



BUILDING A POWERFUL GROUP

A COURAGE CONVERSATION

BUILDING TRUST ~ MANAGING CONFLICT



WEDNESDAY, SEPTEMBER 25, 2024



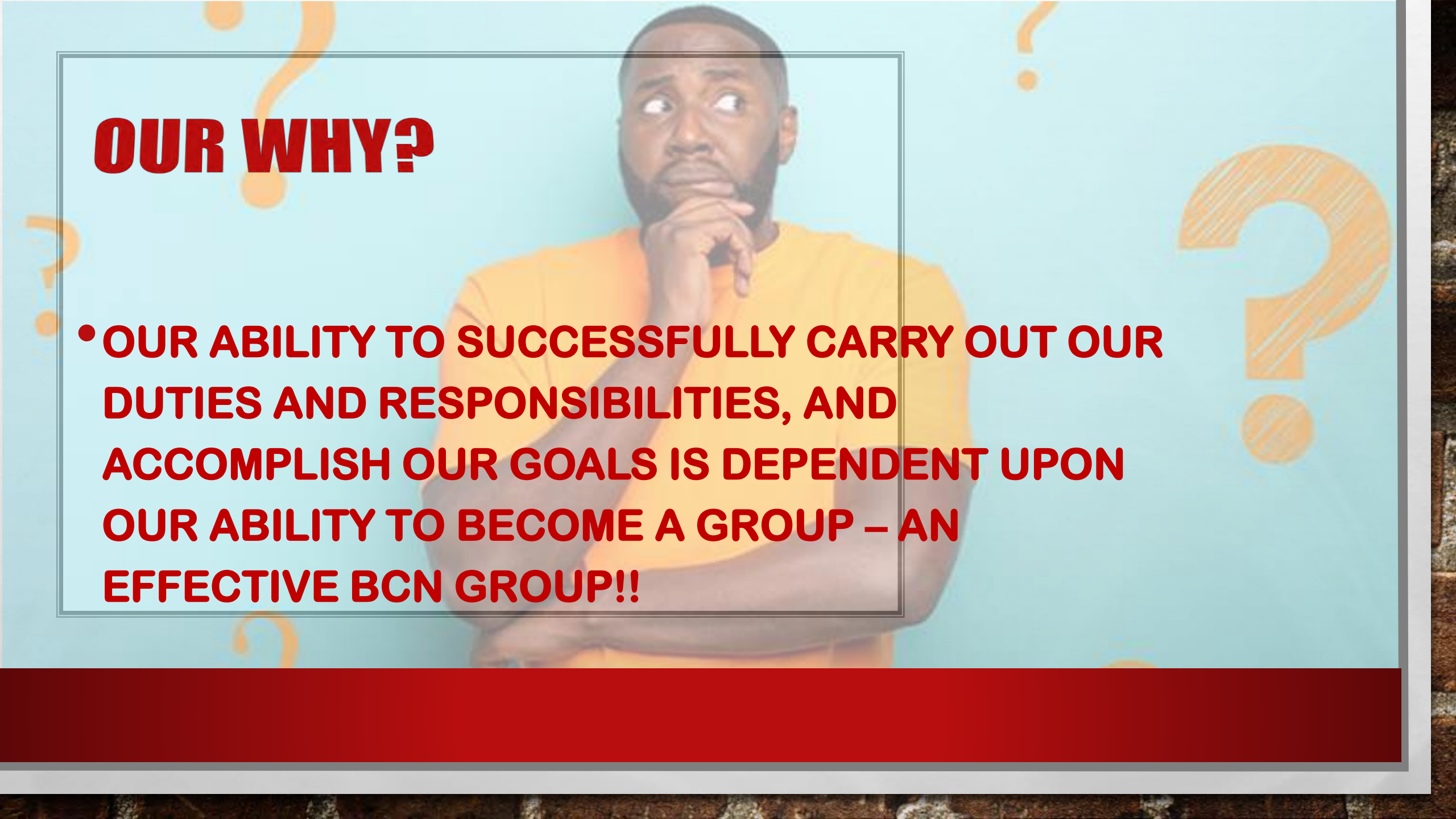
Building a POWERFUL Group- #2

A Courageous Conversation: A Safe Space for Honest Conversation

How We Roll: agreements~ norms

- **#1 Engage actively and respectfully.**
- **#2: Agree to Disagree.**
- **#3 Mute the microphone until it's your turn to share.**
- **#4 Use the chat feature.**

#5: Challenge your own beliefs, biases– push your thinking!

A man with a beard, wearing a yellow t-shirt, is shown from the chest up. He has a thoughtful expression, with his hand resting on his chin and looking upwards and to the left. The background is a light blue color with several large, stylized orange question marks scattered around. The entire image is framed by a thin grey border.

OUR WHY?

- **OUR ABILITY TO SUCCESSFULLY CARRY OUT OUR DUTIES AND RESPONSIBILITIES, AND ACCOMPLISH OUR GOALS IS DEPENDENT UPON OUR ABILITY TO BECOME A GROUP – AN EFFECTIVE BCN GROUP!!**



Forming

Team acquaints and establishes ground rules. Formalities are preserved and members are treated as strangers.



Storming

Members start to communicate their feelings but still view themselves as individuals rather than part of the team. They resist control by group leaders and show hostility.



Norming

People feel part of the team and realize that they can achieve work if they accept other viewpoints.



Performing

The team works in an open and trusting atmosphere where flexibility is the key and hierarchy is of little importance.



Adjourning

The team conducts an assessment of the year and implements a plan for transitioning roles and recognizing members' contributions.



The Five (5) Stages of Group Development

Four Stages of Group Development

PHASE	GROUP TASK	EVIDENCE OF FAILURE
FORMING	Define purpose, roles, and objectives.	Group lacks focus; Attends to wrong things; Conflict over objectives
STORMING	Competition for ideas; Determine & accept roles	Not completing tasks; Conflict within group; Confusion over roles
NORMING	Ease into roles and ground rules; Development of trust; Agenda setting	Poor standards; High frequency of conflict within group; No compromises made
PERFORMING	Comfort in assigned roles; Autonomous; Dissent expected & Encouraged;	Poor performance continues; Conflicts go unresolved; Sense that grades unfair

BCN* Teaches

- ⇒ **BCN Teaches #3:** Even within the framework of a correct analysis, philosophy and program projection, it is impossible to build an effective organization without loyalty, discipline and a clearly defined chain of command.
- ⇒ **BCN Teaches #10:** God has historically chosen to work through groups and nations rather than through individuals. As shown in the Bible, the God of the Black Nation works through the power of the group experience to transform individuals and to bring into being a communal Black Nation.

*BCN= Black Christian Nationalism



OUR TRUTHS

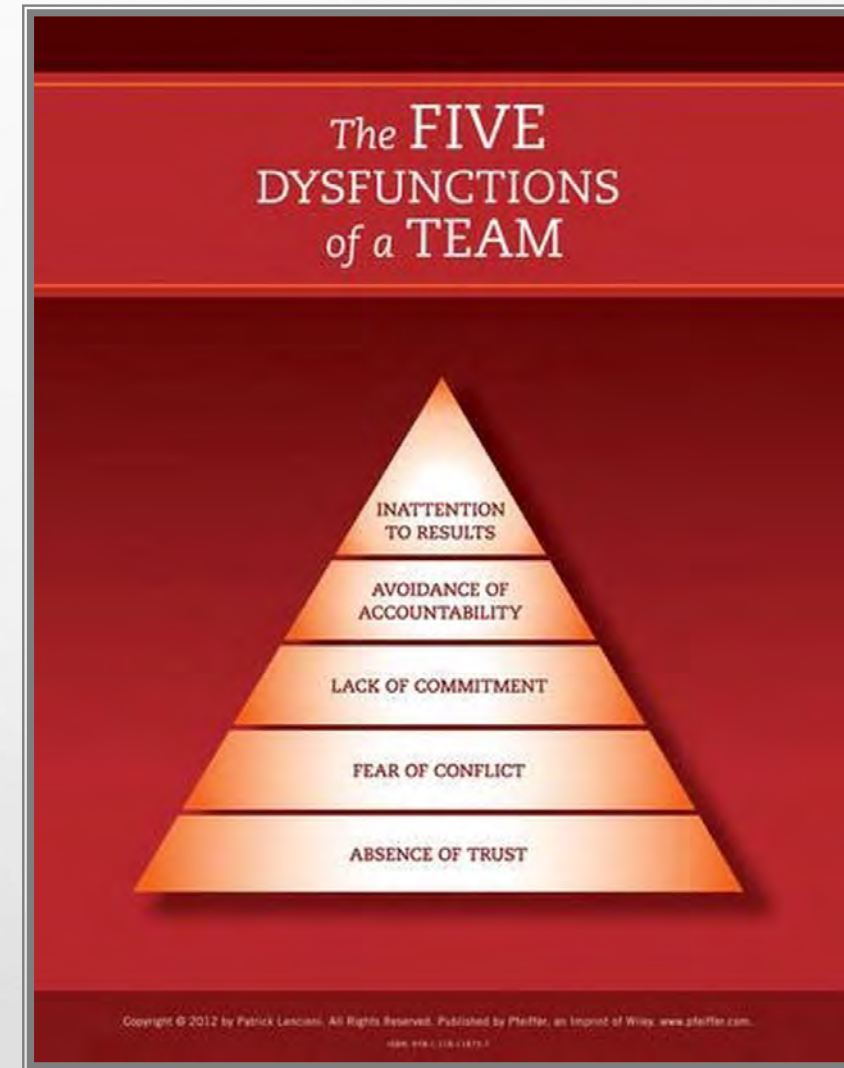
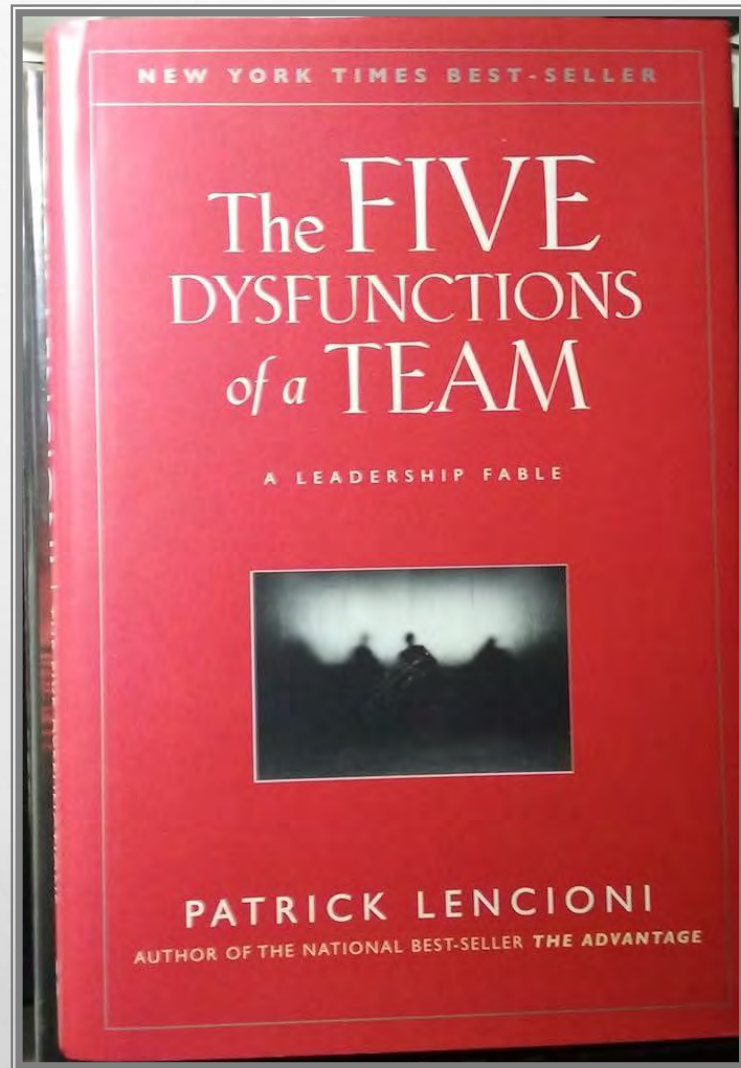
Grounding Principles--Foundational Beliefs

Salvation: A Group Experience

Chapter 4: Black Christian Nationalism

Rev. Albert B. Cleage, Jr.

Jaramogi Abebe Agyeman



The Five Dysfunctions of a Team: Patrick
<https://www.youtube.com/watch?v=GCxct4CR-To>

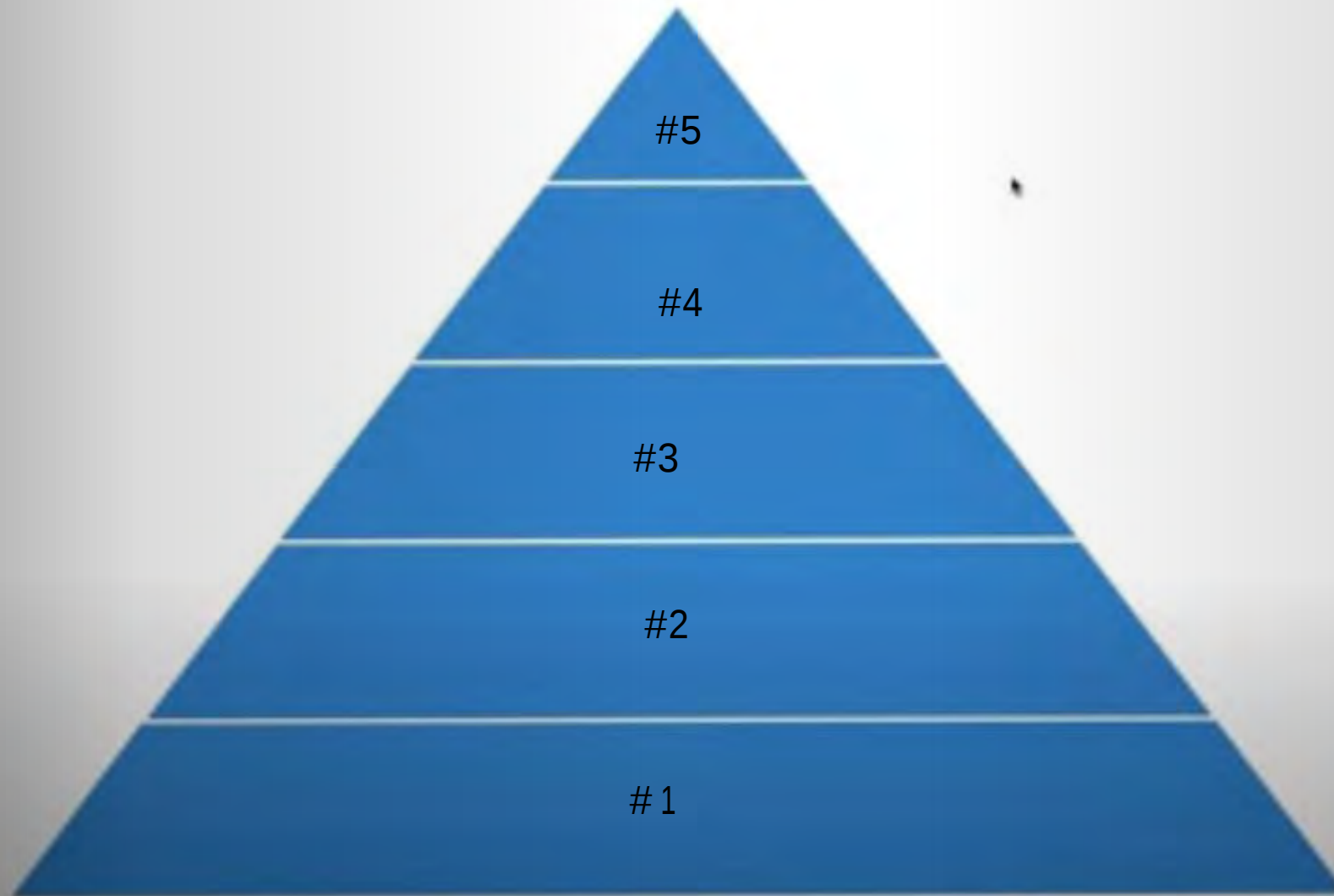


What is “Dysfunction”?

dys·func·tion

- *noun*
- \(\,)dis-'fən(ɡ)-shən\
• The condition of having poor and unhealthy behaviors and attitudes within a group of people

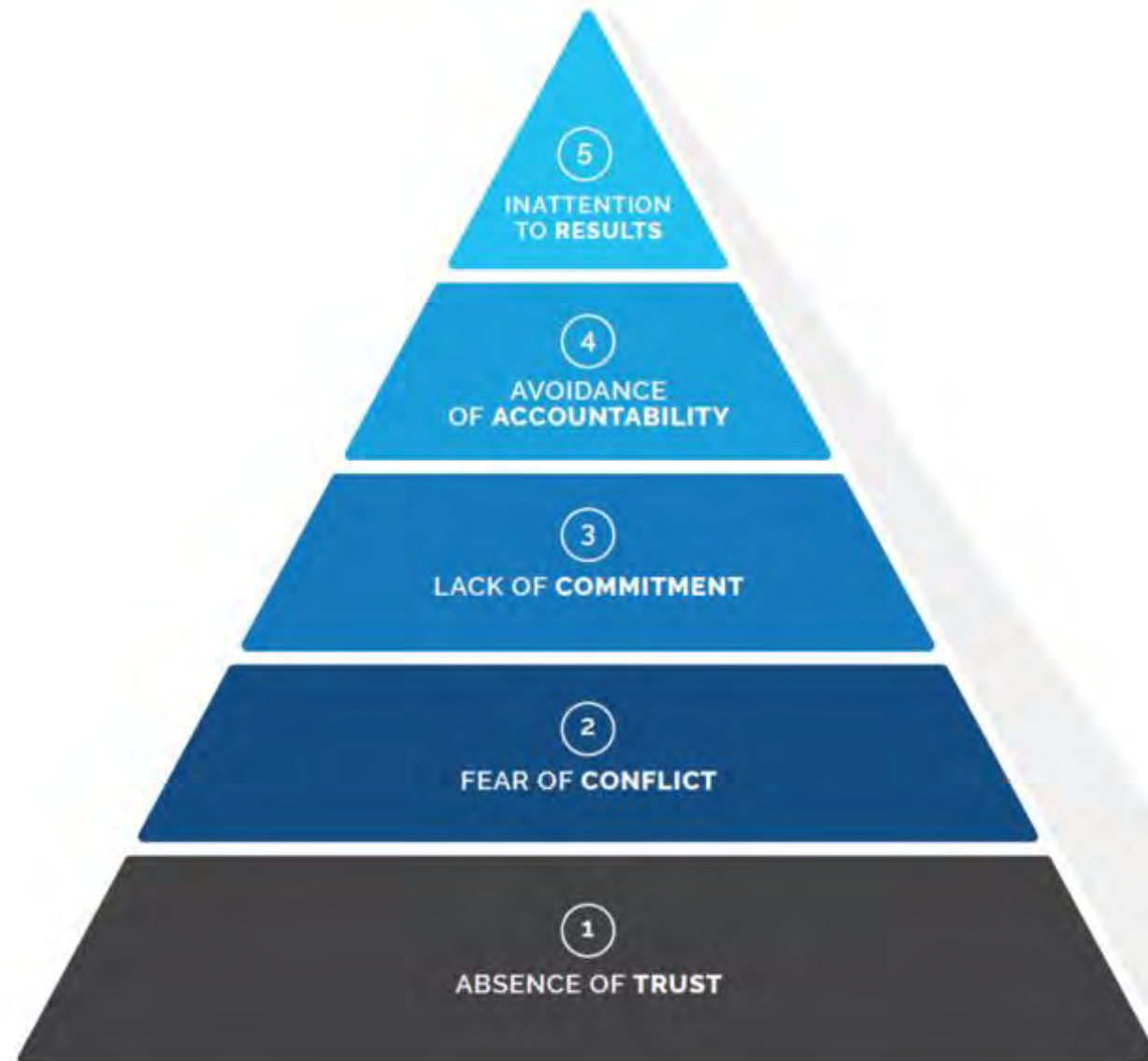


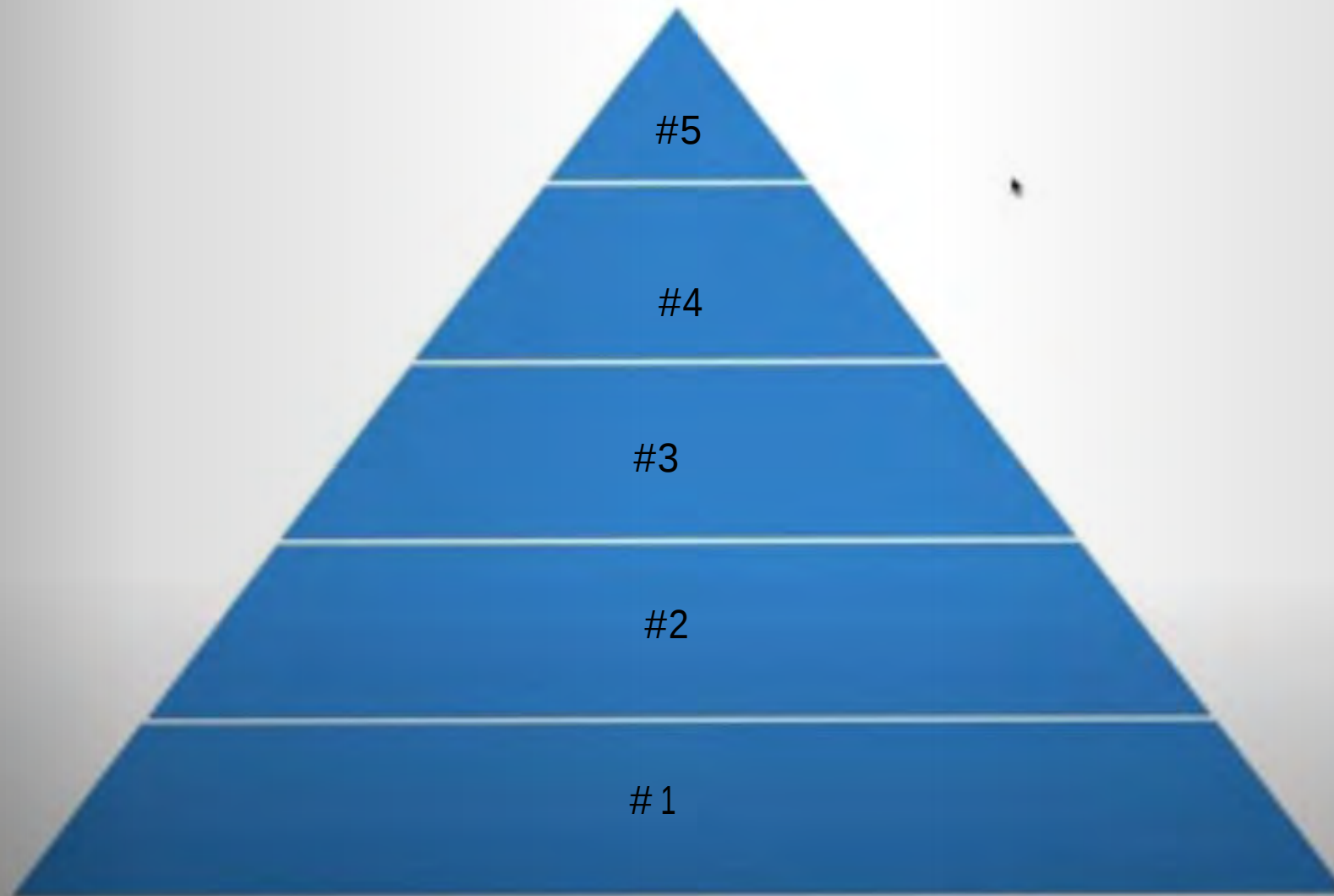


What are the Five Dysfunctions of a Group?

THE **FIVE DYSFUNCTIONS** OF A TEAM

by Patrick Lencioni





Five Characteristics of a PRODUCTIVE Group?

Overcoming the five dysfunctions of a team.

Concept by Patrick Lencioni.

BiteSize Learning





THE FIVE DYSFUNCTION OF A GROUP



What is Trust?

The Importance of Trust: <https://www.youtube.com/watch?v=UMVGmfmPQHE>



Predictive Trust

- **Predictive trust** comes naturally with time. It says that you and I have worked together long enough or have known each other for a certain amount of time that unsurprisingly we have predictive trust in each other.
- Trust that stems from consistent human interactions.

Vulnerability-Based Trust

Vulnerability-Based Trust is the willingness of members to be:

- **authentically** vulnerable with one another,
- to admit mistakes, weaknesses and fears,
- and to rely on one another for support and guidance.

GROUPS WITH A LACK OF TRUST

- Conceal their weaknesses and mistakes and manage their behavior for effect.
- Hesitate to provide feedback, ask for OR offer help outside their own areas of responsibility.
- Jump to conclusions about others without attempting to clarify them.
- Fail to recognize other's skills and experiences and hold grudges.
- Avoid meetings and spending time together.



GROUPS that TRUST

- Admit mistakes, recognize weaknesses, ask for and offer help, and take risks.
- Appreciate and use one another's skills and experiences.
- Accept questions and input about their areas of responsibility.
- Give one another the benefit of the doubt.
- Focus time and energy on important issues—not politics, one-upmanship.
- Offer and accept apologies without hesitations.
- Look forward to meetings and opportunities to work together as a group.



How do we CREATE TRUST?

Some general guidelines:

- Hold the group and make the group members feel “safe”.
- Align and educate the group about trust and what it represents in the group.
- Encourage sharing personal stories.
- Promote understanding of personalities, skills, strengths, and weaknesses (growth opportunities).
- Help group members provide effective feedback.



How Do You Build Trust ?



- To cultivate **vulnerability-based trust**, you must first **intentionally create an environment** where it will flourish.
- This means establishing a culture where **openness** and **honesty** are not just encouraged but **expected**.
- Establish **open lines of communication**.

Group Norms



Group norms are the **spoken** or **unspoken** rules that guide how group members **interact, collaborate effectively**, and **work efficiently**.

How Do You Build Trust-#2 ?



- Consider scheduling regular communal fellowships or informal gathering.
- Transparency: Commit to a culture of transparency and accountability. Be open about the organization's/group's challenges and work together to problem solve.

Group Norms



Group norms are the **spoken** or **unspoken** rules that guide how team members **interact, collaborate effectively, and work efficiently**.

Group Norms that Build Trust

REVIEW FROM LAST SESSION



Guess which team has trust issues...

Members in TEAM A

- Conceal their weaknesses** and mistakes from one another
- Hesitate to ask for help** or provide constructive feedback
- Hesitate to offer help** outside their own areas of responsibility
- Fail to recognize** and tap into one **another's skills and experiences**
- Waste time and energy **managing their behaviors** for effect
- Hold grudges**

Members in TEAM B

- Admit weaknesses** and mistakes
- Ask for help**
- Accept questions and input** about their areas of responsibility
- Give one another the benefit of the doubt** before arriving at a negative conclusion
- Take risks in offering feedback** and assistance
- Appreciate and tap** into one another's skills and experiences



Absence of Trust



- One person can destroy a team's trust and, consequently, the decision making process.

Example: the person that talks in meetings and no one comments on his ideas because ALL he will do is defend his position until someone changes the subject.



THE FIVE DYSFUNCTION OF A GROUP

Intrinsic & Extrinsic Motivation
Change Commitment
CONFLICT
Partnership & Progress
Trust Strategy
Listening Plan Process
leadership Teamwork
RESULTS RESPECT REWARD

Execution

Communication

Idea

Mastering Conflict



C

con·flict

noun

/ˈkänˌflik(t)/

disagreement - as between
ideas, interests, or purposes.



Merriman Webster

Mastering Conflict



con·flict

noun

/ˈkänˌflik(t)/

Conflict is a SOCIAL PROCESS when two or more parties perceive a divergence of interest or incompatible goals or values.



Mastering Conflict

PRODUCTIVE-**HEALTHY CONFLICT...**

Healthy Conflict <u>IS NOT</u>	Healthy Conflict <u>IS</u>
Adversarial Hostile About the person Winning or losing	Respectful Focused listening and learning Dynamic and engaging Sharing of information



Mastering Conflict



Mastering Conflict

Benefits of healthy, productive conflict:

- . ✓ Accelerates innovation
- . ✓ Motivates new thinking
- . ✓ Raises questions
- . ✓ Identifies gaps and disconnects
- . ✓ Build relationships
- . ✓ Engages the Group
- . ✓ Improves ideas

📍 Fear of conflict

There is no trust so they don't want to feel exposed.

Conflict occurs but it tends to be passive aggressive.

Lots of triangulation...

Ex. people come and see you after the meeting to disagree...

Common characteristics of healthy-unhealthy conflict

Healthy Conflict

- Trust
- Friendly attitude
- Open, honest communication
- Sensitivity to similarities
- Non-threatening atmosphere for all involved

Unhealthy Conflict

- Distrust
- Defensiveness; Hostility
- Lack of communication
- Maximized differences
- General competitiveness



Mastering Conflict

GROUPS WITH A FEAR OF CONFLICT...

- Hide weaknesses and mistakes from one another.
- Have BORING meetings!
- Create environments where “back-channel politics and personal attacks thrive.
- Ignore controversial topics that are CRITICAL to the group’s success.
- Fail to tap into ALL opinions and perspectives of the group members.
- Waste time and energy on posturing and interpersonal risk management.

*Backchanneling” the act of holding behind-the-scenes talks.



Mastering Conflict

GROUPS THAT ENGAGE IN PRODUCTIVE-HEALTHY CONFLICT

- Have lively, interesting, productive meetings.
 - Engage in healthy, passionate debate/discussions.
 - Extract and exploit the ideas of all group members.
 - Solve real problems quickly.
 - Minimize politics.
- Put critical topics on the table for discussion and resolution.



Mastering Conflict

How to manage/resolve group conflict:

- Build good relationships **BEFORE** conflict occurs.
- Do not let small problems escalate; deal with them as they arise.
- Respect differences.
- Listen to others' perspectives on the conflict situation.



Mastering Conflict

How to manage/resolve group conflict-2:



- Acknowledge feelings before focusing on facts.
- Focus on solving problems, not changing people.
- If you can't resolve the problem, turn to someone who can help.



Mastering Conflict

ACTION STEPS: How to foster productive-healthy conflict

- **Admit that it is OK to have healthy conflict around ideas.**
- **Allow conflict resolution to occur naturally as often as possible.**
- **During conflicts, remind the group that it is healthy and necessary.**
- **Protect group members from harm, by maintaining focus on ideas/issues at hand and reminding/reinforcing group norms.**
- **Engage in healthy conflict, when necessary, as an example.**



Mastering Conflict

Take Aways

- The **true measure of an effective group** is that it **accomplishes the results** that it sets out to achieve. To do that on a **consistent, ongoing basis**, a group must be committed to
 - **BUILDING TRUST**
 - **RESOLVING CONFLICT**
 - **WORKING TOGETHER AS A GROUP**
 - **HOLDING EACH OTHER ACCOUNTABLE, AND**
 - **FOCUSSING ON RESULTS.**
- **Vulnerability-based TRUST is the foundation of building effective groups.** When building a board, team, group—no quality or characteristics is more important than trust.
- Boards/groups that are able to establish this type of trust are able to create an environment where members feel **safe, supported, and empowered** to do their best work, to bring forth their best ideas, to create, innovate... **TO dream AND accomplish the impossible!**

Take Aways -- CONFLICT

- Conflict is a part of human interactions. It is important:
 - To build good relationships BEFORE conflict occurs.
 - Do not let small problems escalate; deal with them as they arise.
 - Respect differences.
 - Listen to others' perspectives on the conflict situation.
- Members who TRUST do not shy away from ideological CONFLICT – do not hesitate to disagree with, challenge, and question one another all in the spirit of finding the best answers, solutions—discovering the truth, and making great decisions.
- **Unfiltered Ideological conflict** is necessary if a board/group is **sincerely** searching for the best solutions to problems, innovative and creative ways to move the mission forward.
We are at our best self when we engage in ideological conflict!

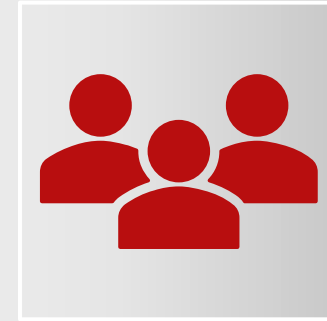
Mastering Conflict Self Assessment



Group members are passionate and unguarded in their discussion of issues.



Group meetings are compelling, productive, engaging...and not boring.



During group meetings, the most important – and difficult – issues are put on the table to be resolved.



<https://www.youtube.com/watch?v=qFcRpLP9RqA>

*That's a
Wrap!*

CHECKPOINT

- **....LET'S CHECK IN...BEFORE WE CHECK OUT!**

FOOD FOR THOUGHT



A TEAM IS NOT A GROUP OF
PEOPLE WHO WORK TOGETHER.

A TEAM IS A GROUP OF PEOPLE
WHO TRUST EACH OTHER.

SIMON SINEK

**QUESTIONS...
COMMENTS...**



**ASANTE SANA
THANK YOU!**



SPECIAL THANKS TO REV. ADA AND FUNDI KARIMAH