

Evaluation Results

These are the evaluation results of the 5-day training course “Managing conflicts in ecosystems uses: The science and art of getting conflicting groups and individuals to agreement in multi-stakeholder workshops” from 18-23 November 2018 in Grimsö, Sweden. Participants were about 20 international PhD students.

On the last day of the course, each participant wrote on an A4 sheet of paper what was positive (“+” symbol), should be changed in the course (“Δ”), as well as his/ her global appraisal of the course (“o”)

+	Δ	o
<ul style="list-style-type: none"> • Learning to scrutinize one’s own feelings and needs (introspection). • Yorck’s openness (tolerance?) of questions and debate – obviously not always easy with a group of PhD students! • The preparatory process before considering any facilitation, specifically learning about the information gathering process and stakeholder mapping. • Techniques to conduct dialogue in tense situations – scale of acceptability, drawing, nonviolent communication, alter ego etc. 	<ul style="list-style-type: none"> • As the week progressed, found it difficult to keep track of what we had covered, particularly if it was more than one day previously – this is probably just because so many new concepts were introduced. • Perhaps some more case studies (or just one) would be informative: not a step by step, but an overview of the stages, the timeline, the cost. The lynx parliament for example 	<ul style="list-style-type: none"> • It was an intellectually and emotionally stimulating experience. I thoroughly enjoyed it. I felt challenged, disorientated, but greatly satisfied and enthused by the experience. The constellations exceeded my expectations and provided me with valuable insight to two issues. Thank you.
<ul style="list-style-type: none"> • Giving space and time for personal reflection and development. • Excellent location, isolation helped focus & group cohesion. Particularly 	<ul style="list-style-type: none"> • Early clarification of paradigm working within, i.e. that this is a course in conflict mediation rather than the study of conflict mediation in a scholarly sense. 	<ul style="list-style-type: none"> • I appreciate the holistic approach of the course, while I may have found some specific aspects more or less useful individually I appreciated that they may



flow~ing

Promoting Dialogue

+	Δ	o
<p>good for ecologists to have nature nearby.</p> <ul style="list-style-type: none"> • Very much widened my focus and appreciation. 	<ul style="list-style-type: none"> • Use of gender neutral pronouns instead of he/ she, e.g. [???] in course material may help keep contextualization free of baggage related to gender etc. particularly in text material. 	<p>have greater significance in the wider context of our journey.</p>
<ul style="list-style-type: none"> • Good people • Good discussions • Good location and accommodation • Good to alternate “plenary” activities to group activities • The digestion group • The “freedom” atmosphere (everyone free and welcome to give his opinion) • Understanding the role of the facilitator 	<ul style="list-style-type: none"> • Hard to read what was getting written on the small paper pieces and the paper board. I think slides would be more effective. Less paper would be used too. • I would have liked to hear about more case studies, both successful and unsuccessful, and compare them. The comparisons would help figuring out what is needed for conflict mediation to be successful 	<ul style="list-style-type: none"> • It was a good opportunity to think and discuss. I now see the importance of structuring the meeting and being transparent and clear with the stakeholders. I bring back some good ingredients for further thinking.
<ul style="list-style-type: none"> • Digestion groups • Optional evening sessions → chance for deeper exploration • Mediation • Games/ energizers • Packed with information & experiences! 	<ul style="list-style-type: none"> • More case examples of conflict solutions <u>AND</u> whether they were implemented successfully • Greater detail/ clarification on the philosophies that underlie the different techniques e.g. curative vs. positivist? 	<ul style="list-style-type: none"> • The progression of the course was very good – building from bottom up. → This required high levels of trust in facilitator/ course leader → trust the process, even if at first it seemed a bit unclear.
<ul style="list-style-type: none"> • Trusting and friendly environment • Structure of the work with mediation • Covering important concepts that can be further explored by participants • Including different aspects that may speak to different participants 	<ul style="list-style-type: none"> • Add more info from experience of successful mediation processes (looking at an entire process that has been successful rather than fragments) 	<ul style="list-style-type: none"> • The course helped structuring and highlighting important concepts and ingredients for successful relationships and processes in all aspects of life (personal & professional). Making the world a better place one step at the time.



flow~ing

Promoting Dialogue

+	Δ	o
(everyone found at least something useful)		
<ul style="list-style-type: none"> • Very interactive • Innovative technique I have not come across • Lots of opportunity for feedback • Comfortable environment • Good system of learning • Introspection – I don't often get the chance to do this • Connecting with new people & refreshing perspectives • New outlook on "conflict management" → the outcome is not always a solution 	<ul style="list-style-type: none"> • Would have liked the opportunity to put what I have learned into practice • Possibly a bit more time for exercises? • Would be good to provide a "reading list" 	<ul style="list-style-type: none"> • I learned so much from this course – both about facilitation & myself within it. It has been great to learn from Yorck & and his vast expertise. I loved his gentle approach to facilitation, his innovation & adaptability. I feel I have grown in confidence with regard to facilitation & mediation & feel as though I could "make the leap" 😊 • P.S. It is very nice to know "humour" is important!
<ul style="list-style-type: none"> • Learning to have positive regard and <u>to maintain it</u>. • Techniques for empathic and non-violent conversations. • Calm, patient, open facilitation • Building a positive group identity. • Understanding of my role. • Tools to help move forward. • Opportunity to explore my case study. 	<ul style="list-style-type: none"> • For me (Steve) the course (and I) would have benefitted from more time for facilitation team before to discuss positions of participants (natural scientists entering conflict). • Also more time afterwards for facilitation team and reflect in person. 	<ul style="list-style-type: none"> • Excellent, valuable, thought-provoking course.
<ul style="list-style-type: none"> • The structure of the workshop: Me & conflict → You & conflict →... This was really good and made me reflect about my position – please keep it. 	<ul style="list-style-type: none"> • A bit difficult to follow some experiences used in class. Should have had more background info. Is it possible to prepare participants on a case before starting the 	<ul style="list-style-type: none"> • I don't know if the workshop need to be 5 days? Maybe it does. But I felt a bit saturated towards the end. I am not sure of how to carry it out in another way though.



flow~ing

Promoting Dialogue

+	Δ	o
<ul style="list-style-type: none"> • Great to use the workshop itself to show how a workshop can be carried out? • Really liked the attitude of the facilitator got a lot of focus. Before the workshop thought the tools would be the thing of most interest to me. But I now feel that how the facilitator behave and reflect is of great importance and need a lot of attention in this workshop. • The workshop manual is really good and I am very glad to have that one for later • Really glad we got time to discuss how we can use this that we learned later and how the group can share experience later 	<p>workshop, or give participants time to understand the example of a case better.</p> <ul style="list-style-type: none"> • Maybe the workshop leader could have walked through a workshop case he/ she have worked on earlier to give a real example of how such as workshop process can be? 	
<ul style="list-style-type: none"> • The emphasis on creating a group environment • All the energizers and roleplays and active learning parts • Circle environment • The constellations. • Digestion groups • The focus on the importance of the attitude and introspection and the importance of your attitude. • Congruence. 	<ul style="list-style-type: none"> • Our role in this situation could be a bit clearer from the start. • More clear on time, when we start and how long for example. • The aim/ goal of the theoretical parts could also be a bit clearer from the beginning for me. 	<ul style="list-style-type: none"> • Very interesting experience. I felt like I have learned things that I will take with me always. Both in professional and private life.



flow~ing

Promoting Dialogue

+	Δ	o
<ul style="list-style-type: none"> • Tools gained to “manage” or “deal with” conflicts • Remarks of concepts like empathy, transparency, non-violent communication, avoiding of giving advice • Network (be part of a scientific community) • Friendships. • Location! 	<ul style="list-style-type: none"> • More application of tools (people involvement?) rather than constellation (very hard to keep it real) • More scientific sources when presenting tools and techniques. It will help to track them down and understand better how to replicate them. 	<ul style="list-style-type: none"> • In the last week, more and more times; I have been thinking of the use of words like “me”, “I”, “myself”, “in my opinion” during conflict management. The course helped me thinking that is not about <u>me</u>, but about <u>us</u>. Best take home message.
<ul style="list-style-type: none"> • Digestion groups • Energizer • Getting the group together • A lot of activities • Constellations (chance to explore that in the evenings) • How the groups’ feelings & resources were taken into account (e.g. integrating the walk) • Food, accommodation, organization – wonderful, thanks so much • Very powerful (because repeated) impression of the circumstances required to allow successful mediation, & thus increased reflection of one’s own role & needs. 	<ul style="list-style-type: none"> • I kind of feel that the “scenario” of a workshop has been left hanging in the middle, with ideas to brainstorm solutions but no further tools how to realize a decision/ come to decisions/ make or help people implement it/ round it up... I know it’s also a time issue but at least talking about it/ giving and insight would have been nice. 	<ul style="list-style-type: none"> • Lots of love. • Very grateful for the insights & experiences • Personal development & “jobwise” (professional) development → interesting & useful & challenging package
<ul style="list-style-type: none"> • Building networking with people/ students in the same study areas/ issues 	<ul style="list-style-type: none"> • If maybe there will be the next similar course can it be please in summer/ spring so 	<ul style="list-style-type: none"> • I am learning new tools for conflict mediation (systemic constellation) • I like the digestion group



flow~ing

Promoting Dialogue

+	Δ	o
<ul style="list-style-type: none"> • New friends, circle • Gained more knowledge/ information/ skills/ insights/ understandings • Grateful • Inspired 	<p>the day time is longer and more outdoor activities.</p> <ul style="list-style-type: none"> • But the winter vibe here is so beautiful too... 😊 	<ul style="list-style-type: none"> • I love this peaceful place (beautiful)
<ul style="list-style-type: none"> • Theory e.g. conflict levels • Techniques e.g. non-violent communication, UPR • Tools e.g. constellations, role plays, solution based questions, active listening • Energizers • Digestion groups were useful for reflecting at the end of each day. 	<ul style="list-style-type: none"> • Less time spent on constellations • Introduce ideas on how to arrange the physical space in a workshop/ facilitation setting e.g. chair arrangement 	<ul style="list-style-type: none"> • Great emphasis on the drivers of conflict at the macro-scale
<ul style="list-style-type: none"> • The time spent on NVC, empathic listening rather than the workshop tools at the start • Role playing in groups that allowed for us to get to know each other even if we had to argue • Constellations were an unusual technique and a good time to spend in the evenings • The facilitation team's approach made me feel very comfortable 	<ul style="list-style-type: none"> • Definitely needs to be longer – I don't want it to end yet • Digestion groups – I would appreciate the possibility to change groups every night to discuss different ideas 	<ul style="list-style-type: none"> • I have learned a completely new approach to both my understanding of my role as a researcher or facilitator AND the actual facilitation techniques. I will remember that my aim is to support the people I work with in the best way I can. It's not all just about the workshop methods.
<ul style="list-style-type: none"> • Tools. • Going for a walk! • Practical exercises 	<ul style="list-style-type: none"> • Timing of the meals • Many difficult words and concepts • Exhausting 	<ul style="list-style-type: none"> • Overall a very interesting course even though I'm not in the middle of an ecosystem conflict myself. Concepts and



flow~ing

Promoting Dialogue

+	Δ	o
<ul style="list-style-type: none"> Starting with an energizer Presentations of the course/ day elements on the board Role playing was fun! Digestion groups 		<p>tools will be useful for everyday life & all kinds of conflict situations.</p>
<ul style="list-style-type: none"> Well structured → contents flowed neatly into each other in a logical way. Really appreciated the first two days spent looking more at myself and how to reflect on my own conflicts. The activities were really useful, not only to use as tools in the future but also to bring us all closer so that we have a support network which we can go to for advice in the future. 	<ul style="list-style-type: none"> Spend a bit more time looking at other tools for workshop and solution finding. Maybe the opportunity to run our own workshops or constellations within a safe space. 	<ul style="list-style-type: none"> I will take from this the ability to manage conflict within myself, and how to come across as genuinely empathetic and impartial when speaking to stakeholders. In general, the course has made me more aware of others and of situations and how these might affect people's needs and emotions.
<ul style="list-style-type: none"> Non-violent communication Short meditation sessions Group exercise (3 persons) on non-violent communication. Digestion groups. Group exercise on belligerent/ avoidant behaviour in a conversation/ conflict. 	<ul style="list-style-type: none"> Less focus on performing/ facilitating workshops More discussions in smaller groups Greater focus on non-violent communication and on "difficult conversations" in conflict situations. Less focus on constellations 	<ul style="list-style-type: none"> Interesting course, but slightly different focus from what I had expected.
<ul style="list-style-type: none"> Really good balance between activities in the workshop (explanations, exercises, etc.) and breaks. Even when it was a whole day work everyday you never felt tired for coming back to the activities. 	<ul style="list-style-type: none"> Cannot think of anything I would change 	<ul style="list-style-type: none"> Positive experience; I take many things home to keep processing and "digesting". Useful for work and <u>real life</u> → liked to be even more aware of our role as <u>persons</u> in work we do. Intensive workshop but well dosed.



flow~ing

Promoting Dialogue

+	Δ	o
<ul style="list-style-type: none"> Learnt much from watching Yorck's behavior (body language, verbal expressions, way of saying things and clarifications) during workshop 		
<ul style="list-style-type: none"> Interactive Variety of activities Good balance of theory and practice Lots of fun Providing additional sources for further exploration of tools and approaches Using real-life examples 	<ul style="list-style-type: none"> During the constellation people who don't participate feel kind of left out. I am not sure how to address this. 	<ul style="list-style-type: none"> Useful tools for conflict resolution in conservation & every-day life. ! Dissemination of conflict-stages & appropriate tools for each stage to be used.
<ul style="list-style-type: none"> Good for provoking thoughts around your particular issue. Also a good tool (by this I mean the whole training course) for self-evaluation & reflection as an individual and in relation to the conflict. Great for meeting like-minded people who have the same or similar issues. Digestion groups were effective to speak about small niggling problems unable to speak about in classroom. Puts things into perspective 	<ul style="list-style-type: none"> More wall space to put posters up from day's work (no fault of facilitator of course) working environment is important for me to be able to take notes effectively. In an ideal world there would have been time to do the whole mediation process using a scenario. Maybe something else could have been missed to allow the resolution of the given scenario. However, not all voted for this (to be a facilitator) but I think even they want to see the result of the resolution process. Vague understanding of the next step to take have a workshop 	<ul style="list-style-type: none"> A brand new concept to me & promises to be a useful tool to solve my conflict. It leaves you waiting to find out more and use this tool.

