



Conflict Management Training for Pennsylvania Parks and Forests Foundation

Module 1

Serving/working with a group

- Individuals will vary in the number of years served and expertise they bring
- Made up of people who care about the organization's mission, as you do
- Conflicts arise; how to work through them?

Be a transformational leader

- Everyone is a leader – newer way of looking at leadership; diffuse
- Named leader – for example, board chair – respect the leadership inherent in everyone; advantage to everyone speak up openly: transparency, teamwork
- See problems and opportunities as a series of questions that you define together
- Ask open-ended questions to clarify and explain what you are seeing
- No sides; all are on the same side
- Transformational leadership helps you reach your goals
- Transformational leadership discussion points in your packet

Stages of group formation

B. Tuckman, 1960

Important to be there
Everyone's task

Inevitable
The way around is through

If you have a question,
so does someone else

Work hard -- have fun

Some groups have a
natural end point

Forming
Break the ice, get to know
Facilitate social aspects

Storming
Conflict; disagreements
Encourage and surface

Norming
Establish order; cohesion
Clarify roles and norms

Performing
Cooperation; problem-solving
Task accomplishment

Adjourning
Task completion
Bring closure

Stages of team formation – Questions about forming

- What does your group do to facilitate the social aspects of service?
- Examples: planning a picnic at the park once per quarter? Can some of your meetings be walking meetings?
- What *could* you do?
- “Why do you serve or volunteer ...?” (Origin story)

Stages of team formation – Questions about storming

- What do you do to ensure that everyone is heard, especially when conflicts and disagreements exist?
- Idea is to bring disagreements to the surface
 - Set ground rules – everyone will get a chance to talk because everyone's thoughts are important
 - "Vegas rules" – what happens here stays here
 - Safe space to say what is on your mind – "what are the real issues?"
 - Set aside enough time to really talk things through
 - Resist the urge to close discussion too soon
 - May have to encourage those who are reluctant – "You have some good ideas on this issue ..."; allow space
- Trust and appreciation of differences

Stages of team formation – Adjourning

- When you've achieved a goal or milestone, remember to celebrate your achievements as a team
- The best thing about serving on a board is the people
- What you've helped to change for the better
- What are you proud of?

Short scenario discussion

- Scenario study and discussion is a good way to think about concepts as they relate to your work
- Read the scenario and discuss the questions at the end
- You may want to ask/assign one group member to facilitate your discussion (ask questions; keep on track; what did you learn?)

One thing to take back this week

- What one idea or concept will you take back this week to practice?

See you in Module 2

- We've talked about the structural causes of conflict
- Interpersonal causes