WORKSHOP 9 Conflict Resolution and Transformation

Introduction

Conflicts, even of long standing duration, can be resolved if we can just keep the flow of communication going in which people come out of their heads and stop criticizing and analyzing each other, and instead get in touch with their needs, and hear the needs of others, and realize the interdependence that we all have in relation to each other. We can't win at somebody else's expense. We can only fully be satisfied when the other person's needs are fulfilled as well as our own. – Marshall Rosenberg

This session describes concrete skills for staying engaged during and resolving conflict.

Goals

This session will:

- Introduce the idea that conflict is a healthy part of community building
- Provide insight to participants about what their peers and mentors think about conflict
- Guide participants in practicing empathy and self empathy
- Guide participants in practicing conflict resolution and transformation

Learning Objectives

Participants will:

- Recognize that conflict is a healthy part of life
- Identify and discuss successful conflict resolution skills
- Find ways to utilize conflict resolution skills into real life situations

Workshop-at-a-Glance

ACTIVITY	MINUTES
Opening	10
Activity 1: Opinion Continuum	15
Activity 2: Conflict Resolution and Transformation Role Play	30
Closing	5

Spiritual Preparation

Reflect on a time you were in a personal conflict. What worked well to resolve it? What do you wish you had done differently?

Opening (10 minutes)

Materials for Activity

- □ Chalice, candle, lighter or LED/battery-operated candle
- Newsprint and markers
- Chalice lighting words: Worship Web <u>The Edge</u> by David O Rankin A religion that promises a life without tension, a life without conflict, a life without suffering, is a religion of passivity, a religion of mediocrity, a religion of insignificance. Everything worth doing in the world is a desperate gamble, a game of chance, where nothing is certain.

What is love? Is it not a wild and sublime speculation that can end in ecstasy or despair? What is courage? Is it not a hazardous risk of fortune that can end in victory or defeat? What is adventure? Is it not a blind leap in the dark that can end in joy or disaster? What is faith? Is it not a prayerful flip of the coin that can end in heaven or hell? If I refuse to play the game, if I refuse to risk myself, if I refuse to throw the dice, I am never really alive. I am then only flesh, baking in the sun on a middling plateau, with no view of the valley and no road to the peak.

- ☐ Group covenant (from Workshop 2, Living in Covenant)
- □ Check in question:

 What is one thing that is challenging for you about being in conflict with another person?

Preparation for Activity

- Write the chalice lighting words on newsprint and post
- Post the group covenant developed in workshop 2
- Post the check in question in the designated place

Description of Activity

Welcome first-time participants. Invite participants and facilitators to go around the circle and say their names and briefly answer the check in question (in 3 or 4 sentences). Remind participants that check in is not a time for cross talk - clarifying questions can be asked if necessary. After everyone who wants to has had a chance to check in, ask for a volunteer to light the chalice.

Including All Participants

Let participants know they have the right to pass or pass for now. For participants who have trouble being concise you can ask them "how would you sum up your experience in one sentence?" For participants who have trouble refraining from cross talk remind them of the group covenant and to be respectful of their peers' time to share and the leaders' time to facilitate.

Activity 1: Opinion Continuum (15 minutes)

Materials for Activity

	Leader Resource 1 Opinion Continuum Statements
	A 15-30 foot linear space that is accessible
	Two pieces of blank 8.5x11" paper
П	Tane

Preparation for Activity

- Post pieces of paper with #1 and #10 written on them either on opposite walls or on the floor on opposite ends of the room.
- Review Leader Resource 1 Opinion Continuum Statements and choose the top five you would like participants to discuss as they will likely not make it through all the questions.

Description of Activity

In this activity participants learn to listen to others talk about their thoughts on conflict, and share their personal experiences with it.

Explain that the group will be participating in an Opinion Continuum exercise. Point out the #1 and #10 markers on the floor or wall. Tell the group that you will read a series of statements and after each statement, participants reflect silently for a moment on their own opinion. Then participants will move silently and place themselves on the opinion continuum based on the extent to which they agree or disagree with the statement (10 = agree strongly, 1= disagree strongly, and 5 = neutral, don't feel strongly one way or the other.)

Explain that conflict is a part of life that many people – adults and youth – have mixed feelings about and a range of experience with conflict – both good and bad. Tell the group that the statements you will be giving are common things people say about conflict and that the participants should give their own opinions. Remind them of the following things:

- There are no right or wrong responses to the statements and that passing is always an option.
- When commenting, remember confidentiality and respect the privacy of others. You may share stories, but not names.
- Keep your answers brief so there is time for multiple people to share.
- Use "I" statements.
- Respond to the statement the way you understand it, knowing that it may be interpreted differently by other people.
- Refrain from judging others even if you disagree with their ideas.
- Be honest.
- When someone is speaking, actively listen to them. Do not use that time to formulate your answer.

Read the first statement from Leader Resource 1 Opinion Continuum Statements and remind participants which sides of the room are "strongly agree" and "strongly disagree." After participants have found their spot, invite them into a moment of silence where they can collect their thoughts. Ask a few participants who have positioned themselves on various points on the

continuum what some of the reasons they chose that point on the continuum are. Then go on to a different statement.

After you have read each statement or with five minutes left for the activity, whichever comes first, bring the group into a circle. Ask questions similar to:

Did anything happen that surprised you? Which statement did you find the most challenging? How did this feel for you?

Depending on which workshops from *Bringing the Web to Life* you have completed, conclude by saying something like:

I'd like you to recall the active listening skills we learned in a previous session: the use of silence; paying attention to body language; paraphrasing and synthesizing and asking probing questions. In our next activity we'll practice resolving conflict through role play scenarios. Active listening is a great tool to use to resolve conflict.

I'd like you to recall the skills we learned in the Creating Inclusive Community session: helping people remember they matter to us; suspending judgment; staying engaged; demonstrating a willingness to learn and accepting when you've made a mistake. In our next activity we'll practice resolving conflict through role-play scenarios. The skills needed to create an inclusive community are similar to those needed to help resolve a conflict. After all, conflict can be defined as a break in relationship or community.

I'd like you to recall the questions we asked ourselves in the Living in Covenant session: How do we treat ourselves?; How do we treat each other?; How do we communicate?; How do we treat our space?; How do we treat those not part of the group?; How do we uphold our faith?; How do we become people others can count on?; What sacrifices are we willing to make in the name of the highest good? and How do we make amends? In our next activity we'll practice resolving conflict through role play scenarios. Remember that part of living in covenant is accepting that sometimes we break our promises to each other and that striving to repair brokenness is an invaluable habit we practice to bring ourselves closer to one another.

Activity 2: Conflict Resolution and Transformation Role Play (30 minutes)

Materials for Activity

- □ Handout 1 Transforming Conflict
- □ Handout 2 Universal Feelings and Needs
- □ Leader Resource 2 Hypothetical Conflict Situations
- □ Index cards: 10 for each participant
- Pens or pencils
- □ Flip chart paper
- □ Markers

Preparation for Activity

Make copies of handout for all participants.

- Write the hypothetical conflict situations from Leader Resource 2 on index cards.
- Familiarize yourself with Handout 1 Transforming Conflict and other conflict resolution materials that you have come across in your own experiences or research.

Description of Activity

In this activity participants practice empathy and learn skills for resolving and transforming conflict through role-play. For groups larger than 10, you may choose to split the group in half. Pass out one index card to each participant and ask them to write down a real conflict situation they are aware of or a hypothetical conflict situation. Remind them they may share real life stories, but not the real names of anyone involved. Collect the index cards and add them to the ones you have written.

Give each participant a copy of Handout 1 Transforming Conflict and Handout 2 Universal Feelings and Needs. Ask for volunteers to read Handout 1 aloud to the group. While participants are reading, choose a conflict situation you believe the group will be challenged by, and ultimately successful in resolving. If none of the participants' conflict situations are applicable, choose one that you wrote.

Read the conflict on the index card you've chosen. Ask for volunteers who are willing to assume a character in this conflict and role-play the scenario. Explain that in a moment, these volunteers will act out one of the conflicts they've written on note cards, using the tips suggested in Handout 1 while the rest of the group will practice showing empathy for the actors. Ask participants to turn to Handout 2 Universal Feelings and Needs and explain that each word listed is a feeling or need that at some point all humans have, or to put it another way, these are universal feelings and needs. Ask participant to go in a circle and read one section of feelings or needs at a time. Remind participants they may choose to pass.

Distribute the rest of the blank index cards evenly among participants (not including the actors) and tell them they will use these cards in a moment to write down feelings and needs.

Read the conflict on the index card again and ask each actor to talk briefly about the conflict from their character's perspective. Remind them not to inflate or exaggerate the characters or situation for the sake of being theatrical. Provide an example for the actors if they are confused. For example if you chose Conflict Scenario 1: "One person in a group is speaking over others, interrupting and being disruptive in general" actors might say something like:

Actor A: I just tried to speak but [Actor C] totally cut me off.
[Actor C] is being rude and making it so I can't concentrate on what's going on.
[Actor B] is being too sensitive and trying to censor me.

After each actor has shared their character's perspective, ask the participants to take a look again at Handout 2. Instruct participants to guess one feeling and one need that the first actor's character may be feeling or needing and write them each on an index card. For example, if you chose Conflict Scenario 1, a participant might write "Need to be heard" on an index card. Once all or most participants have written something, ask them to hold their cards up in reference to Actor A. Ask the actor which guesses they imagine might fit for their character. Emphasize that participants are guessing, not aiming for THE right answer. Repeat this instruction for each actor.

Then allow the volunteers to act out the conflict scenario, employing the tips from Handout 1. If the actors have not come to a resolution after five minutes, ask them to pause and offer gratitude to the other person for their willingness to engage in conflict with them. Then ask participants one more time to write down one feeling and one need from Handout 2 on their index cards and hold them up that the first actor's character expressed or had throughout the role-play. Ask that actor to identify which cards being help up reflect what their character was feeling or needing and repeat this instruction for each actor.

If time allows you may choose to do another role-play with different actors and a different conflict scenario.

After the role-play(s), gather the group in a circle and ask questions like:

What was it like as a participant to try to empathize with the characters?

What was it like as an actor to have your feelings or needs reflected back to you?

What tips from the handout seemed to work well?

In addition to the tips from the handout, did you learn any new conflict resolution tools from this activity? (Write these down on newsprint.)

What was challenging in this activity?

How might you use what you learned from this activity in your daily life?

Conclude by saying something like:

When you find yourself in conflict in the future, think about Handout 2 and practice self-awareness by identifying your own feelings and needs and practice empathy by imagining the feelings and needs of the person with whom you are in conflict.

Closing (5 minutes)

Materials for Activity

- □ Newsprint and markers, computer and projector, or Singing the Journey hymnals (enough for two or three people to share one)
 - □ Taking it Home sheet
- □ Building Bridges small screen recording: http://smallscreen.uua.org/videos/stj-1023-building-bridges

Preparation for Activity

- Listen to the recording of song #1023 Building Bridges and practice the melody.
- Write the lyrics to the song on newsprint or a Power Point slide or set out hymnals for participants.
- Make copies of Taking It Home for each participant

Description of Activity

Invite participants to gather in a circle. Thank everyone for their contributions to the group. Pass out Taking It Home and explain that it contains ideas for ways they can continue to explore workshop topics with family and friends.

You can offer that the group can continue a discussion about this session at a later date or in a closed Facebook group if your group has one. End the workshop by inviting the group to sing #1023 in Singing the Journey, Building Bridges. If you are not comfortable teaching the song, you can play the recording before singing together.

Leader Reflection and Planning

As leaders working with youth in a Unitarian Universalist context, this workshop offered an opportunity to learn more about your participants' perspectives on conflict and practice conflict transformation. What surprised you in the Opinion Continuum activity? Did any of your opinions change after this activity? What did you notice about those who participated in the role play activity? What did you as co-leaders learn from your co-facilitator?

Handout 1 Transforming Conflict

Adapted from Marcia Christen, Non Violent Communication Trainer

"Conflict is inevitable in every close relationship," writes Gerald R. Weeks and Stephen R. Treat in their book Couples in Treatment. Conflict is an opportunity for learning, understanding and connection after disconnection. Healthy conflict can help individuals and groups hold one another accountable. Additionally, conflict can teach group members that people can stay engaged and present with each other, even when they are disagreeing.

A key component to transforming conflict is empathy for yourself and for others. When engaging in conflict, even if there are expressions of judgment, blame, criticism or opinions, you can always listen for the feelings and needs that are under the surface. Conflict can range in intensity and in the number of people involved. A good practice for all leaders is to acknowledge and deal with conflict early in order to prevent it from intensifying and becoming unmanageable. Low intensity conflict can usually be managed by those involved. For conflict you are involved in and feel you can manage without involving a third party or a conflict facilitator, here are some tips for resolution.

Conflict Resolution Tips

- Take a breath and reflect on your intention in this interaction. If your intention is to convince the other person you are right or they are wrong, take another breath. Set an intention to be present and connect with the other person.
- Out loud, make promises you are able to keep to the other person such as:

I commit to each person being able to have a chance to share their experience. I commit to check in with myself and take responsibility for what is important to me and how I am feeling.

I will speak up if I need support.

I will do my best to understand your perspective and reflect back what I hear.

I will do my best to be willing to be shifted.

I will commit to hear all needs and hold them all with care.

- Ask the other person if they are willing to make and keep those promises too. It's ok if they are not willing, you can still keep your promises.
- Even if you disagree with what the other person is saying, actively listen while they are talking. Do not use the time they are talking to formulate a response and do not interrupt the other person. Instead, while the other person is talking you can silently empathize with the person by guessing what they may be feeling and what needs they may be seeking to fulfill.
- When the other person finishes talking, Begin by paraphrasing what the other person has said in an effort to suggest you have heard them and that what they said matters.
- Take a deep breath to formulate your thoughts, connect to what you are feeling in the moment and the needs you have. Remember your intention to connect with the other person.
- Name your feelings and try to name the feelings of the other person. For example:

 I'm getting the sense that you're frustrated/sad/feeling left out/etc. is that correct?

 I'm feeling frustrated/sad/misunderstood.
- Offer observations rather than evaluations, for example:

Observation: I remember hearing...

Observation: I saw...

Evaluation: You were wrong when you said...

• Tell the other person what is going on for you or what you value (a universal need), and then add a request, for example:

I really need support. Would you be willing to do something for me?
I'm longing for understanding. Will acknowledge my experience?
I value respect and need to feel heard. Could you repeat back to me what you just heard me say?

- Before seeking or suggesting a solution, take turns speaking until both or all people have a sense of being understood. Focus on understanding and reflecting back one another's feelings and needs.
- Once each person has expressed their needs, see if there is a willingness to explore actions, requests or strategies for meeting the needs.
- Attempt to negotiate a solution where each person's needs can be met.
- If you come to a resolution, summarize what you think that resolution is and ask the other person if they agree.
- Offer and ask for concrete steps for putting the resolution into practice.
- Regardless of whether or not you are able to find resolution, at the end of the conversation offer gratitude to the other person for their willingness to engage in conflict with you.

Handout 2 Universal Feelings and Needs

Words Commonly Used to Express FEELINGS when Needs are Not Met

The words below refer to internal experiences rather than to external circumstances.

Gloomy Crestfallen Dejected Depressed Despairing Despondent Downhearted Dreary Forlorn Hopeless Melancholic	Upset Woeful Wretched Afraid Apprehensive Cautious Fearful Frantic Guarded Hesitant	Anxious Agitated Concerned Edgy Fidgety Frenzied Harried Hysterical Impatient Irritable Overwhelmed	Upset Bored Exhausted Fatigued Heavy Lethargic Listless Tense Tired Weary	Annoyed Angry Cranky Cross Disgusted Enraged Exasperated Fed-up Frustrated Hateful Hostile
Miserable Mopey Mournful Pessimistic Resigned Somber Sad Agony Disappointed Discouraged Distressed	Insecure Jittery Leery Mistrusting Nervous On edge Panicky Startled Suspicious Terrified Wary Worried	Perturbed Stressed Uneasy Unnerved Unsteady Cautious Hesitant Reluctant Resistant Shy Skeptical	Aloof Apathetic Arrogant Cold Contemptuous Detached Disdainful Grouchy Indifferent Nonchalant Passive	Indignant Infuriated Irritated Miffed Resentful Resistant Ticked off Turbulent Vengeful Vexed Vindictive
Disenchanted Dissatisfied Grief stricken Heartbroken Hurt Morose Full of pain Overwhelmed Sorrowful Unhappy	Longing Yearing Desirous Hungry Envious Jealous Longing	Tentative Timid Unwilling Alarmed Appalled Frantic Incredulous Paralyzed Shocked Surprised	Prickly Unconcerned Withdrawn Ashamed Deflated Embarrassed Guilty Insecure Mortified Regretful	Confused Ambivalent Bewildered Curious Doubtful Hesitant Perplexed Troubled Uncertain Unclear Undecided

Words Commonly Used to Express FEELINGS when Needs are Met

The words below refer to internal experiences rather than to external circumstances.

Delighted Amused Blissful Ecstatic Elated Enchanted Excited Exhilarated Exuberant Gleeful Happy Joyful Jubilant Overjoyed Radiant Splendid Tickled	Calm Carefree Cheerful Comfortable Composed Confident Contented Expansive Free Good-humored Mellow Peaceful Relaxed Relieved Satisfied Serene Tranquil Trusting	Absorbed Alert Alive Animated Confident Curious Eager Energetic Engrossed Enthusiastic Fascinated Focused Hopeful Inquisitive Inspired Interested Intrigued Invigorated	Amazed Adventurous Affectionate Astounded Awe Compassionate Confident Dazzled Expectant Friendly Hopeful Loving Open hearted Playful Proud Surprised	Appreciative Buoyant Glad Grateful Gratified Effervescent Exhilarated Intense Pleased Refreshed Thankful Touched Upbeat Wide-awake
Tickled	Tranquil Trusting Vulnerable Warm	Intrigued Invigorated Optimistic Spellbound		

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Universal Human Needs

This list builds on Marshall Rosenberg's original needs list with categories adapted from Manfred Max-Neef.

Note: This list is provided only as a tool for study. No list is any substitute for each one of us finding our truth using our own words that fit our experience.

Subsistence and	Leisure/Relaxation	To be seen	Understanding
Security	Humor	To be trusted	Awareness
Physical sustenance	Joy	To be understood	Clarity
Air	Play	Understanding	Discovery
Food	Pleasure	others	Learning
Health	Rejuvenation	Others	Making sense of
Movement	Tejuveriation	Community	life
Physical safety	0	Community	Stimulation
Rest/sleep	Connection	Belonging	Sumulation
Shelter	Affection	Communication	
	Appreciation	Cooperation	Meaning
Touch	Attention	Equality	Aliveness
Water	Closeness	Inclusion	Challenge
	Companionship	Mutuality	Consciousness
Security	Harmony	Participation	Contribution
Consistency	Intimacy	Partnership	Creativity
Order/Structure	Love	Self-expression	Effectiveness
Peace (external)	Nurturing	Sharing	Exploration
Peace of mind	Sexual expression		Integration
Protection	Support	Meaning	Purpose
Safety (emotional)	Tenderness	Sense of self	
Stability	Warmth	Authenticity	Transcendence
Trusting		Competence	Beauty
	To Matter	Creativity	Celebration of life
Freedom	Acceptance	Dignity	Communion
Autonomy	Care	Growth	Faith
Choice	Compassion	Healing	Flow
Ease	Consideration	Honesty	Hope
Independence	Empathy	Integrity	Inspiration
Power	Kindness	Self-acceptance	Mourning
Self-responsibility	Recognition	Self-care	Peace (internal)
Space	Respect	Self-connection	Presence
Spontaneity	To be heard	Self-knowledge	
	To be known	Self-realization	
		Mattering to myself	
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Taking It Home

Conflicts, even of long standing duration, can be resolved if we can just keep the flow of communication going in which people come out of their heads and stop criticizing and analyzing each other, and instead get in touch with their needs, and hear the needs of others, and realize the interdependence that we all have in relation to each other. We can't win at somebody else's expense. We can only fully be satisfied when the other person's needs are fulfilled as well as our own. — Marshall Rosenberg

IN TODAY'S SESSION... We listened to each other's perspectives on conflict and articulated our own opinions. We learned that conflict is a healthy part of community building and practiced conflict transformation and resolution.

PRACTICE WITH PEOPLE YOU LOVE: Ask a friend or family member their opinions around conflict. Actively listen to them and use the conflict resolution tips in Handout 1 Transforming Conflict to have a discussion with them. Do you have a friend or family member with whom there is unresolved conflict? Practice the skills you learned with them. If it doesn't work out like you thought it would, that's ok, try again.

REFLECT ON CONFLICT TRANSFORMATION: Television, novel and movie plots often revolve around unresolved conflict. Watch your favorite TV show or movie or read your favorite book and **reflect on what the characters could do to resolve their conflict. Reflect on a time in the past when you were in conflict.** How did it play out? Knowing what you know now after this session, what would you do differently?

ENGAGE IN SPIRUAL PRACTICE: Set aside 15 minutes to **practice a Loving Kindness mediation** by listening to this YouTube video: https://youtu.be/sz7cpV7ERsM. The meditation will guide you through sending loving kindness to yourself, to a loved one, to an acquaintance and to someone with whom you are in conflict.

Leader Resource 1 Opinion Continuum

After participants have been given the instructions for this activity, read the following statements, repeating when requested. These statements have plenty of complexity; if someone asks for interpretation, instruct them to find their spot on the continuum based on their own interpretation of the statement. You will likely not have enough time to get through all of these statements so choose your top five before you begin.

Opinion Continuum Statements

Conflicts destroy relationships.

In every conflict there's a winner and a loser.

In every conflict both or all people, can be right.

An interpersonal conflict means that someone's needs aren't being met.

It's okay to tease people about how they look or act if you're just joking around.

Conflict should be avoided at all costs.

If you lose in a conflict, it's the same as losing respect.

It's important to stand up for what you believe in, even if other people don't agree with you.

It's important to stand up for what you believe in, even if other people may try to harm you for doing so.

If someone spreads a rumor about you online, it's ok to do it back.

If you are in a conflict, you should you keep your feelings to yourself.

Conflict is the same in all cultures.

People LEARN to be prejudiced against people who are different. People are not born prejudiced.

Conflict can be healthy.

Leader Resource 2 Hypothetical Conflict Situations

Situation 1

One person in a group is speaking over others, interrupting and being disruptive in general.

Situation 2

A person feels like they're not being heard in a planning meeting, so they approach the facilitator and express this.

Situation 3

Two people are fighting back and forth about an issue and are creating a tense atmosphere for the rest of the group.

Situation 4

A couple members of the group make joking comments to each other, but one member gets offended and upset, causing tension in the group.

Facilitator Feedback Form

We welcome your critique of this program, as well as your suggestions. Thank you for your feedback! Your input improves programs for all of our congregations.

You may choose to complete this feedback form online.

Otherwise, please forward your feedback to: Office of Youth and Young Adult Ministries youth@uua.org

OR

Office of Youth and Young Adult Ministries Ministries and Faith Development Unitarian Universalist Association 24 Farnsworth Street Boston, MA 02210-1409

Wo	rkshops You Field Tested: *
	Workshop 1: Web of Youth Ministry
	Workshop 2: Living in Covenant
	Workshop 3: Meaning of Leadership Worship
	Workshop 4: Shared Leadership
	Workshop 5: Active Listening
	Workshop 6: Creating Inclusive Community
	Workshop 7: Leadership Styles
	Workshop 8: Building Multigenerational Connections
	Workshop 9: Conflict Resolution and Transformation
N I	when of Postinia autout
Nui	nber of Participants: *

Did you work with (a) co-facilitator(s)? *
☐ Yes ☐ No
Congregation: *
Overall, what was your experience with this program?
What specifically did you find most helpful or useful about this program?
In what ways could this program be changed or improved (please be specific)?
Did you enrich the program with any resources that you would recommend to others? What impact, if any, do you think this program will have on your life going forward?
What impact, if any, do you think this program will have on your congregation going
forward?
Your Name:
Your Email: *

Participant Feedback Form

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Wo	rkshops You Participated In: *			
	Workshop 1: Web of Youth Ministry			
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	Workshop 4: Shared Leadership			
	Workshop 5: Active Listening			
	Workshop 6: Creating Inclusive Community			
	Workshop 7: Leadership Styles			
	Workshop 8: Building Multigenerational Connections			
	Workshop 9: Conflict Resolution and Transformation			
Your Age: *				
Cor	Congregation: *			

What specifically did you find most helpful or useful about this program	m?
In what ways could this program be changed or improved (please be s	pecific)?
Did you enrich the program with any resources that you would recomn	nend to others?
What impact, if any, do you think this program will have on your life go	ing forward?
What impact, if any, do you think this program will have on your congr forward?	egation going
Your Name:	
Your Email: *	

Overall, what was your experience with this program?