

PACE 668/PLAN 740
Facilitating Community and Organizational Change
Spring 2008

Wednesdays 6-8:30pm

Saunders Building Room 116

Instructors: Assoc. Professors Bruce E Barnes and Dolores Foley

Syllabus and Course Schedule

Basic Course Structure

This course reflects the theme present in all our courses in the Graduate Certificate of Conflict Resolution, the theme of integrating theory, research and practice. There is now a theoretical basis for the practice of third-party neutrals who are brought in to manage the processes in large governmental programs such as siting nuclear waste facilities, doing strategic planning for a whole University, helping create a new school (such as the UH “film school” — aka the Academy of Creative Media—where initial meetings of community, stakeholders and planners were facilitated by PCR teams) and many other large projects. Through the vehicle of facilitation, conflict management systems can be designed for whole institutions.

As examples, the University of Hawai’i, Hickam Air Force Base, and many other large government entities have undergone these processes. This course will allow the Hawai’i pioneers of “ADR System Design” (the PCR faculty) and faculty researchers in culturally appropriate conflict resolution in the form of facilitation in Hawai’i to transfer these important skills to incoming generations of future leaders in our state who choose to enroll in this Graduate Certificate in Conflict Resolution. The “pioneers” include many practitioners in the state of Hawai’i who are involved in teaching in the certificate program as adjunct faculty and lecturers. This course will incorporate techniques including simulations, readings, videos of good practice, guest lecturers and visiting experts in the field. Students will work individually and in teams to plan, design, facilitate, record and evaluate meetings, including meetings that are specifically addressed to the prevention, management and resolution of multiparty conflict.

Grading basis for PACE 668

Journals:	20% of grade
Midterm: Facilitation process design project plus demonstration	30% of grade
Attendance and participation	10% of grade
Final: Facilitation project writeup with post-evaluation of meeting(s) & group memory writeup, plus seminar paper writeup.	40% of grade

All students (and auditors) are expected to have all readings and writing assignments completed on time. Since this is a graduate course, papers should be word-processed or typed (not hand-written) in readable and intelligible English and free of grammatical errors. A high level of class participation is encouraged.

REQUIRED TEXTBOOKS:

- * Schwarz, Roger *The Skilled Facilitator* – Jossey-Bass 2002..
- * *How to Make Meetings Work*: Doyle, M. & Straus, D. - Berkley Books NYC.
- * PCR Facilitation Course Manual at Professional Image
See address and telephone below.

**Students to pick up “PCR Course Reader” at Professional Image copy shop,
2633 S. King (University Square on Makai side of King St.) phone 973-6599.
Call first before pickup.**

Optional Supplementary Sources

- * Set of articles from the International Association of Facilitators
<http://www.iaf-world.org/i4a/pages/index.cfm?pageid=3283>
http://www.iaf-world.org/files/public/2002_Basic_Facilitation_Primer.pdf
- * 15 different facilitation manuals available, most for checkout in the Program on Conflict Resolution, Saunders #523 in the resource collection. (Listed in PCR Facilitation Manual at page 50)

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PACE 668- SLO’s (Student learning Outcomes)

In a simulated group facilitation setting with the class role-playing stakeholders, students will demonstrate the following, with 75% accuracy.

- * Interview & obtain feedback from critical stakeholders for input on process design.
- * Develop a written agenda suitable to planned meeting type, with a meeting objective
- * Determine an appropriate decision-making method or methods for the meeting
- * Demonstrate facilitator techniques: opening, prioritization, clumping, summarizing, closing, evaluating.
- * Develop ground rules working with the group that the group “owns”.
- * Demonstrate a range of facilitator responses to difficult behaviors of group members
- * Explain to the group the different roles (Facilitator, Recorder, Expert, Group Member)

In an essay the students will be able to:

- * Describe and contrast the theory underlying the interest-based facilitation model.
They will be able to contrast it from top-down CEO-type meeting management models, or Robert’s-Rules-of-Order-run meetings.
- * Identify the most important elements of strategic planning, and describe the role that good facilitation practice plays in strategic planning.
- * Identify and describe at least 2 different group scenarios where “open space technology” and “appreciative inquiry” methods may be effectively employed, while describing the theoretical basis for each of these methodologies

COURSE SCHEDULE – PACE 668

January 16 – Overview of course. Definitions of Conflict Resolution terms. Mediation and Facilitation compared and contrasted. Circle processes for greeting and introductions. Personal introductions (Tom Kaulukukui) Listing of “Group Glitches” in meetings you have attended or that you have participated in organizing.

January 23 – Grand tour overview of facilitation: Theory of ADR field. Facilitation theory: Unilateral Control vs. Give-up Control vs Mutual Learning Models of facilitation practice. Espoused Theory vs. Theory-in-Use. Facilitation vs. running a meeting. Leadership vs. being the boss. Ingredients of a successful meeting. Readings: (PCR facilitation manual excerpts) – decision-making in groups. Meeting roles: Participant, convenor, facilitator, recorder, group member. Steps in facilitation, the facilitator's role & introductory statement to the group, introductions of various parties. Role of recorder, responsibilities of facilitation team members. Single facilitator vs. group facilitators' models.

Readings: Doyle & Straus, Chap 1-6. Chapter 4 of Schwarz on Theories of Facilitation.

PCR Facilitation Manual pp. 20-50.

January 30 – Pre-meeting preparation.

Meeting purpose, meeting outcome statements, agenda planning and drawing out the agenda from stakeholders and the group. Testing agenda with the group. The importance of *having* an agenda. Meeting preparations: checklist, planning the meeting. Room layout and seating arrangement options. Ground rules. Parking lot. Stakeholder issues and dealing with different categories of stakeholders. Using technology and choices available.

Readings: Doyle & Straus, chapters 7 - 13. Schwarz Chap 1-5

February 6 – Communication Skills for Facilitators and for Good Facilitation Process

Communication skills: facilitators, recorders, facilitation team members, group members. “Talking Facilitator Talk” for facilitators. Brainstorming, prioritizing, basic group techniques for facilitators. Reframing: applications in facilitation. Drills and exercises to practice communication skills/ tools: questions (open-ended, closed) active listening, summarizing, reframing.

Readings: PCR Manual pp. 5-19

Handout:

Littlejohn, Stephen and Kathy Domenici (2001) *Engaging Communication in Conflict*. Thousand Oaks: Sage Publications. Pp. 3-51.

February 13 –Opening processes & skills: Generating and Organizing Material
Brainstorming, “Snow” Cards, Affinity Diagrams, Fishbone, T-charts and other opening methods.

Readings: PCR reader p. 42-43,
Handouts

F. Rees pp. 111-134; Kaner, Sam (1996) *Facilitator's Guide to Participatory Decision-Making*, pp. 41-78

Journal 1 due today.

February 20 – Decision making, Prioritization, ranking and evaluating material.

Using “dots” method. Prioritizing. Sorting, clustering, N3 rank ordering, force field analysis, evaluate using criteria. Roberts rules of order, straw polls, voting, consensus, decide and announce, gather input & decide, delegate decision with criteria. Integrating the role of a boss with the facilitation process, using either external or internal facilitators. Closing Tools.

Readings: *PCR reader* p. 45, 51-67, Doyle and Straus chapters 9 and 16; Schwarz, Chap 5 & 6

February 27 Recording, Group Memory and Closing. Importance of group memory. Functions of the recorder. Neutrality of recorder. Marking pens, types of paper, managing the newsprint and hanging the sheets of paper during facilitation. Single recorder and simultaneous dual and multiple recorders. Projectors and laptops for recording. Recording in electronic/ internet-connected environments.

Readings: Doyle and Straus chapter 7.

Journal 2 Due

Distribute Mid term materials

March 5 Mid term

March 12 – Preparation for Workshop: *Confronting Public Issues: Promoting and Conducting Deliberative Dialogues on Community Concerns*

Difficult Behavior and Difficult People: Addressing difficult behavior in the context of facilitation. Preventions, interventions and dealing with difficult people or difficult behaviors.

Readings: PC reader pp 102-110. Chapter 6 in *How to Make Meetings Work*, (Doyle & Straus), specifically the section titled “Meet the Problem People” (16 different varieties). Also read chapters 2 and 16 of Doyle and Straus. Schwarz, Chap 7-12

Handout: Forester, John (1999) Deliberative Practitioner Part III- IV

March 14-15 *Confronting Public Issues: Promoting and Conducting Deliberative Dialogues on Community Concerns*

March 19 No class

March 24-28 Spring Break

April 2 – Appreciative Inquiry & Strategic planning. Steps in successful strategic planning with organizations. Guest Speaker: Donna Ching

Readings:

Mohr, Bernard and Jane Magruder Wakins *The Essentials of Appreciative Inquiry*

Ludema, James (et al) *The Appreciative Inquiry Summit*

Handouts

April 9 Team Building -

Trust and task. Facilitative ways to build more effective teams.

Guest Speaker: Karen Cross

Readings: PCR reader pp: 111-121.

Handouts

April 16 – Culture, Facilitation Across Cultures, Hawaiian, Polynesian and Pacific Facilitation techniques. Navigating across cultures: When Culture Makes a Difference (power point) Conferencing and class simulation of conferencing.

Reading: Barnes' *Pacific Model Facilitation and Conferencing and Navigation Chart: Facilitation Across Cultures.* PCR reader pp. 80-88

Journal 3 Due

April 23 – Special Facilitation applications: Guest Speaker: Kem Lowry

Readings: Handouts

April 30 – Final class, wrap-up. Course evaluations.

Demo/Simulation “final exam” product, which will include the following: process design for your selected meeting, including room layout, list of supplies, detailed facilitators’ agenda, showing the specific processes to be used, leader for each process step, timing sequence, a list of stakeholders, minimum 2-3 sentences each describing at least 5-6 of the stakeholders, and a suggested list of ground rules to offer to the group at the beginning of the meeting, based on your assessment of the type of group in attendance.

May 7 Students submit final write-up. Submit assessment of the facilitation process that you selected and organized for the final, addressing the principles, processes, and theories put forth in this course.

Pa’ina (final-day potluck)