIPATION \(IAP2\)](#)

[STAKEHOLDER ENGAGEMENT WAYFINDER \(USF&WS\)](#)