

WISDOM OF THE GROUP: PRACTICES IN EFFECTIVE MEETING FACILITATION

**New England Association of Drug Court Professionals Conference
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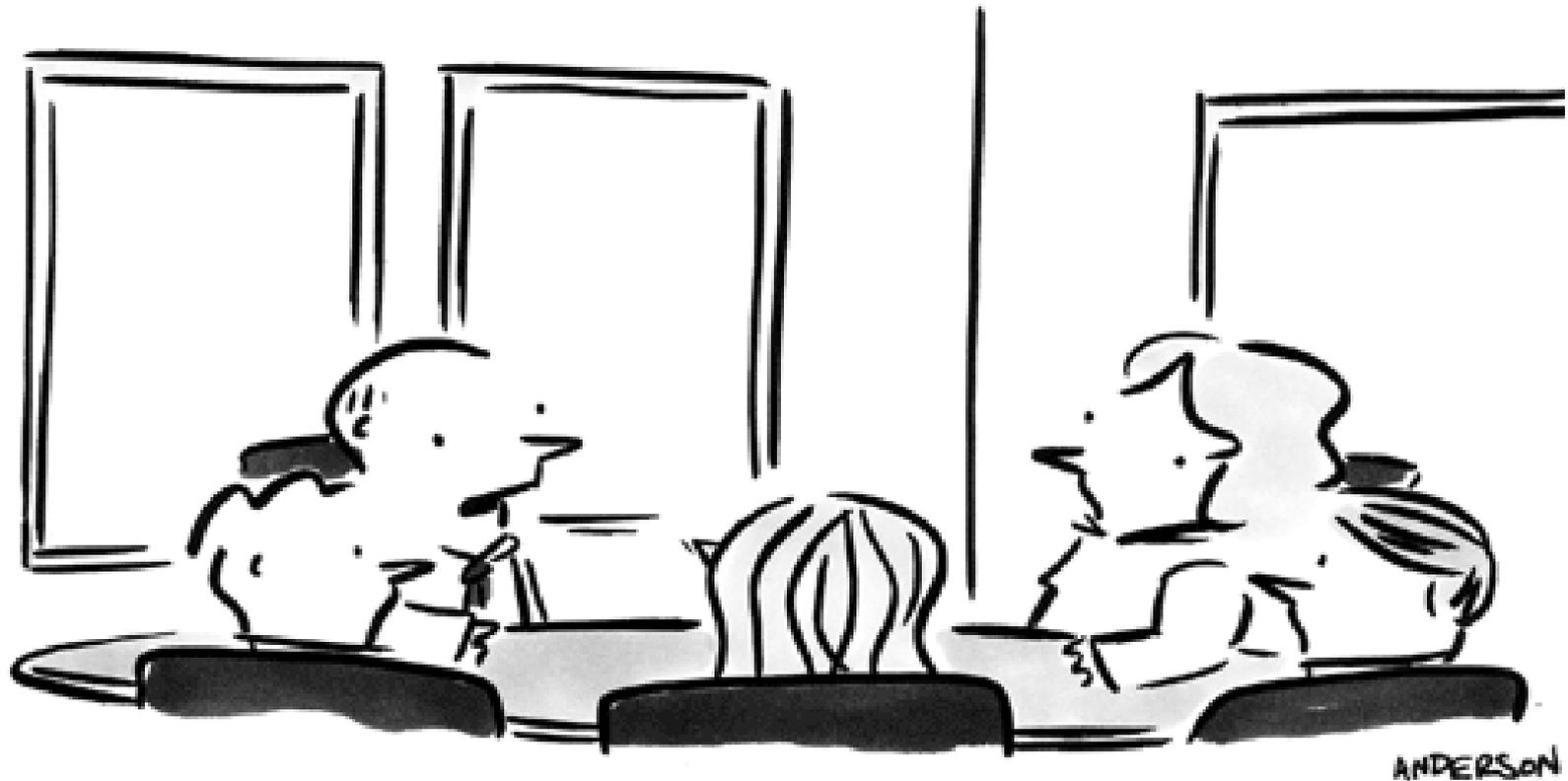
What We'll Do Today

- Identify common barriers to effective meetings
- Understand qualities of effective meetings
- Introduce a framework for planning and executing meetings
- Explore ways to apply these frameworks and practices on your drug court team



"No, Thursday's out. How about never—is never good for you?"

WHAT IS AN “EFFECTIVE
MEETING”?



"OK, now that we all agree, let's all go back to our desks and discuss why this won't work."

What are some barriers to effective meetings?

Involve Too Many

Often Unclear

Fill Time

Lack Action



RESEARCH ON MEETINGS

What are some qualities of effective meetings?

A FRAMEWORK FOR PLANNING EFFECTIVE MEETINGS

Purpose

Product

People

Plan



ELEMENTS OF MEETING DESIGN

Purpose

Understanding of all perceptions
Exchanging information
Brainstorming ideas and options
Motivating key people
Reaching an agreement
Fun

Process agreement
Exploration of interests
Identification of issues
Option development
Option evaluation
Criteria generation
Framework agreement
Final agreement

ELEMENTS OF MEETING DESIGN

Product

Notes for personal/group use?
List of questions to follow up on?
Draft memorandum for others?
Concrete action plan?
Signed contract?
Assignments for next meeting?
Others...

ELEMENTS OF MEETING DESIGN

People

Decision-makers
Substantive experts
Media
Constituents
Process experts
Observers
Non-decision-makers
Lawyers

ELEMENTS OF MEETING DESIGN

Choose an appropriate forum

Formulate an agenda

Select a decision rule

Consider how to record

Create helpful deadlines



PLAN



PLAN

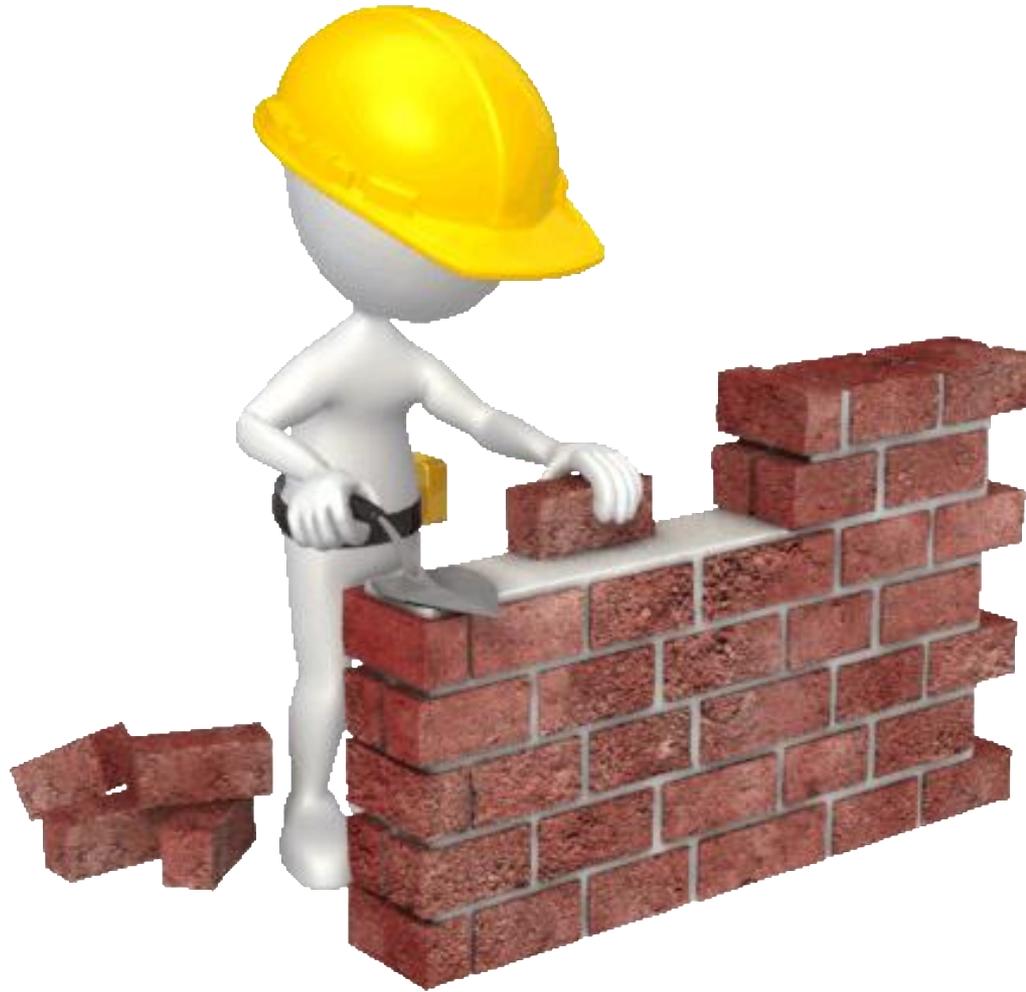
Impartiality

Respectful Environment

Process



EFFECTIVE FACILITATION



PRE-FACILITATION SETUP

Make introductions

Agree on objectives

Address concerns

Agree on agenda

Define roles

Agree on the process and ground rules



OPENING



Two main roles of a facilitator during a facilitation:

Manage agenda & tasks

Manage relationships

GUIDING

OPEN

GUIDE

CLOSE

Continue to clarify purpose for each task and connect to overall purpose

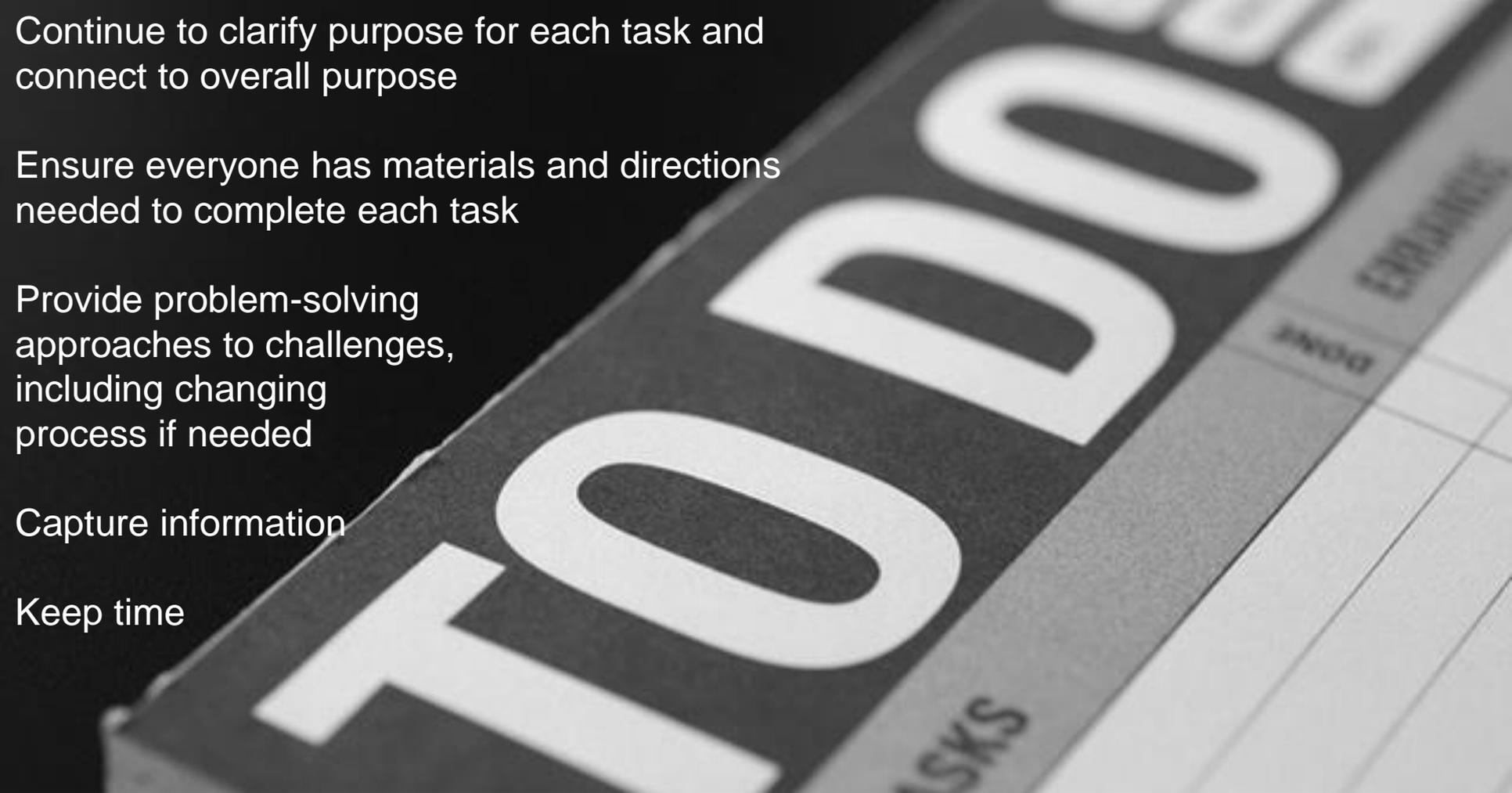
Ensure everyone has materials and directions needed to complete each task

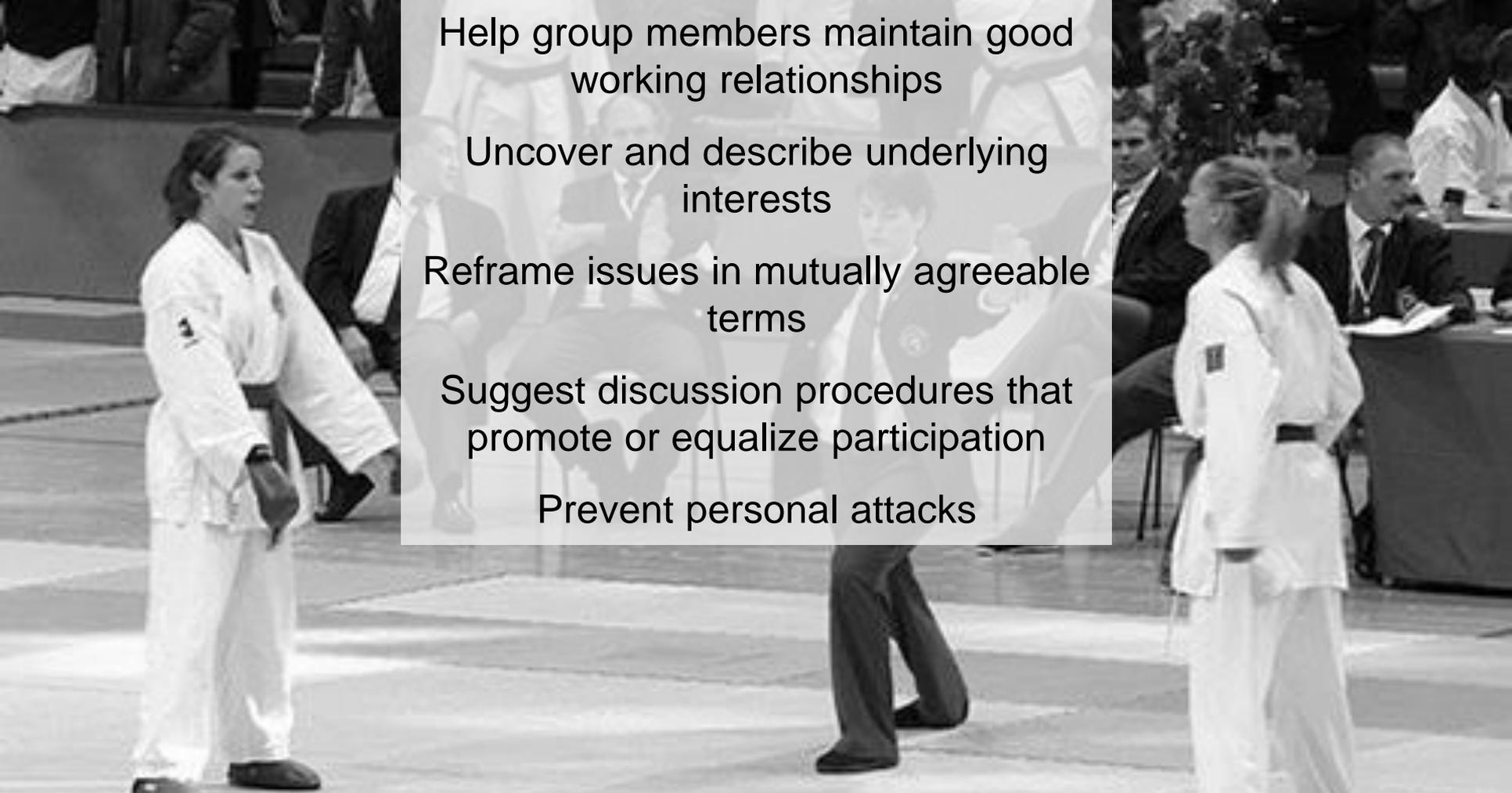
Provide problem-solving approaches to challenges, including changing process if needed

Capture information

Keep time

AGENDA & TASKS

The background features a close-up, angled view of a 'TO DO' list. The word 'TO DO' is printed in large, bold, white letters on a dark grey background. Below it, the word 'TASKS' is visible in smaller white letters. To the right, a portion of a table is visible with columns labeled 'DATE' and 'EVALUATION'. The table has several empty rows, suggesting a checklist or schedule.



Help group members maintain good working relationships

Uncover and describe underlying interests

Reframe issues in mutually agreeable terms

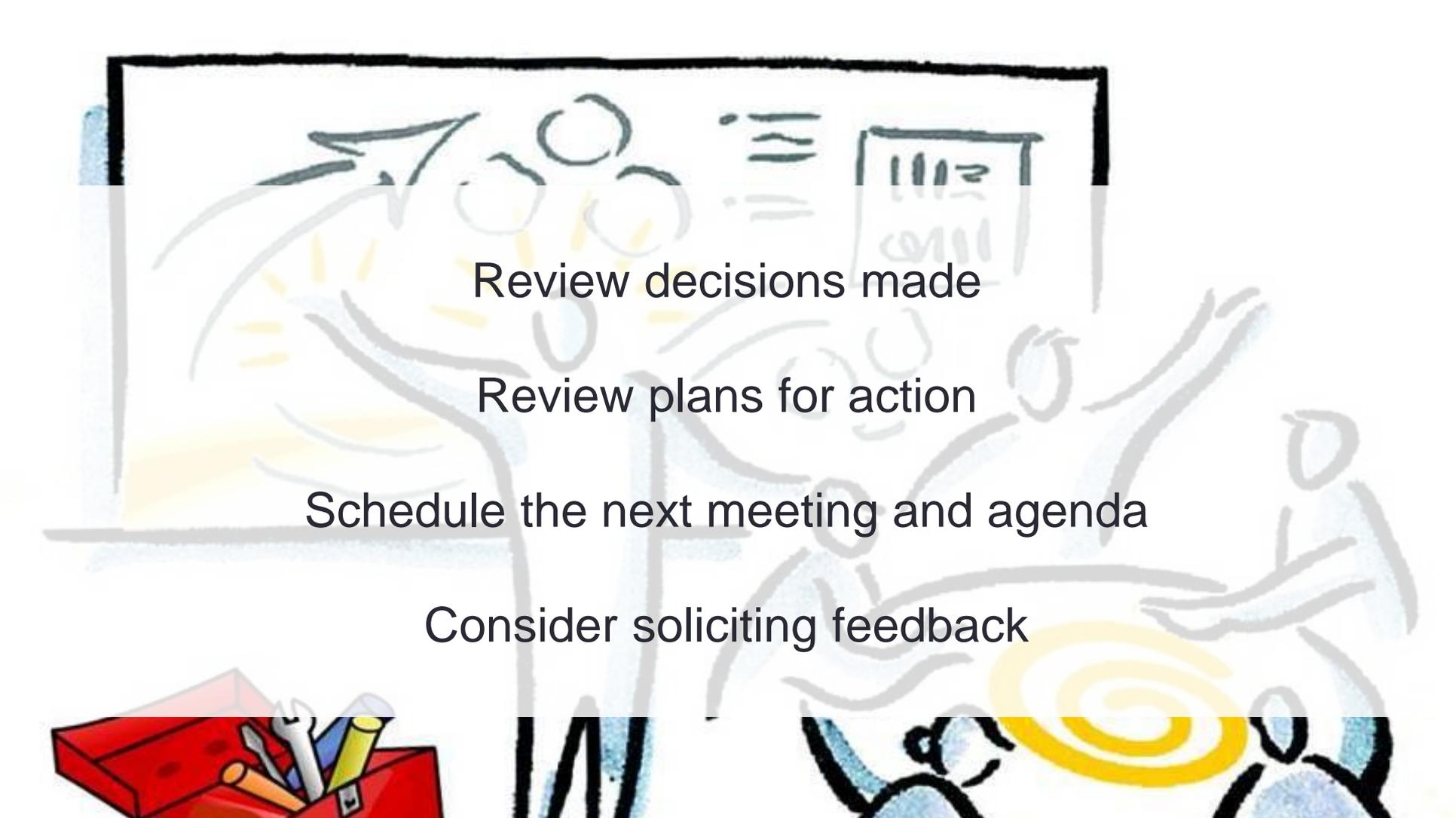
Suggest discussion procedures that promote or equalize participation

Prevent personal attacks

RELATIONSHIPS



“I’m feeling a sense of conclusion here, so let’s draw things to a close.”



Review decisions made

Review plans for action

Schedule the next meeting and agenda

Consider soliciting feedback

CLOSURE/WRAP UP

EFFECTIVE MEETINGS FOR DRUG COURT TEAMS

How can
meetings
contribute to
effective drug
court teams?

Purpose

Product

People

Plan



ADVICE FOR DRUG COURT TEAMS

Takeaways

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- The 4 Ps can help structure effective meeting planning and execution
- A facilitator who is not the decision-maker can help guide the group through process and reflect on its own behavior
- Improving meetings can also help drug court teams improve conflict management

STRENGTH THROUGH DIFFERENCE: COLLABORATION AND CONFLICT ON MULTIDISCIPLINARY DRUG COURT TEAMS

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What We'll Do Today

- Identify why assessment is important and look at one example of a conflict assessment
- Understand common conflicts within drug court teams
- Explore barriers to healthy conflict management
- Explore ways to better manage conflict in your drug court teams

- What are the qualities of effective teams?



- What are the qualities of ineffective teams?

WHY IS CONFLICT
MANAGEMENT ASSESSMENT
IMPORTANT?

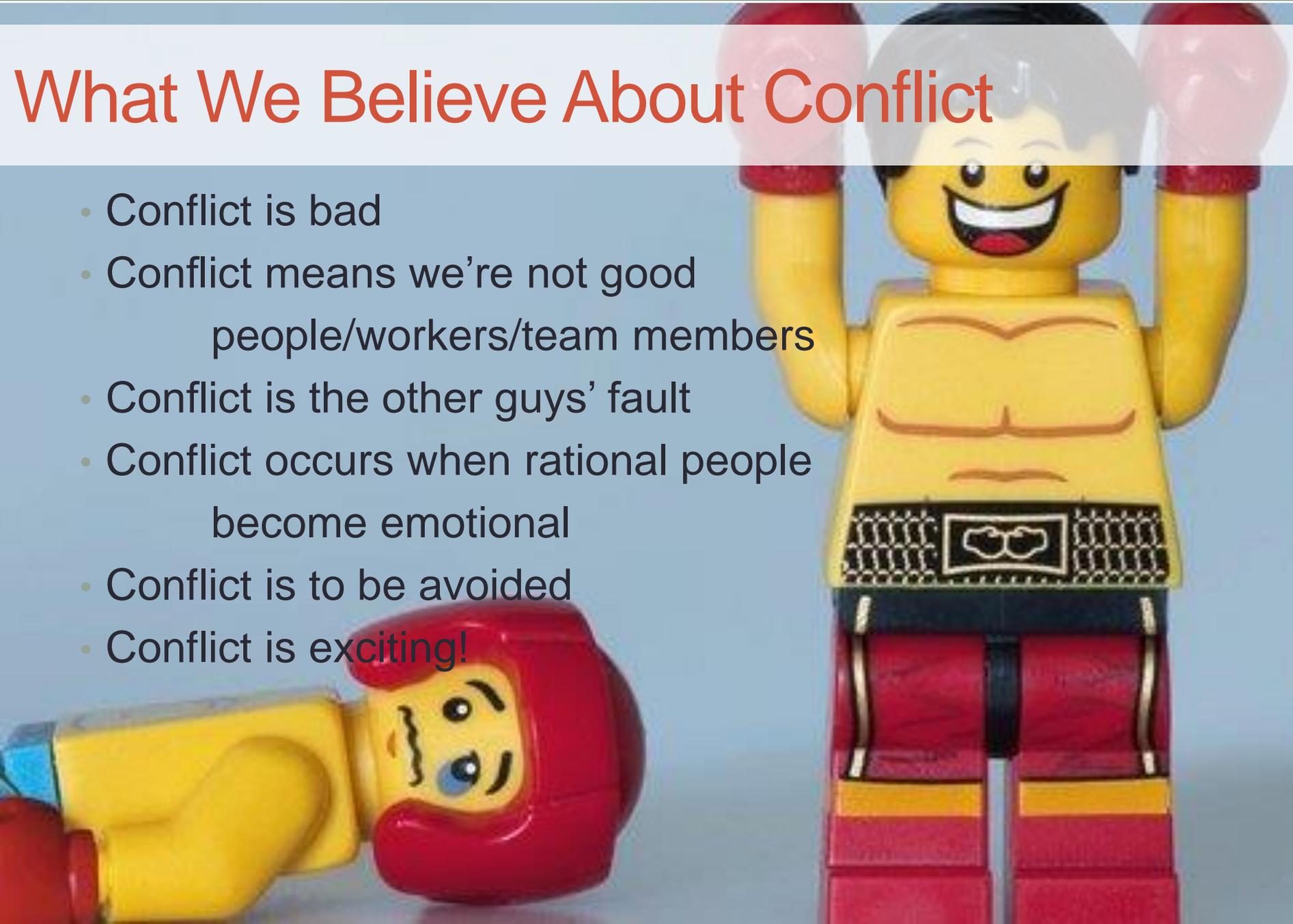
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**"We need to form a conflict-resolution team to settle
the dispute over who should be chosen for
our conflict-resolution team."**

What We Believe About Conflict

- Conflict is bad
- Conflict means we're not good people/workers/team members
- Conflict is the other guys' fault
- Conflict occurs when rational people become emotional
- Conflict is to be avoided
- Conflict is exciting!



What is True About Conflict

- Conflict is value neutral
- Conflict is the natural result of human difference
- We all contribute to conflict
- Emotions cannot be eliminated
- Rationality isn't the anecdote to conflict
- Conflict, if managed badly, can negatively impact even the best projects and people
- Conflict can be managed well

Process conflict, as distinguished from task conflict, negatively affects **group performance, member satisfaction, and group coordination.**

Conflict in Small Groups: The Meaning and Consequences of Process Conflict,
[Small Group Research](#) 42(2):127-176 · April 2011

Groups that developed integrative conflict management styles made **more effective decisions** than groups that utilized confrontation and avoidance styles. Groups that never developed a stable style were also less effective than groups with integrative styles.

Do conflict management styles affect group decision making? Evidence from a longitudinal study. Available from:

https://www.researchgate.net/publication/227735347_Do_conflict_management_styles_affect_group_decision_making_Evidence_from_a_longitudinal_study

Phases of Conflict Processing



Prevention



Management



Resolution



ASSESSMENT OF NEW HAMPSHIRE DRUG COURT TEAMS

Conducted by Harvard Negotiation &
Mediation Clinical Program in Spring 2018

- Think of a time on your drug court team when a disagreement/conflict between team members was HELPFUL.
- Think of a time when a disagreement/conflict was UNHELPFUL.

Conflict is an inherent and potentially productive feature of drug court teams.

Questions we explored

- What conflicts come up on teams?
- How are they being managed?
- How do people perceive the management?
- How is the way they are being managed impact performance?
- How can teams improve conflict management?

COMMON CONFLICTS

Sources of unhelpful conflict

Decisionmaking:
Admissions, sanctions, termination

Team members' dual roles

Ineffective communication systems

Admissions * Sanctions * Termination

- Admissions decisions can reflect differing views and approaches to drug court
- Sanctions discussions are seen as inefficient
- Termination decision-making lacks clear, shared criteria

Team members' dual roles

- Conflict over external resources promotes performance-detracting power struggles in hierarchical teams.
- Team members must navigate conflicting confidentiality standards.
- Some drug court decisions can be seen as threatening foundational professional principles
- Organizational commitment to drug court differs in strength and purpose.

Communication

- Staff meetings are time-bound in a way that doesn't necessarily reflect the needed resource for decision-making.
- It is not always clear who is actually making decisions, particularly in core team/drug court team models.
- Participants may “split” staff, making communication about the participant more difficult.

Sources of unhelpful conflict

Decisionmaking:
Admissions, sanctions, termination

Team members' dual roles

Ineffective communication systems

HOW TO BETTER MANAGE CONFLICT

Recommendations

1. Establish regular policy meetings
2. Improve feedback systems
3. Create space for sharing across drug courts at trainings
4. Establish team norms according to role definitions in MOU
5. Use data to better evaluate team performance
6. Implement more detailed decision-making tools
7. Clarify staff-splitting resolution process

Effective Conflict Management



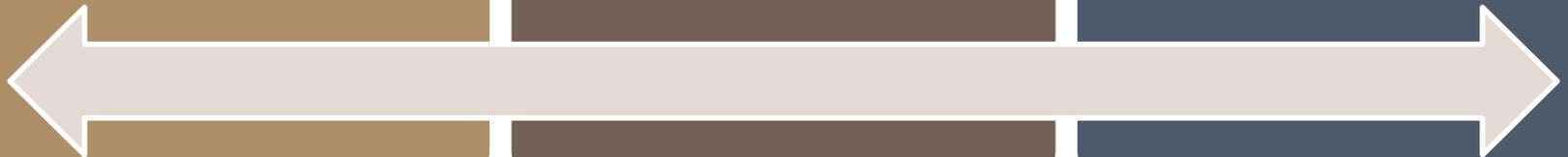
Prevention



Management



Resolution



Effective Conflict Prevention: Policy Meetings & Team Norms

- Establish team norms, empower all to enforce them
- Create an environment in which people are welcome to raise differences, concerns, alternative views
- Identify a purpose for each activity
- Be clear about what people's roles are
- Address people's core concerns
 - Appreciation
 - Autonomy
 - Affiliation
 - Role
 - Status

Effective Conflict Management: Decision-making Tools & Staff-splitting Practices

- Be willing to take initiative in raising a concern
- Name a dynamic you are sensing
- Be transparent about your own thinking/feeling
- Own your own contribution; do not attribute intention or blame to others
- Invite people to share what they're thinking/feeling
- Consider one-on-ones
- Recognize authority and use it sparingly
- Rely on objective criteria to make decisions

Effective Conflict Management: Improve Feedback Systems

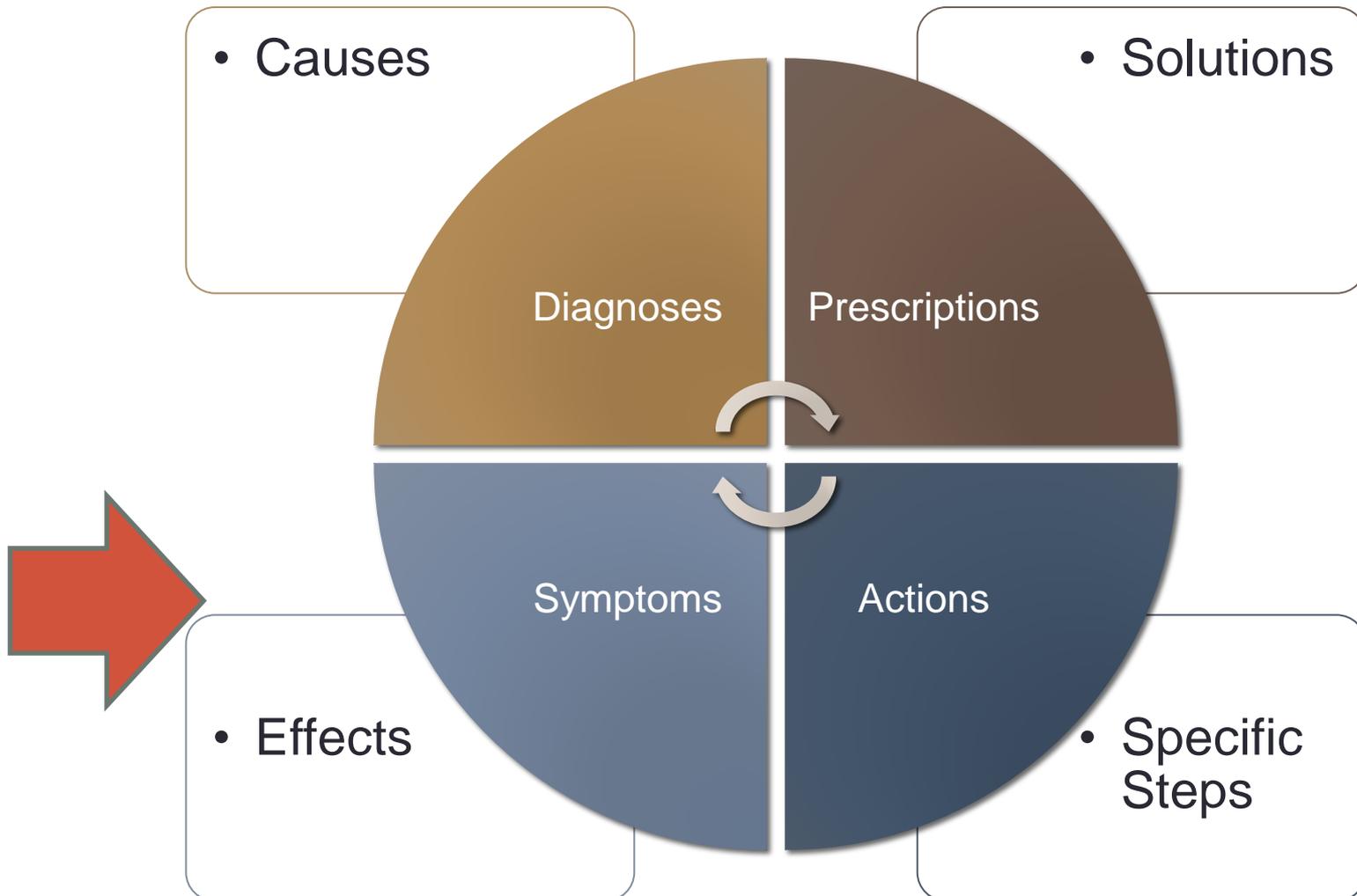
- Create constant feedback loops with stakeholders
 - those impacted
 - decision-makers
 - implementers
 - informers
- Engage in systematic review of “how things went”

Primary Questions

What's working well?

What could we be doing differently?

The Circle Chart



The Circle Chart was first introduced by Roger Fisher & William Ury, *Getting to Yes* (1983).

Effective Conflict Resolution: Share Across Teams

- Sit on the same side of the problem
- Identify a purpose for coming together
- Work systematically through The Circle Chart
- Select an action that may have the most impact
- All commit to the action
- Set a check-in time
- Try another action
- Bring in a third-party if you're stuck

	Individual drug court team	Statewide program
Preventive mechanisms	<ul style="list-style-type: none"> • Hold monthly or quarterly policy meetings • Establish team norms • Track relevant team data and set aside time for review and discussion biannually • Develop agreed-upon criteria and tools for decisionmaking on admissions, sanctions, and termination 	<ul style="list-style-type: none"> • Offer training on giving and receiving feedback • Conduct survey of team dynamics • Reserve time at trainings for cross-county sharing • Create and distribute contact list • Provide guidance and/or training to teams on developing team norms that align with team members' roles • Integrate “staff-splitting” into trainings
Live interventions	<ul style="list-style-type: none"> • For substantive guidance, consult decisionmaking tools and utilize knowledge of other counties' practices as appropriate • Call on and enforce team norms • Address staff-splitting concerns in court sessions • Implement Difficult Conversations Checklist 	<ul style="list-style-type: none"> • Provide guidance to individual team members experiencing high-intensity conflict, such as using the Difficult Conversations Checklist • Intervene on a case-by-case basis to provide support and/or mediation

This chart was adapted from one developed by Bill Ury, Cathy Costantino, and Christina Sickles Merchant to illustrate a “spectrum of ADR options in different systems.” Cathy A. Costantino & Christina Sickles Merchant, *Designing Conflict Management Systems: A Guide to Creating Productive and Healthy Organizations* 127 (1996).

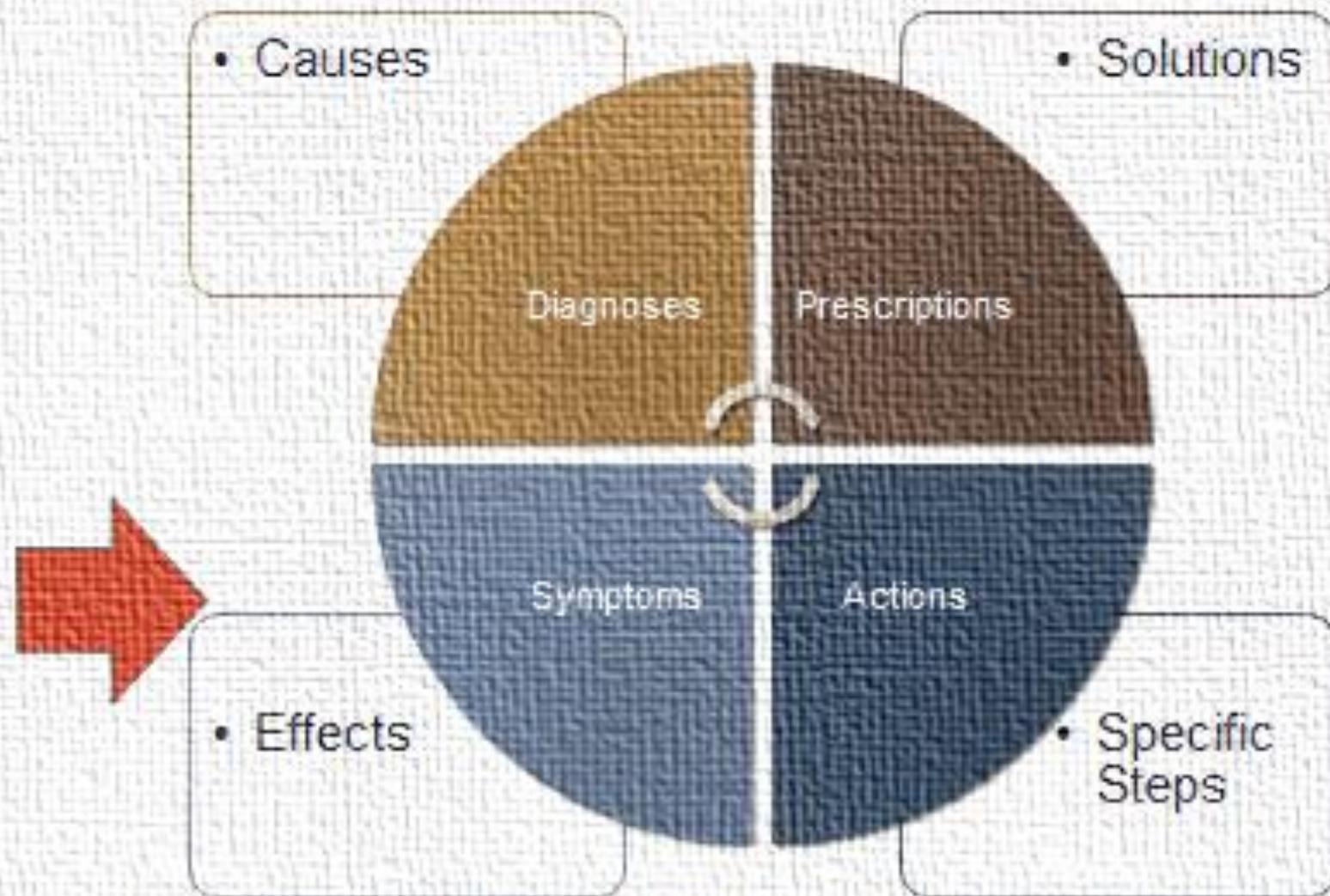
Team Health Check

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- Create a culture in which difference is welcome and encouraged
- Recognize and address core emotional concerns
- Rely on objective criteria for making decisions
- Regularly review how the team is working together
- Address symptoms of conflict in a systematic, action-oriented way

The Circle Chart



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