

Movement Medicine Association

Protocols for Conflict Facilitation

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Purpose (The Big Picture)

- To promote compassionate working relationships
- To promote healthy working practices
- To promote and create a safe dancing and working environment for dancers, practitioners, facilitators and teachers of Movement Medicine

The purpose of the Protocols is to encourage MMA members to use our beloved MM practice to support us in the conflicts that inevitably arise within and between us.

Movement Medicine is fundamentally an awareness practice. The more we practice, the more we learn about ourselves. Conflicts can be challenging, and painful. They are also an opportunity to increase our awareness about ourselves and each other. We can learn about our beliefs and patterns of behaviour and about what triggers us into strong emotional reactions. Dealing well with conflict teaches us how to come back to the centre of our own circle, our compassionate heart and our curious enquiring mind.

The underlying assumptions of these Protocols are:

- Being human can be hot and messy. None of us is immune to the heat and the mess.
- Each of us has good intent, and we often need support and encouragement to act in accordance with that good intent.
- When we are in conflict it helps to self-reflect, to be courageous and to be willing to be vulnerable with each other.

The protocols are intended to help us find the support and encouragement we need, inside ourselves, from our peers, supervisors and mentors and from the Conflict Facilitation Team.

When you are in conflict, you are welcome simply to work through the appropriate protocol yourself with support from your peers, supervisor or mentor. If you need more support, the Conflict Transformation Guardian is there to offer guidance, encouragement and advice.

The Protocols for Conflict Facilitation do not over-ride any individual's legal or ethical rights and responsibilities. The Movement Medicine Association will take care to ensure that all members of the Movement Medicine community are treated fairly, and if necessary we will invite others from outside the MM community to support us with this.

If in the course of working with conflict it becomes clear that systemic issues are involved as well as individual ones the Guardian will discuss this with the people concerned and decide what steps to take to address it.

Examples of such issues include (but are not limited to):

Shared issues, such as “territory disputes” or issues between teachers and organisers
Socio-economic access issues, related to financial and/or educational disadvantages.

Physical and neurological access issues for example around age, neuro-diversity, or different physical abilities.

Marginalisation issues such as sexism, trans, non-binary, or homo-phobias, racism, anti-semitism.

Possible steps may include (but are not limited to):

- inviting community elders with relevant experience for support with the conflict facilitation
- setting up a group to explore the particular issue and inviting other Association and/or AP-PT community members to share their experiences and their wisdom and discuss ways forward
- offering CPD workshops on the issues to all members

The Conflict Facilitation Team

1. Conflict Transformation Guardian

The Conflict Transformation Guardian is a Movement Medicine Association Council Member and is the coordinator of the team. Their role is to promote and co-create a sense of curiosity and ease around conflict.

The Conflict Transformation Guardian plays a key role in supporting all members of the Movement Medicine Community to understand and engage creatively with conflict. The Guardian's main role is to encourage us to 'sit in the fire' with one another and believe in the transformative power of conflict to deepen our understanding of ourselves, each other and our evolving communities.

The Guardian will:

- Listen to the concerns of those in conflict and encourage self-reflection, courage and the willingness to be vulnerable.
- Suggest ways to lean into the MM Mesa for example by dancing with the conflict and using specific MM practices such as the MESA practice, the Tree of Life, dancing with the elements and using the three Archetypes.
- Offer ways of exploring and, if necessary, updating conscious and unconscious patterns and beliefs about conflict, for example using the SEER and Phoenix processes.
- Encourage members to expand their 'window of tolerance' in relation to conflict, for example using the 4 Chambers of the Heart practice.
- Encourage the use of our growing library of conflict facilitation micro-practices from other paradigms such as the Clearing Process, the Conflicting Commitments process, the Injustice and Accountability Checklist and others available from the Guardian.

On the rare occasions when a conflict isn't resolved using all these resources, the Guardian may refer you to one of our team of paid Conflict Facilitators.

2. Conflict Facilitators

The Association has also recruited a small team of experienced Conflict Facilitators, (one of whom is a Movement Medicine Teacher and Facilitator). If you are unable to resolve your conflict using all of the resources mentioned above, the Guardian may decide to refer the case to one of the paid conflict facilitators.

Confidentiality

The Guardian and the paid facilitators will work closely together. When the Conflict Transformation Guardian refers a case to another member of the team, they may be given access to information about the case held by the Guardian. The Guardian may also, occasionally, receive supervision from other members of the team. Any conversations, within the team, about specific cases will be held within strong boundaries of confidentiality. The specific details of these boundaries will be discussed with you as part of any referral to the paid facilitators.

We have a limited budget and we want to be able to help as many people as possible so at the end of any work with the paid facilitators all members involved will be invited to make a voluntary contribution to the costs.

If in the course of conflict resolution it becomes clear that systemic issues are involved as well as individual ones the Guardian will discuss this with the person concerned and decide what steps to take to address it. Examples of such issues include, but are not limited to:

Four Procedures for dealing with Conflict

Conflict may arise in different situations. We have outlined protocols for four procedures to cover these different situations. Some of the protocols are common to all four procedures.

1. Complaints procedure

This is a procedure for complaints made by dancers, students or apprentices about their teachers, facilitators, trainers, mentors or supervisors.

The exception to this is complaints about the School of Movement Medicine. The School now has its own conflict facilitation protocols so please contact them directly.

2. Procedure for Conflict between Peers

This is a procedure for conflicts between two or more peers who are Movement Medicine Association members

3. Grievance procedure

This is a procedure for conflicts between individual members of the Movement Medicine Association and the Association itself, for example conflicts with the Council as a group or with individuals in their Council roles.

4. Disciplinary procedure

This is a procedure for the Movement Medicine Association to follow when we believe one of our members may have broken our Code of Ethics, or not complied with the criteria laid down by the Association as our professional body.

1. Complaints Procedure

Level One: Self-help

Movement Medicine teachers and facilitators are encouraged to welcome feedback, even if it is negative and causes discomfort.

If you are reading this document because you are a dancer, or a student of Movement Medicine and you are upset about something that happened between you and your Movement Medicine teacher(s) or facilitator(s), as a first step we encourage you to talk directly to the teacher(s) or facilitator(s) concerned. We advise you to do this as quickly as possible after the incident took place.

Movement Medicine teachers and facilitators are familiar with several processes that support us to talk honestly and openly about problems and disagreements. For example using the “talking stick” where each person has the space to talk freely without interruption and the other just listens. An extension of this is where the person who is being complained about will repeat back in their own words what they have heard to demonstrate that they understand the complaint. The complainant can then clarify if they feel they have not yet been fully heard.

There is also a more advanced version of this called the Clearing Process where each person has a turn to speak about how they feel and the other person listens and repeats back in their own words what they have heard. The Guardian can send you a copy of this exercise.

You and the teacher or facilitator may also know and value other processes that can support you. Please let the Guardian know of any that you find particularly helpful and we will add them to our list so others can benefit.

These simple ways of working on conflict can be very powerful and can, in many cases, bring transformation to the conflict, so hopefully you will be able to resolve the problem together. If not ...

Level Two: Getting support from the Conflict Transformation Guardian

However, sometimes things are not resolved so easily! It happens. People get together to resolve their differences and rather than getting better things get worse! This would be the time to contact the Conflict Transformation Guardian. The Guardian is familiar with a whole range of Movement Medicine practices, and other exercises that can help

bring more light and less heat to conflict situations. The Guardian will be able to suggest particular ways to help with your specific situation and support you and the teacher or facilitator to resolve your conflict.

Level Three: External Conflict Facilitation

If, after all this you still can't resolve the situation, the Guardian may decide to refer the case to one of the paid conflict facilitators. They will usually work with each person individually first. There might also be a joint session, if all parties agree to it. These can be very helpful in transforming the conflict and bringing more self-awareness and more creativity into the relationship.

Level Four: Disciplinary Procedure

If after all sides have worked hard to resolve the situation, the dancer or student believes that a serious breach of the Movement Medicine Code of Ethics may have taken place, The Guardian may transfer the case to the disciplinary procedure.
(See Page 15)

2. Procedure for Conflict Between Peers

Level One: Dance

If you are in conflict with another MM teacher or facilitator it's an opportunity to use your Movement Medicine practices, tools and maps.

We are all dancers. When you find yourself in a conflict situation we strongly encourage you to dance with it. Our dancing practice can give us great insight into what's happening both within us and in our relationships. We have so many tools we can work with as individuals. Try using the MESA practice, the Tree of Life or dancing with the Elements. Or explore your feelings and reactions using the four chambers of the heart, the SEER process, or the Phoenix process.

When we are feeling 'stuck' it is easy to underestimate the power of our own practice. Movement is the Medicine. Remember the power of the Dance.

Level Two: Self-help

As Movement Medicine professionals, we have a range of exercises we can use to explore our conflicts. It's great to be curious about ourselves, welcome the stretch and explore how we might be contributing to the situation.

You could:

- use the Levels of Seeing and/or In the Mirror of Thee exercises (from the self-reflection form)
- ask your peers to support and challenge you, to see your own part in the conflict
- do the Conflicting Commitments and Criticalness exercises
- set up an Insight Council with your peers.

If you feel you need more professional support/challenge, please take it to your supervisor.

Level Three: Courageous Connection

When we are in a conflict it helps to self-reflect, be courageous and be willing to be vulnerable. In this case all those involved in the conflict are Movement Medicine practitioners, and we have a shared vocabulary for working with difficult feelings. So, after you've clarified the problem and gained some insight into your own part in the conflict using the suggestions in Level One and Two, it might be time to make contact with the person you're in conflict with. If it's clear the problem isn't going away, ask them if they are willing to meet with you.

If they are willing, make sure you set aside a reasonable amount of time together, and discuss how you might want to structure the meeting. For example:

- we recommend dancing for short time before the meeting and connecting to the MM Mesa and calling in your spirit guides and allies either on your own or together at the start of the meeting.
- you might share what you have already done on your own and any insights you've had.
- the Clearing Process can be helpful. If it gets too difficult for one of you to listen you can swop roles or both take some time out.
- using the form, 'when you did x I felt y' can be helpful, especially within the framework of an assumption of good intent. Then you might invite the person to tell you what they intended and how they feel about what happened to you.
- working directly with accusations can be very powerful. For example, if you find yourself making accusations it can be very insightful to do a quick 'in the mirror of thee' self-reflection. So, if you hear yourself accusing the other person of not listening, check out your own ability to listen in the moment. Then either offer to listen to them for the next 5 minutes or admit that you too are unable to listen and see what happens next. Conversely if the other person makes an accusation to you, we recommend letting it land in front of you so you can have a good look at it before you respond. If the accusation is too general you might want to call on the dancing warrior and invite the person to be more specific. Then take some time to see if you can find the tiny grain of truth in it and admit to it and wait and see what happens.
- you might want to ask a trusted mutual friend to facilitate – though sometimes trying to agree on which friend can re-constellate the conflict

These ways of working with conflict can be very powerful and in many cases, can bring transformation to the conflict. If not then it might be time for

Level Four: Getting support from the Conflict Transformation Guardian

Sometimes things are not so easy to resolve! You've done all this dancing and self-reflection and still the issue is not resolved. Maybe the other person wasn't willing to talk, or they were willing, but the conversation went badly. Despite your best intentions, both you and the other person may have been left with persistent ill feeling. Or it may simply be that the idea of approaching the other person is too daunting without support.

Now is the time to contact the Conflict Transformation Guardian. They will listen to your account of the problem and what you have and haven't been able to do so far.

They will reflect back to you what they have heard, offering support and if necessary challenge for you to take the next steps. They may support you to engage with any practices you have not been able to do alone or with your peers, or suggest other micro-practices. This simple process of talking things through with the Guardian can be remarkably helpful! They can bring fresh perspectives help you to reconnect with your best intentions and deal with the situation more skillfully.

Often just telling someone new can help us re-frame the situation and regain access to the resources we need to take the next steps.

Sometimes when we are in the heat of conflict, our Window of Tolerance shuts. We forget all our practice, all our skill. We can get aggressive and defended and fearful and lose all faith in the process. This happens to all of us sometimes! If it happens to you the Conflict Transformation Guardian can support you to come back to your whole self, and reconnect you with your practice. Then you can return to the conflict with renewed faith in your own ability, and continue the process of transformation.

It is our belief and experience that most issues can be resolved at this level.

Level Five: External Conflict Facilitation

If, after all this you still can't resolve the situation, the Guardian may decide to refer the case to one of the paid conflict facilitators. They will usually work with each person individually first. There might also be a joint session, if you both agree to it. These can be very helpful in transforming the conflict and bringing more self-awareness and more creativity into the relationship.

Please be aware, the decision to bring in the paid facilitators will be made by the Guardian. This resource is only available after Levels One to Four have been completed.

The facilitators are paid for by the Movement Medicine Association. We have a limited budget for this work and we want to be able to help as many people as possible so after the work is completed, hopefully with a positive outcome, all members involved will be invited to make a voluntary contribution to the costs.

Level Six: Disciplinary Procedure

If, after the facilitation process has happened anyone involved in the process believes that a serious breach of Movement Medicine Code of Ethics may have taken place, the Guardian may decide to transfer the case to the disciplinary procedure. (See Page 15)

3. The Grievance Procedure

Level One: Dance

If we feel aggrieved about how we have been treated by the Association, it's an opportunity to use our Movement Medicine practices, tools and maps.

We are all dancers. When you find yourself in a conflict situation we strongly encourage you to dance with it. Our dancing practice can give us great insight into what's happening both within us and in our relationships. We have so many tools we can work with as individuals. Try using the MESA practice, the Tree of Life or dancing with the Elements. Or explore your feelings and reactions using the four chambers of the heart, the SEER process, or the Phoenix process.

When we are feeling 'stuck' it is easy to underestimate the power of our own practice. Movement is the Medicine. Remember the power of the Dance.

Level Two: Self-help and peer support

If any of us feel aggrieved, as Movement Medicine professionals, we have a range of processes we can use to explore our feelings. It's great to be curious about ourselves, welcome the stretch and explore how we might be contributing to the situation.

Possibilities for exploration include:

- using the Levels of Seeing and/or In the Mirror of Thee exercises (from the self-reflection form)
- asking your peers to support and challenge you, to see your own part in the conflict
- doing the Conflicting Commitments and Criticalness exercises
- setting up an Insight Council with your peers.

If you feel you need more professional support/challenge, please take it to your professional supervisor or mentor.

Level Three: Courageous Connection

No-one in The Association wants a member to feel aggrieved. We want to create an opportunity to sort it out informally. When we are in a conflict it helps to self-reflect, be courageous and be willing to be vulnerable. We have a shared vocabulary for working with difficult feelings. So, after you've clarified the problem and gained some insight into your own part in the conflict using the suggestions in Level Two, it's time to make contact with the Council, to discuss the next steps and set up a meeting with the appropriate person. Council will set aside a reasonable amount of time for a meeting,

and discuss with you how you want to structure it. If you need help with this you can ask a peer to support you – they may also attend the meeting if you wish.

We recommend dancing for short time before the meeting and connecting to the MM Mesa and calling in your spirit guides and allies either on your own or at the beginning of the meeting.

You might also want to do some of the following

- share the work you have done on your own and any insights you've had.
- the Clearing Process
- make statements in the form 'when you did x I felt y'
- assume 'good intent' then explore what their intentions were and speak about the unintentional impact they had on you
- work directly with accusations. For example, if you find yourself making accusations it can be very insightful to do a quick 'in the mirror of thee' self-reflection. So, if you hear yourself accusing the other person of not listening, check out your own ability to listen in the moment. Then either offer to listen to them for the next 5 minutes or admit that you too are unable to listen and see what happens next. Conversely if the other person makes an accusation to you, we recommend letting it land in front of you so you can have a good look at it before you respond. If the accusation is too general you might want to call on the dancing warrior and invite the person to be more specific. Then take some time to see if you can find the tiny grain of truth in it and admit to it and wait and see what happens.

These ways of working with conflict can be very powerful and in many cases, can bring transformation to the conflict. If not then it might be time for

Level Four: Support from the Conflict Transformation Guardian

Sometimes things are not so easy to resolve! If you and the Council member(s) weren't able to resolve the situation at the meeting, then you can ask the Conflict Guardian for support if that feels appropriate.

They will listen to your account of the problem and what you have done so far. They will reflect back to you what they have heard, offering support and if necessary challenge for you to take the next steps. They may support you to engage with any practices you have not been able to do alone or with your peers, or suggest other micro-practices. Often just telling someone new can help us re-frame the situation and regain access to the resources we need to take the next steps.

The Guardian will endeavor to support you fully. However there may be times when you and/or they feel that they are too close to the conflict to do so effectively. In this case another Council Member (e.g. the Chair) may take on this role. If the conflict involves the whole Council then another Association member with conflict facilitation skills may be asked to do so.

It is our hope that most issues will be resolved at this level.

Level Five: External conflict facilitation

At this point Council may decide to bring in one of the independent paid conflict facilitators. They will usually have sessions with each of the individuals involved first. They might also offer a joint session. Having an external facilitator can be very helpful in transforming the conflict and bringing more self-awareness and more creativity into the relationship.

Please be aware, the decision to bring in the paid facilitators will be made by the Council. This resource is only available after Levels One to Four have been completed.

The facilitators are paid for by the Movement Medicine Association. We have a limited budget for this work and we want to be able to help as many people as possible so after the work is completed, hopefully with a positive outcome, all members involved, including Council members, will be invited to make a voluntary contribution.

Level Six: Arbitration committee

It may be that even after all the work has been done, you still feel aggrieved. It is the intention of the Association to take that seriously, and to resolve any issues there may be.

At Level Six, the case would be taken to a committee. This would be made up of two members of Council and one member of the professional conflict facilitation team. These individuals would, as far as possible, come to the issue 'clean'. In other words, they would not have been involved in the case so far. If two Council members are not available then other Association members with eldership in this area will be invited to join the committee, by agreement with the person taking out the grievance.

The Grievance Committee will take evidence from the aggrieved member and the Conflict Transformation Guardian, and anyone else they feel can contribute. They would

also meet with the Council member(s) against whom the Grievance had been brought. Both the person bringing the grievance and the council member(s) will have the right to be accompanied by a friend if they wish to be.

The grievance committee's task is to make a thorough investigation of the grievance and to make a final assessment as to what actions, if any, need to be taken to bring the case to a conclusion.

It is in the interests of the Association and the entire Movement Medicine community that matters be resolved amicably at the end of the day, however hot and messy they get during the process.

4. The Disciplinary Procedure

Our Code of Ethics is the key to our Disciplinary Process. All members of the MM Association are required to agree to it. A clear Code of Ethics benefits everyone. We strongly advise you to make sure you are familiar with it.

If you have difficulty understanding or applying the Code of Ethics to your particular situation, please first discuss this with your peers and/or supervisor. If you need further support please contact the Council. If there is a community wide need for clarification of particular aspects of the Code, we may initiate further discussion via Facebook, Zoom, and/or at Association Annual Meetings. We may also decide to offer CDP training.

Anyone who has contact with Movement Medicine can expect that the standards in our Code of Ethics will be upheld. This Disciplinary procedure will ensure we can quickly and effectively sort out situations where this may not to be happening. It is also important that teachers and facilitators know that they will have a fair hearing.

A clear disciplinary procedure helps the Association to act fairly and consistently. Key components are:

- prompt communication with the teacher/facilitator
- transparency.
- confidentiality
- consistency
- and as far as possible, no surprises

Level One: Informal advice, guidance and support

If there has been an apparent breach of our standards, the teacher or facilitator has the right to be contacted promptly. At Level One there would be an initial informal discussion between a Council member and the teacher or facilitator concerned.

This conversation will take place in private. It will be a two-way discussion, aimed at exploring possible shortcomings in conduct or performance. Feedback will be constructive, with the emphasis being on encouraging the teacher/facilitator to find ways to improve and for the improvement to be sustained.

If the issue has arisen because of a complaint, Level One of the Disciplinary Procedure may include all steps in the Complaints Procedure, up to and including involvement of the professional conflict facilitation team.

Where improvement is required it is important that the teacher/facilitator understands exactly what they need to do, how their performance or conduct will be reviewed, and over what period. Ideally these decisions will be confirmed in writing.

Level One is informal. It is important that it doesn't slide into a formal disciplinary action, as this may unintentionally deny the teacher/facilitator some of their rights, such as the right to be accompanied. If, during the discussion, it becomes obvious that there may have been a serious breach of the Code of Ethics, the meeting should be adjourned.

If informal advice guidance and support does not bring about an improvement OR the matter is considered too serious to be classed as minor the process will go on to Level Two. The teacher or facilitator must be informed in writing that this is going to happen.

Level Two: Disciplinary hearing

At Level Two, a committee will be formed, made up of three people from the Council and the Professional Conflict Facilitation Team. The individuals would, as far as possible, come to the issue 'clean'. In other words, they would not have been involved in the case so far. If this is not possible then other Association members with eldership in this area will be invited to join the committee.

The level of urgency will be decided by the Council member involved in the initial informal discussion at Level One. The committee will meet either in person, or online, to discuss the next steps, including deciding whether or not the teacher/facilitator should stop teaching during the disciplinary process. This decision will not be taken lightly. It will usually be taken only on grounds of safety or of legality.

The Council Member involved at the (informal) Level One stage will probably be asked to give evidence to the committee. The teacher or facilitator will have the right to be accompanied. This companion would be there for moral support. The companion will be able to speak during the meeting to support the teacher or facilitator's case, and they may confer with the teacher or facilitator during the hearing. The companion does not however, have the right to answer questions on the teacher or facilitator's behalf, or to address the hearing if the teacher or facilitator does not wish it.

The content of all conversations and meetings will be completely confidential. However if the outcome is suspension or exclusion from teaching and facilitation, this will be a matter for public record. Council will handle this as sensitively as possible in consultation with the member concerned.