



UNITED STATES INSTITUTE OF PEACE  
**ACADEMY FOR INTERNATIONAL CONFLICT  
MANAGEMENT AND PEACEBUILDING**

## **Managing Intergroup Conflict through Facilitation**

### *Syllabus*

**October 5-9, 2015**

**8:30 am - 4:30 pm**

#### **Instructors:**

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#### **Course Description:**

This is a skills-based course. It is designed to equip conflict management practitioners with the necessary facilitation skills to engage people in conflict zones in meetings, trainings, dialogue processes, and other nonviolent strategies that contribute to the transformation of conflict.

Facilitation is not simple, nor can it be learned by reading theory. The course is, therefore, intended to be very practical—students will learn by doing. Areas emphasized include planning and designing a process, creating a safe environment, communicating effectively, managing discussions, using exercises to prompt discussion, and managing group dynamics.

#### **Objectives:**

- Participants will understand the distinctions between teaching, training, and facilitating and how to move fluidly between the three roles.
- Participants will understand the relevance of adult learning theory and the benefits of experiential learning.
- Participants will develop a critical self-awareness of their role as a facilitator and their readiness to engage, as well as their power to influence processes.

- Participants will develop facilitation skills, tools, and techniques that will help them engage audiences in exploring issues around conflict and will help them manage processes.

### **Teaching Methodology:**

This course is rooted in the adult learning principle, which states, in part, that adults learn better through active mental and physical participation in learning activities. The learning approach also borrows heavily from experiential and cooperative learning, through which individuals acquire and apply knowledge, skills, and feelings in an immediate setting. Such learning involves a direct encounter with a phenomenon rather than thinking about or analyzing an encounter. In some sessions participants will be asked to draw on their own personal and professional experiences for the practice and application of concepts and skills, while in other sessions they will assume roles.

### **Cross-Cutting Themes:**

While the course focuses on skills development, there are several themes that will be addressed throughout the week, rather than in isolated sessions. These themes include identity, power, and culture.

### **Course Requirements:**

***Participation:*** Participants are expected to attend all five days of the course, which will include sessions on learning skills and applying them in specific contexts.

***Readings:*** Readings that supplement your understanding of facilitation can be accessed online. Please log on to the course website at [academyonline.usip.org](http://academyonline.usip.org). Your user name is your first initial followed by your last name. For example, Adam Smith would use: asmith. Your initial password is Usip!123 – this password is case sensitive. You may change your password after your first log-in.

Several of the sessions have readings, however the majority of them are supplemental and do not need to be read in preparation for the course. Required readings are indicated as such. These include background reading to prepare you for role play exercises and an online assessment.

## Course Agenda

### **Monday, October 5**

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|--------------------|---|
| <b>8:30-9:30</b>   | <b>Welcome and Introductions</b><br><i>Alison Milofsky</i><br><i>Director of Curriculum and Training Design</i><br><i>United States Institute of Peace</i>                                      |
| <b>9:30-10:30</b>  | <b><u>Defining Facilitation:</u> How does facilitation differ from other roles?</b><br><b>What are the skills and dispositions needed for effective facilitation?</b><br><i>Alison Milofsky</i> |
| <b>10:30-10:45</b> | Break   |
| <b>10:45-12:00</b> | <b><u>Setting the Stage:</u> What will guide your process?</b><br><i>Alison Milofsky</i>  |
| <b>12:00-1:00</b>  | Lunch   |
| <b>1:00-2:00</b>   | <b><u>Setting the Stage:</u> How do you build trust?</b><br><i>Tarek Maassarani</i><br><i>Program Manager</i><br><i>Salam Institute</i>   |
| <b>2:00-2:30</b>   | <b><u>Active Listening:</u> How do you process information as a facilitator?</b><br><i>Mark Brimhall-Vargas</i><br><i>University of Maryland</i>  |
| <b>2:30-2:45</b>   | Break   |
| <b>2:45-4:30</b>   | <b><u>Active Listening:</u> What is the power of empathy?</b><br><i>Tarek Maassarani</i>  |

### **Assignments:**

1. Complete the online SCARF assessment. You can access the assessment on Moodle.
2. Read the *Rival Clans* background and your assigned role.

**Tuesday, October 6**

<b>8:30-8:45</b>	<b>Review and Warm Up</b>
<b>8:45-9:30</b>	<b><u>Planning a Process:</u> What does it mean to be a reflective practitioner?</b> <i>Mark Brimhall-Vargas</i>
<b>9:30-10:30</b>	<b><u>Managing Discussions:</u> How do you move the conversation forward?</b> <i>Alison Milofsky and Mark Brimhall-Vargas</i>
<b>10:30-10:45</b>	Break
<b>10:30-12:00</b>	<b><u>Managing Discussions:</u> How do you effectively name dynamics in the room?</b> <i>Alison Milofsky and Mark Brimhall-Vargas</i>
<b>12:00-1:00</b>	Lunch
<b>1:00-2:30</b>	<b><u>Managing Discussions:</u> How do you skillfully ask questions?</b> <i>Alison Milofsky</i>
<b>2:30-2:45</b>	Break
<b>2:45-4:30</b>	<b><u>Managing Meetings:</u> What goes into planning a successful meeting?</b> <i>Mark Brimhall-Vargas</i>

**Wednesday, October 7**

<b>8:30-8:45</b>	<b>Review and Warm Up</b>
<b>8:45-10:15</b>	<b><u>Intergroup Dialogue:</u> What is dialogue and how does dialogue facilitation differ from other processes?</b> <i>Alison Milofsky and Mark Brimhall-Vargas</i>
<b>10:15-10:30</b>	Break
<b>10:30-12:00</b>	<b><u>Managing Discussions:</u> How do you track conversations and strategically introduce ideas?</b> <i>Tarek Maassarani</i>

<b>12:00-1:00</b>	Lunch
<b>1:00-2:30</b>	<b><u>Intergroup Dialogue:</u> Experiencing dialogue</b>
<b>2:30-2:45</b>	Break
<b>2:45-4:30</b>	<b><u>Managing Discussions:</u> Role play exercise</b> <i>Mark Brimhall-Vargas</i>

#### **Thursday, October 8**

<b>8:30-9:00</b>	<b>Review and Warm Up</b>
<b>9:00-10:00</b>	<b><u>Brainstorming Processes:</u> Samoan circle and carousel</b> <i>Mark Brimhall-Vargas and Alison Milofsky</i>
<b>10:00-10:15</b>	Break
<b>10:15-12:00</b>	<b><u>Brainstorming Processes</u> (cont.)</b>
<b>12:00-1:00</b>	Lunch
<b>1:00-2:30</b>	<b><u>Decision Making:</u> What decision making process do you use and how do you help people make a decision?</b> <i>Mark Brimhall-Vargas</i>
<b>2:30-2:45</b>	Break
<b>2:45-4:15</b>	<b><u>Working with a Co-Facilitator</u></b> <i>Mark Brimhall-Vargas and Tarek Maassarani</i>
<b>4:15-4:30</b>	<b>Closing: Where are you now?</b>

#### **Friday, October 9**

<b>8:30-9:00</b>	<b>Review and Warm Up</b>
<b>9:00-10:30</b>	<b><u>Prepare for Practice Facilitation</u></b>
<b>10:30-10:45</b>	Break
<b>10:45-12:00</b>	<b><u>Prepare for Practice Facilitation</u></b>

<b>12:00-1:00</b>	Lunch
<b>1:00-2:30</b>	<b><u>Practice Facilitation</u></b>
<b>2:30-2:45</b>	Break
<b>2:45-3:30</b>	<b><u>Practice Facilitation</u></b>
<b>3:30-3:45</b>	Closing
<b>3:45-4:00</b>	Evaluations and Certificates