

# Befriending Paradox

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Brief introduction of the day

- Overview of Adam Kahane's *Facilitating Breakthrough*
- Exploration of **how** we facilitate settlement by cycling through vertical and horizontal processes
- Deep dive into three common paradoxes \*
  - Logic and emotion
  - Principle and compromise
  - Engaging and avoiding

\* Applying concepts from Bernie Meyer's *The Conflict Paradox: Seven Dilemmas at the Core of Disputes*.

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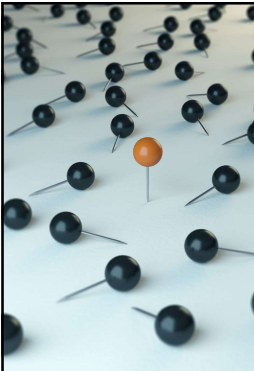
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Paradoxes

- What are they?
- As they arise in our work. What are our struggles or challenges?
- What's going on:
  - For us
  - For our clients
- How do we move away from either or thinking?

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It's ok to be strategic!

- Strategies for toggling between vertical and horizontal facilitation
- Strategies to work with particular paradoxes so we don't get stuck in the binary.

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### The hand model of the brain

Daniel J. Siegel, *Mindsight* (Melbourne: Scribner, 2010), p.15

**LEFT HAND: LIMBIC SYSTEM**  
 THUMB: AMYGDALA  
 INDEX: HIPPOCAMPUS  
 MIDDLE: PFC (PREFRONTAL CORTIX)  
 RING: MIDDLE CORTIX  
 PINKY: POSTERIOR CORTIX

**RIGHT HAND: CEREBRAL CORTIX**  
 THUMB: PFC (PREFRONTAL CORTIX)  
 INDEX: MIDDLE CORTIX  
 MIDDLE: POSTERIOR CORTIX  
 RING: SPINAL CORD

Place your hands in the middle of your body as in the figure.

Now hold your fingers together and spread them in the same direction as the right hand of the brain.

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When You Flip Your Lid

STOP

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Sometimes it's hard for us to remember

Collaboration is not the first option.

If people have a choice, tend to choose

- Force
- Adapt, or
- Exit



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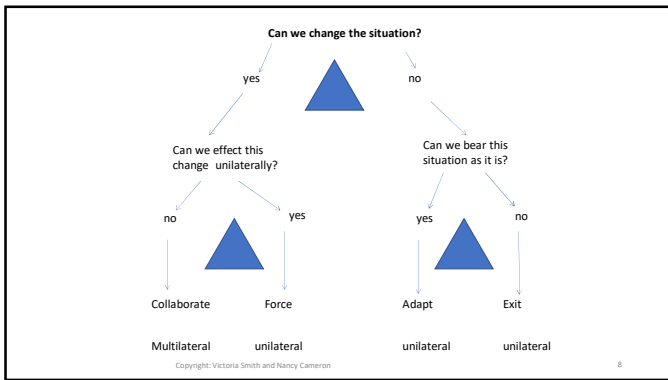
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Do we have the conditions necessary for Collaboration?

» If the conditions for Collaboration exist, then this provides momentum

» If the conditions for Collaboration don't exist, then the facilitator may need to provide the momentum



*Does embedding in one end of a paradox (ex. avoid, emotion or logic, principal or compromise) become a way to try to force or exit or adapt?*

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### How do we see our Situation?

<p><b>Vertical Facilitation</b></p> <ul style="list-style-type: none"> <li>• We have the right answer           <ul style="list-style-type: none"> <li>• Upside: Expertise and decisiveness</li> <li>• Downside: Groupthink and repudiation</li> </ul> </li> <li>• To shift towards horizontal INQUIRE</li> </ul>	<p><b>Horizontal Facilitation</b></p> <ul style="list-style-type: none"> <li>• We each have our own answer           <ul style="list-style-type: none"> <li>• Upside: diversity and inclusion</li> <li>• Downside: Cacophony and indecision</li> </ul> </li> <li>• To shift towards vertical ADVOCATE</li> </ul>
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### How do we define success?

<p><b>Vertical Facilitation</b></p> <ul style="list-style-type: none"> <li>• We need to agree           <ul style="list-style-type: none"> <li>• Upside: Finish line</li> <li>• Downside: Impasse or poor agreement</li> </ul> </li> <li>• To shift towards horizontal - ADVANCE HOW.</li> </ul>	<p><b>Horizontal Facilitation</b></p> <ul style="list-style-type: none"> <li>• We each need to keep moving AND stay in relationship           <ul style="list-style-type: none"> <li>• Upside: Pragmatic</li> <li>• Downside: Dispersion, process fatigue</li> </ul> </li> <li>• To shift towards vertical - CONCLUDE HOW.</li> </ul>
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### How do we get from here to there?

<p><b>Vertical Facilitation</b></p> <ul style="list-style-type: none"> <li>• We know the way           <ul style="list-style-type: none"> <li>• Upside: A clear route</li> <li>• Downside: Dead end and over a cliff</li> </ul> </li> <li>• To shift towards horizontal: BE CURIOUS, DISCOVERY, ITERATIVE STEPS</li> </ul>	<p><b>Horizontal Facilitation</b></p> <ul style="list-style-type: none"> <li>• We will find our way as we go           <ul style="list-style-type: none"> <li>• Upside: Flexibility</li> <li>• Downside: Divergence and disorganization</li> </ul> </li> <li>• To shift towards vertical: MAP, AGENDA</li> </ul>
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### How do we decide who does what?

<p><b>Vertical Facilitation</b></p> <ul style="list-style-type: none"> <li>• The professionals decide</li> <li>• Upside: Authority and alignment</li> <li>• Downside: Subordination, insubordination (non-compliance)</li> <li>• To shift towards the horizontal - ACCOMPANY (SUPPORT FROM BEHIND)</li> </ul>	<p><b>Horizontal facilitation</b></p> <ul style="list-style-type: none"> <li>• We decide for ourselves</li> <li>• Upside: Self-motivated action</li> <li>• Downside: Separateness, misalignment</li> <li>• To shift towards the vertical - DIRECT</li> </ul>
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## A chance to work with vertical and horizontal facilitation

Exercise #1

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### Debrief Exercise #1

<p><b>1</b></p> <p>Plan #1 The horizontal plan:</p> <ul style="list-style-type: none"> <li>• Upsides:</li> <li>• Downsides:</li> </ul>	<p><b>2</b></p> <p>If it doesn't work, how and when would you toggle to vertical?</p>	<p><b>3</b></p> <p>Plan #2 the vertical plan</p> <ul style="list-style-type: none"> <li>• Upsides:</li> <li>• Downsides:</li> </ul>	<p><b>4</b></p> <p>If it doesn't work, how and when would you toggle to horizontal?</p>
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It's the Principle!

- Those that have difficulty with compromise tend to be highly principled
- Can we spot this early in our clients?
- Underneath each principle is another principle - the deeper we go, the less willing we are to compromise.
- The most important source of power we have is our conviction and clarity about our values  
*and*
- Rigid adherence to principle can diminish our power

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Short exercise in pairs

- Think of a principle you hold dear. Reduce it to one sentence. Write it down.
- Some examples
  - I support the death penalty.
  - I don't support the death penalty.
  - People should not have the right to vote if they are in jail.
  - Everyone should have the right to vote, being in jail should not disenfranchise you.
- In pairs, see what you can discover about underlying values.
- Switch

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## Debrief

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**01**

What do you do with the values you have uncovered?

**02**

Is there one value that is non-negotiable?

**03**

Are there some compromises that still allow the person to hang onto the most important value?

**04**

Compromise fatigue

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## Engaging and Avoiding



- Not binary
- Avoiding something creates space to engage in something else.
- One person's engagement may push other into avoidance.
- Refusal to engage may push the other to try to force or exit.
- Decisions about what to engage with and what to avoid are personal.
- We can engage and avoid passively or actively.
- Horizontal work to find out our client's priorities.

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Short Exercise:  
Engaging and Avoiding

- Think about a personal conflict you have had that you chose to engage in or not to engage in.
  - In hindsight, would you make a different choice or approach it differently?
  - Why or why not?

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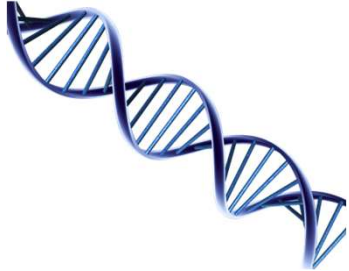
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The DNA of Conflict  
Emotion / Logic



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PARK BENCH EXERCISE



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THE DNA BRAID: THE INTERPLAY OF EMOTION AND LOGIC

- Not about gender or personality type
- Without emotion, we can't engage and make decisions
- Yet we can't resolve conflicts simply by expressing emotion
- While we may focus on expression or analysis, both operate every step of the way and are essential to the other
- Identity, meaning, values and security must be addressed for lasting agreements

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**THE NEUROSCIENCE OF THINKING AND FEELING**

It's about approach (reward) and avoid (threat)

- Prefrontal cortex
- Limbic-amygdala
- Brain stem



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**Fear and Anger (Lerner research)**

- ▶ Evoking anger :
  - ▶ can increase feelings of certainty and control
  - ▶ can lead to becoming more punitive, even if the situation causing the anger is unrelated to what they are judging
- ▶ Evoking fear:
  - ▶ can enhance feelings of uncertainty and loss of control
  - ▶ increases stress hormones (cortisoid levels) which remain elevated for an extended period of time

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**OUR GREATEST CHALLENGE: HOW TO UNDERSTAND AND WORK WITH EMOTIONS IN DEAL-MAKING?**

- More than venting.
- Create the space to experience emotional reactions to ideas and think about feelings.
- At the same time, keeping emotions in perspective.
- Working on both levels at the same time.

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**We react to stress differently**  
Dr. Thomas Boyce: The Orchid and the Dandelion: Why Some Children Struggle and all can Thrive




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**Techniques to support emotional regulation and reduce stress**

- Heighten predictability
- Increase sense of individual control
- Name it to tame it
- Sit on my hands
- Create the physical environment
- Tap one foot and then the other
- Scent

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**Strategies to manage emotion and logic**

- Observe what's going on
- Counterbalance tendencies toward feeling or thinking
- Allow venting safely and effectively
- Be aware of our own tendency and share it

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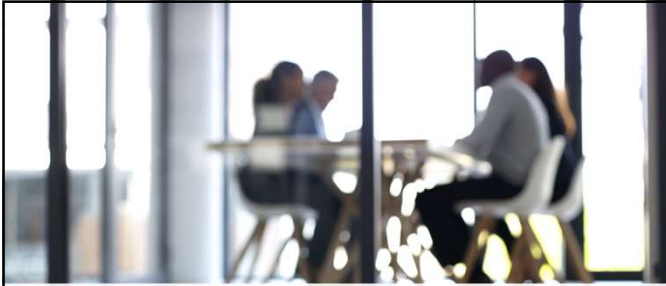
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A Chance to Work with Engaging and Avoiding (with emotion!)

Exercise #2

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### Debrief of Exercise #2

1. Conflict style of each person during the marriage- when did they engage/avoid? What happened? What does each want to do now?
2. What are each person's most important goals wants and worries? Are any internally competing?
3. Thinking about avoiding and engaging, how will you help each person prepare to express her goals and worries at the first meeting and hear /respond to the other?

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### A Chance to Work with Principle and Compromise (with emotion!)

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Debrief of Exercise #3

- Vivian
  - Principle, underlying values, strategies
  - Working with emotion
  - What if she can't compromise?
  - Emotional regulation strategies
- Jasmine
  - Principle, underlying values, strategies
  - Working with emotion
  - What if she can't compromise?
  - Emotional regulation strategies
- Vertical - Horizontal

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