

Tribal Healing to Wellness Court Team Conflict & Problem Solving



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THTWC Team & Conflict

- Insert photo of a team

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THTWC Team & Conflict

- THTWC teams are like a family
- Teams spend an enormous amount of time interacting
- How is conflict among tribal teams dealt with?
- In what ways are individual team members affected by team conflict?
- Are there written policies to address team conflict?
- Does your tribe/community offer problem solving services?
- Name the steps taken to address specific conflict(s)?
- What team role(s) are responsible for addressing conflict?
- What if the source of conflict is the judge/coordinator or other team leaders?

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THTWC Team & Conflict

- Is there a team consensus that a problem exists?
- Are all individuals willing to engage in problem solving activities being offered?
- Is there commitment to follow through with conflict resolution?
- If not everyone has bought into the process can conflict resolution still happen?

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Why does conflict exist?

Possible Source of Conflict

- Personality Clashes
- Personal bias
- Events of the past
- Values conflict
- Cultural differences
- Division among group
- Power struggle
- Clicks (department/agency/discipline)

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Personal Awareness

- Personal Development
- Knowing ourselves
 - Where we come from
 - Our values & beliefs
 - Experiences & education
- Living, participating, engaging in a rich complex system can at times be a challenge
 - Self awareness can be helpful in accepting others and most importantly ourselves

There are many ways to become self aware....

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Kokesh 2010

Personal Awareness & the Enneagram

- What is the Enneagram?
 - The Enneagram is a model of personality with different worldviews or types
 - Each type has distinct patterns of thinking, feeling and acting
 - Type is identified by the focus of your attention
 - Energy follows attention
 - Everyone operates primarily from only one type but can access qualities from all the types

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7The Enneagram in the narrative tradition

The brain is a powerful tool

- **The Brain Is Most Complex Organ**
- **100 billion neurons**
- **each nerve cell connected to other cells**
- **1,000,000,000,000 connections in brain**
 - more connections than stars in the universe
 - uses 20-30% of the calories consumed
 - 2 % of body's weight
 - Soft like butter enclosed in a hard shell

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Kokesh 2010

Personality

As we grow, we experience an intricate weaving of our genes, chance and experiential (good and bad) input into our brain

The brain shapes this information into what we call our personality with all its habits, likes, dislikes and patterns of response

This personality becomes a habit of mind

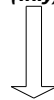
Learning to focus your attention in specific therapeutic ways can override this habit of mind

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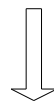
Kokesh 2010

Your Values & Beliefs Affect How You Engage in Problem Solving

"Your Orientation"
*your fundamental value based beliefs about ...
the nature of conflict
&
the capacities of human beings in conflict
(why)*



"purpose & principles"
(what you intend and plan to do)



"practice"
(how you do it)

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HDRS 2009

Professional Mediator Tactics

- Take people where they are
- Honor their conflict experience
- Understand the nature of conflict
- Help people look for opportunities to clarify, communicate, and decision-make

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HDRS 2009 11

Issues List

Support individuals who are engaged in the conflict or problem solving process by offering the opportunity to present a detailed list of their individual issues

- Chart the list so that others can see the complete list
- Create a system for individuals to select priority issues
 - Colored dots or check mark using colored markers
- Generate a priority issues list
- Pay special attention to address issues not selected, placing these non-priority issues onto a “parking lot” to be addressed at a later time

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Communication

- Verbal
- Tone
- Gestures
- Eye contact
- Body Language

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Listening

- Insert image

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Listening w/out “Directive Tendencies”

(having an open, non-judgmental attitude, and a lot of self-awareness and self-discipline)

Without....

- Agreeing with
- Disagreeing with
- Aligning with
- Defending
- Fixing
- Telling
- Judging
- Advising

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Activity

Pair up with another person in the room

Designate Person A and Person B

Person A starts,

- Take two minutes allowing person A to tell person B about a current personal conflict he/she is experiencing right now (or a most recent incident)
- While person A is speaking person B is listening not making any gestures, nodding, verbal, etc.
- After time is called switch allowing person B to talk about his/her conflict. Person A is now the listener not making any gestures, nodding, verbal response, etc.

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Listening w/out “Directive Tendencies”

Important questions to ask yourself (in learning this skill) ...

- What is it like when you are listened to in this way?
- What does it take to listen like this?
- What are the sources of your directive tendencies?
- What aspect of self-awareness do you need to be mindful of when you are listening in this way?

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Speaking

- Insert image

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Paying attention to “how it is said”

- People construct and share their meaning through ...
 - Words
 - Tone of Voice
 - Intensity/Volume
 - Tempo
 - Gaze
 - Gestures
 - Facial Expressions
 - Posture
 - Movement
 - Involuntary Physiological Behaviors
 - Physical Proximity/Space
 - Silence

*Caution in interpreting a person's “affective state” (example “silence”) versus his or her affective expression (what he or she is actually expressing – varies widely by culture)

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Paying attention to “how it is said”

- Follow the “heat” of the conversation ...
 - Take care not to “shut down” unfolding conflict between the persons
 - Opportunity for conflict transformation
(empowerment & shifts or becoming aware of ones part in the conflict)
 - Look for affective expressions
 - Sense of personal vulnerability
 - Self absorption

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Maintaining Neutrality

(avoiding “directive tendencies” and “directive influence”)

- In the (transformative) framework ...
 - Neutrality is a commitment by you to use your influence only ...
 - For the sake of keeping decisions in the disputing individuals hands
 - To make sure that the people in dispute maintain control of decisions

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Basic Problem Solving Skills

- Listening
- Reflecting
- Summarizing
- Questioning
- Checking In
- Process Observations

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Reflecting

- When you say back to the speaker what you believe the speaker has just expressed, using language that is close to the speaker's own (capturing both the substance and the emotional tone of what the speaker has said, without parroting)
- This is like holding up a mirror to the individual
- Examples ...
 - “So, for you, what's happening is that ...”
 - “What you seem to be saying is ...”
 - “You're feeling ...”

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Summarizing

- When you condense a series of issues disputing individuals have said, or a series of things that have happened, into essential points (being inclusive – don't strategically drop anything out)
- Chart or place summary notes onto a flip chart, notepad or white board, etc.
 - Examples ...
 - “So what you want to talk about today is ...”
 - To summarize what you've both talked about so far ...”
 - There are a number of things you're disagreeing about, including ...”

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Questioning

- Usually done with **open-ended** questions that encourage reflection, elaboration, dialogue, and deliberation
- Examples ...
 - “What did you mean by ...?”
 - “What do you want X to understand about that ...”
 - “Is there more that you’ d like to say about that?”

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Checking In

- A way you make the conversation, by asking the parties whether a decision-point that you have noticed is one they want to consider and/or act upon
- Examples ...
 - “So where do you think the discussion should go at this point?”
 - “Are you comfortable with the way this conversation is going?”
 - “Are you ready to move on to [this new point] or do you want to stay with this part of the discussion a while longer?”

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Process Observations

- Factual observations of the individuals' interactions shared with individuals who are disputing so they can choose what to do next
- Be tentative when you respond to the parties as your reflections or summaries may not be entirely accurate – they should be presented in ways that encourage correction by the individuals in conflict
- Examples ...
 - “There seems to be an agreement about what the group would like to do next ... or maybe not ...”

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Agreement

- Verbal
- Hand shake
- Written
- Certified
- Follow up
 - Set a timeline to check in 30 days, 6 mos, 1 year....

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What are other ways of resolving conflict?

- Traditional and non traditional methods for teams to benefit from
 - Counseling services
 - Peacemaking
 - Talking circle
 - Wisdom of elders
 - Traditional leaders
 - Prayer

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Why is it important to resolve conflict?

- There is power in collaboration – united front
- Sense of community
- Helps us to move forward – getting unstuck
- Bonding is part of nature

Relationships are important....

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Conflict is Normal

- Opportunity for team growth
- May offer lessons for future conflicts
- Most THTWC participants are engaged in some form of personal conflict
- There are risks involved if problems are not properly, timely and adequately addressed

As a team we set the tone for our participants and for those we serve....

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References

- M.G. Kokesh, MD, Certified Enneagram Teacher
- Mosten Mediation
- Hopi Dispute Resolution Services
- The Essential Enneagram – The definitive Personality Test and Self Discovery Guide, Daniels & Price

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Tribal Law & Policy Institute



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