

Large Group Conflict Transformation – A Practitioner’s Bird’s Eye View

Key Facilitator Knowledge, Skills, Attitudes & Values (KSAVs)	Knowledge: The 3 central concepts or pillars of RJ are: 1) RJ focuses on harm. 2) Wrongs or harms result in obligations. 3) RJ promotes engagement or participation. (Howard Zehr) Skills: facilitation skills for small table disputes are foundational; good questioning and listening skills are key, large group facilitation skills and tools must be learned and experienced (model calm, composed, respectful dialogue) Attitudes and abilities: curiosity, ability to abandon the quest for control over what happens next, to suspend judgement, to work in uncertainty, to minimize internal chatter and listen deeply (make connections with people), to both take the lead, and know when to relinquish it, to take calculated risks Values: empathy, humility, integrity, personal maturity, sincerity, sound judgment, strong desire for social justice and peace for all, willingness to learn (*taken from ongoing research from the <i>Peace Professionalism Project, Civilian Peace Service Canada</i>)
Dynamics/Influencers to watch for	Organizational Governance structure Culture (ethnic, organizational, professional; primarily in awareness / “surface,” primarily out of awareness / “deep”) Power (power over, power within, power to, power with) Trust (amongst people, in people towards the organization) Group interactions (“group think”) Coalitions (formation, shifting, dissolution) Psychological safety – fear of reprisal Bias (conscious & unconscious) Third party influences Interests (similar, differing, complementary; substantive, psychological, procedural) Trauma (personal/collective) The predictability of the operational environment (stable/unstable)
PHASE I	Introduction & Scoping
	Meeting(s) with client (project authority) Obtain overview of presenting situation Set expectations and establish scope of engagement • Timelines

	• Roles & Responsibilities (including of internal and external resources) • Scope of the initiative • Resourcing (including external resource costing) (Scope (and contract) only to the preparation of a suggested Action Plan) Introduce the possibility of creating a Process Committee.
PHASE II	Data Gathering & Analysis & Preparing a Proposed Action Plan
Entry & Data Gathering (includes hybrid possibilities; synchronous and asynchronous)	<i>Examples of Processes & Tools:</i> Process committees Town Halls Confidential interviews Surveys Focus groups Specific-Group sessions (for functional units, geographic units, hierarchical groupings, specific-interest parties etc.) Circles (e.g. for personal reflections, for positions & interests etc.) Interviews in the presence of the whole group Interviews with a listening chair Role reversal presentations Appreciative inquiry Training sessions
Data Analysis/Conflict Analysis (Sense-Making)	<i>Examples of Conflict Analysis Tools:</i> Life cycle of a conflict Conflict triangle Sociogram Mind mapping Force field analysis Artificial Intelligence analysis & summarization
Preparation of Action Plan and Negotiation about how to move forward (process design and staging)	Prepare anonymized summary report and proposed action plan Review proposed action plan with client (project authority) and negotiate next steps

Scoping & Resourcing	Set expectations, establish scope of, and resource, the action plan
Phase III (includes hybrid possibilities; synchronous and asynchronous)	Action Plan Implementation (Broad Stakeholder-Involved Transformation)
(Examples of) Micro (small table) Interventions (hybrid possibilities)	Conflict coaching Learning conversations Information exchange and educational activities Facilitated conversations Small group mediations: <i>types:</i> managerial facilitation, inhouse informal conflict resolution facilitators, external facilitators <i>styles:</i> interest-based, transformative, narrative, understanding etc.)
(Examples of) Training Sessions (knowledge sessions & skills sessions)	Leadership training & practice (participatory role plays etc.) Performance management practices Anti-harassment Bystander training Unconscious and conscious bias Anti-racism & Decolonization Equity Diversity & Inclusion Accessibility in the Workplace Power, Identity & Authority Trauma informed Practice Individual conflict styles exploration Polarity Management Conflict De-escalation & Resilience Conflict Coaching Workplace Fairness Analysis
Macro (large table) Interventions (design, staging & preparation)	Dialogue Sessions Multi-party mediation Broad-based large table engagement & facilitation Circles <i>Circle Contexts:</i> neighbourhoods, classrooms & schools, workplaces, social services, family conferencing, corporate, justice systems

	<i>Circle Types:</i> to share perspectives and stimulate reflection, to learn from each other, for understanding, to celebrate, to work together as a team, to share difficulties, to address current suffering and harm, to make decisions, to surface and address positions and interests, study circles)
(Examples of) Tools to facilitate large group meetings	Conflict Spectrum Samoan circle Fishbowl World café Polarity management exercises Decision-making discussions and exercises Circles (different types for different purposes)
PHASE IV	Follow-up & Monitoring
	Meet with client (project authority) to discuss follow-up tasks Set expectations and establish scope for Phase IV as the context requires Assign follow-up tasks to various internal and external resources Schedule periodic facilitator onsite visits Consider - re-convening process committees (for reflection and transformative learning) - convening and monitoring ongoing working groups - soliciting feedback from participants as restoration progresses - evaluation of results