

SPORT VOLUNTEER PROJECT

How to Manage Conflict

Produced by Parks and Recreation Ontario and the Sport Alliance of Ontario with support from the Ontario Trillium Foundation.

Length of Workshop:	3 hours (including 15 minute break)
Registration Package (sent in advance):	<ul style="list-style-type: none">• Time and Location of Training• Name of Trainer• Goals of Workshop and Agenda• Information about parking, reimbursement of expenses, child care arrangements, accessibility to those with disabilities• Resource Links Page (for those who want to review in advance)
Room Set-Up	<ul style="list-style-type: none">• Table groups with 5 to 7 places at each• Resource table• Presenter's table• Flipcharts and stands (2 if possible)• Sample resources on resource table• Hand Outs on Tables
Materials	<ul style="list-style-type: none">• Refreshments (as desired)• Name tags• Pens and lined paper for each table• Flipchart paper, enough for every table• Masking tape for posting pages on wall• Markers, enough for every table
Handouts	<ul style="list-style-type: none">• “Expressing Yourself More Clearly and Completely – The Five Messages” – pages 3-2, 3-3 and 3-6, and “Cooperative Communication Emergency Kit” page 4-11 part of <i>The SEVEN CHALLENGES –A Free Workbook and Reader on Cooperative Communication Skills</i>• OMAFRA Factsheet “Resolving Conflict”• “How to Fight Fair so that Everyone Wins”• Evaluation Form• Participant List (if desired, or if group is large) <i>Because of privacy concerns, don't share more than names and organizations without expressed permission from participants to do so.</i>
Before workshop	Prepare and post on flipcharts: <u>Agenda</u> <ol style="list-style-type: none">1. Introductions2. Communicating Completely – the Five Messages3. Guidelines to resolve conflict4. Practice – role plays5. Wrap-Up and Evaluation <u>Goals of the Workshop</u> – At the end of this workshop you will be able to: <ol style="list-style-type: none">1. Communicate more effectively in order to lessen conflict2. Identify stages that lead to conflict and take steps to prevent or lessen the conflict3. Practice resolving conflicts more effectively using a proven process and techniques

Note re: Size of Group

The style of facilitation and kind of exercises you choose from the options below will depend on how many people attend the workshop.

The goal is to ensure that all participants can contribute equally within the time available.

A small group equals two to ten people.

Guidelines for Working Together (examples)

- Equal Chance to Participate
- Respect and Listening
- Finish on Time
- Look after your own needs (breaks, refreshments, ask if you don't understand)
- You may also want to flipchart for easy reference during the workshop the Introduction guidelines and the main points that are in text below.

1 Introductions — 15 minutes

Facilitator introduces him/herself, and does 'housekeeping' items, e.g. location of washrooms, refreshments, who to ask about expense questions, etc.

Then review the goals of the workshop and answer any questions.

Facilitator asks each participant to briefly introduce themselves according to the guidelines for introductions, e.g. Give your name, group, and why you came to this workshop; including – one hope or expectation for the session

*Flipchart the hopes and expectations **or ask a participant to scribe for you.** If you fill more than one page of each, post the pages on the wall.*

If your group is larger than 15 people, do this process in groups of 4 to 8 by giving tables 5-10 minutes to introduce themselves to each other, and share their hopes/expectations for the workshop. Then ask each table in turn to name just one hope/expectation and flipchart the responses. Go around the tables again until you cover most of the ideas raised by the tables.

When everyone is finished, review the hopes/expectations list. If some of the hopes/expectations won't be covered by the day's agenda, suggest where people might get the info, e.g. in another workshop or where else they could look. You may want to add some hope/expectations that were mentioned (e.g. have fun!) to the guidelines for working together.

Segue to the next section by reviewing the agenda, pointing out what parts of the agenda will meet the other hopes and expectations.

2 Communicating Completely – the Five Messages — 45 minutes

As a segue, ask participants to think about a conflict they've had in the past and consider if communications were clear and complete? Might better communications have helped?

Introduce the handout on "Expressing Yourself More Clearly and Completely – the Five Messages" explaining that conflict often arises from the "shorthand" in which we often communicate. Go through the examples and ask the groups to use the worksheets to help with the following task.

Instructions for groups:

1. Each person has the opportunity to BRIEFLY share a story of a past conflict they were involved in. Try to refrain from offering advice at this point!
2. The group picks one conflict from the stories shared to work on together.
3. Tell one person's side of the story using the five message format.
4. Tell the other side's story using the same five message format, as if they were telling it. You may need to guess, but try to put yourself in their shoes.
5. If the conflict had people who held many different positions, do the same for the rest of the "sides". (as many as you can)

In plenary, ask for one or more groups to share all their messages for one story. Ask for comments about whether the process gave them any insights or ways to deal with similar situations.

BREAK

(Depending on time, you may prefer to review the handouts for #3 before the break, then have participants work in their small groups directly after the break.)

Guidelines for resolving conflicts — 45 minutes

15 minutes to review handouts

30 minutes in small group

Hand out the OMAFRA handout “Resolving Conflict” and briefly review the content of the following sections:

- Stages of Conflict – page two
- Three Steps to resolving conflict – page four
- 5 root problems – page five
- Specific personalities – page seven

For the conflict that they worked on earlier, groups should now answer

- How would you prepare to address the conflict?
- What strategies would you use during the discussion?
- Practice role playing “Before” and “After” versions of the conflict discussions or meetings, with the help of the other members of the group.
- On reflection, could you have avoided the conflict in the first place, and how?

Let participants know that you will be asking for at least one group to volunteer to role play a “Before” and “After” conflict discussion for the plenary.

Practice – Role plays 30 minutes

In plenary, ask one group to play out their “Before” and “After” conflict discussions, then ask for comments.

As a challenge, ask if any other participant wants to take the place of one of the players to replay the scene to see if they can change how it turns out. This might be either positively (the new player might have some good strategies to apply), or negatively (the new player throws the other player new challenges).

N.B. Roleplays are more fun and illuminating than reports and help the participants practice, not just talk about skills, but if no group is comfortable enough to role play, then just ask the groups to describe the preparation and strategies they planned to use. Taking one observation from each group in turn is more equitable than letting the first group monopolize the time by reporting every strategy they can think of.

Wrap-Up and Evaluation – 15 minutes

Review “What’s Your Style” in the OMAFRA handout, and note that this also might have affected the strategies participants choose.

Review the other handouts – e.g. “How to Fight Fair So Everyone Wins”, and “Cooperative Communication Emergency Kit” (The Seven Challenges Workbook page 4-11).

Evaluation

Encourage participants to complete and hand in the evaluation forms, and/or do an evaluation round. For example, a ‘weather report’ where everyone says how they are feeling in the form of a weather report, or ask for their responses - Positives, Negatives and Would change” (e.g. +, _ and ~) and note them in 3 columns on a flipchart.

Facilitator thanks those who contributed (organizers, caterers, etc.) and participants, and adjourns.

SUGGESTIONS FOR ONLINE RESOURCE LINKS

<http://www.sportalliance.com/Content/Volunteer%20Resources.asp>

Sports Alliance of Ontario Volunteer Resource Page

http://www.newconversations.net/communication_skills_workbook_summary_and_toc.htm

The SEVEN CHALLENGES – A Free Workbook and Reader on Cooperative Communication Skill

<http://www.omafra.gov.on.ca/english/rural/facts/06-067.htm>

OMAFRA Factsheet “Resolving Conflict”

<http://www.upenn.edu/fsap/conflict.htm>

How to Fight Fair So That Everyone Wins – from a University of Pennsylvania site, developed by their Faculty/Staff Assistance Program (FSAP) for Conflict Resolution