

# CRISIS TO CATHARSIS: TURN YOUR ORGANIZATION AROUND

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# Workshop Topics

- The Group Meeting
  - Logistics
  - Agenda
  - Ice Breakers
  - Group Rules
  - Conflict Styles Inventory
- Facilitation Skills
- Post-Facilitation Actions
  - Report
  - Out-briefing
  - Following Up



# IN-BRIEFING

- Identifying the Stakeholders
- Understanding the Organization
  - Historical Context of the Chaos
- Outlining the process
- Determining Expectations
- Game Plan and Follow-up
- The Next Steps



# Diagnosing the Crisis

- 5 Ws
- Surveys
- Data
- Attrition
- Quantitative vs. Qualitative



# Planning the Intervention

- Pre-Work
  - Surveys
  - Interviews
- Gathering Data
- Issues and Themes



# Planning the Intervention

## Appreciative Inquiry

- What is Appreciative Inquiry?
- What can be Gained from Recognizing the Good?
- How do you insert an Appreciative Inquiry method into the intervention?
- What is Working Well in the Organization?
- Magic Lamp Exercise

# Magic Lamp Exercise

- Role Play
- Three Participants



# Group Size

- Size (Small to Large)
- Pre-work options
- Complexity
- Number of Facilitators
- Break outs



# Planning the Intervention Interviews

- Location
- Questions
- Confidentiality
- Purpose



# Logistics

- Location
- Room set-up
- Visual Aids
- Supplies
- Food and beverage

# The Group Meeting Notification

- Notification
- Union
- Tone
- Management Presence



# The Group Meeting

## The Agenda

- Handout



# Ground Rules

- Setting and
- Monitoring
- Agreement
- Talk Turns
- Breaks



# The Group Meeting

## Hopes and Expectations

- Hopes
- Expectations



# The Group Meeting

## Ice-Breakers

- When to Use
- Purpose
- Types of Ice-Breakers



# The Group Meeting

## Managing Open Discussions

- Talk Turns
- Ground Rules
- Facilitator Role
- Venting (Yes/No??)





# GROUP DYNAMICS -TUCKMAN'S GROUP STAGES

- Forming – Orientation, Testing, Dependence
- Storming – Group Conflict
- Norming – Group Cohesion
- Performing – Functional Role-relatedness

# Forming

- Testing
- Boundaries
- Dependency
- Relationships



# Storming

- Conflict
- Resistance
- Interpersonal Issues
- Group Dysfunction



# Norming

- Breaking down resistance
- Cohesiveness
- Standards
- Roles
- Tasks
- Interpersonal dynamics



# Performing

- Activities
- Flexibility
- Energy
- Support



# Adjourning

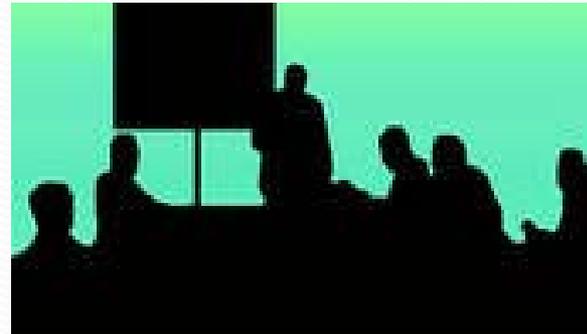
- Dissolution
- Termination of Roles
- Completion of Tasks
- Reduction of Dependence



Smith, M. K. (2005) 'Bruce W. Tuckman - forming, storming, norming and performing in groups, *the encyclopedia of informal education*, [www.infed.org/thinkers/tuckman.htm](http://www.infed.org/thinkers/tuckman.htm).

# Facilitation Skills

- Who should conduct the Facilitation
  - Trained facilitators
  - Trained mediators
  - Neutral
  - Skilled Communicator
  - Developing Trust
  - Good understanding of group dynamics



# Facilitation Principles

- Purpose
- Preparation
- Resourcefulness
- Momentum
- Gatekeeping
- Flexibility



# Dealing with Conflict

- Facilitate or Mediate
- Processing the Issues
- Ground Rules
- Courtesy and Respect
- Move Forwrd



# The Leadership Continuum



# Self-Reflection

- We are individuals first.
- What is my role in the group and in the conflict?
- Self-awareness leads to group awareness.
- Magic Mirror Exercise
- Magic Mirror Debriefing

# PROCESSING ISSUES AND CONCERNS

- Triple 3 Process
- Collective Processing vs. Breakouts
- Reconvene
- Action-items



# Magic Mirror Exercise

- Role Play
- Three Participants



# Catharsis Theory

- Venting the Pressure



# Post-Facilitation Actions

- De-briefing and Report
  - Prepare Report
  - Group input to Report
  - Who participates in the debrief?
  - Follow-up
  - Maintenance

# Final Thought:

*The enlightened leaders of the 21<sup>st</sup> Century are those leaders who do not fear conflict. The enlightened leaders of the 21<sup>st</sup> century are organizational alchemists who recognize that they can use a cathartic approach to conflict as a catalyst for organizational transformation.*

