



Scope of Work

Independent Facilitator – Local Decision Making Accord Negotiations

Agency	Aboriginal Affairs
Division/Branch/Unit	Community Partnerships Directorate
Kind of Employment	Contract
Agency Website	www.aboriginalaffairs.nsw.gov.au

Local Decision Making Overview

Local Decision Making is an initiative under OCHRE: the NSW Government's community focused plan for Aboriginal affairs. Local Decision Making enables the staged devolution of decision-making and accountability to the regional level and seeks to place Aboriginal people at the centre of government service design, planning and delivery.

The ultimate aim of Local Decision Making is to ensure Aboriginal communities have a genuine voice in determining what and how services are delivered to their communities. It also seeks to provide investment in governance. Through Local Decision Making, the NSW Government and regional Aboriginal governance bodies (regional alliances) enter into agreements (Accords) committing parties to jointly address agreed priorities, including timeframes, responsibilities and measures of success.

Accord Process Overview

Accords are the mechanism for re-defining the relationship between the NSW Government and Aboriginal regional alliances. The integrity and quality of the Accord making process directly impacts the integrity and quality of Accords. It also has a direct impact on the ongoing relationships between the government agencies and regional alliances.

The development of the Accord is a negotiated decision making process. Neither government agencies nor the regional alliances are able to dictate or veto outcomes. Reaching a negotiated agreement through an Accord will rely heavily on problem-solving, questioning, communication and compromise. The Independent Facilitator plays a critical role in this process ensuring its integrity and quality, maintaining relationships between all parties and safeguarding that it is a negotiated process, with neither party dictating to the other.



LOCAL DECISION MAKING

Primary purpose of the role

The Independent Facilitator will:

- Facilitate the successful negotiation of an Accord between the NSW Government and a Regional Alliance
- Ensure that the Accord process is fair, equitable and timely
- Facilitate constructive discussion and debate
- Assure that negotiation protocols and principles are understood by the parties and are adhered to during the negotiation process
- Confirm that the final decision is actually agreed upon by the parties
- Attend a face-to-face briefing prior to the Accord Negotiation process
- Participate in any dispute resolution processes (should they be required).
- Assist in developing the written documentation of the negotiated outcomes

What we are looking for in an Independent Facilitator

- a) Aboriginality is preferred. At a minimum, candidates must demonstrate experience working with Aboriginal communities, and that they are culturally competent to work with the Aboriginal peoples in the relevant LDM region. This includes demonstrating an understanding of cross cultural communication and respect for the cultural issues which may arise for community members during the negotiation process. For more information on cross cultural communication, please refer to Cox Inall Ridgeway's paper on the [Development of principles and indicators for successful cross-cultural partnerships and collaboration](#).
- b) Demonstrated experience in communication, facilitation and negotiation skills including experience facilitating outcomes to successfully resolve complex issues and drive collaboration. Please provide specific examples.
- c) Demonstrated to be free of actual or perceived conflict of interest.
It is important that the Independent Facilitator is accepted as **independent** and **neutral** by all Accord negotiation parties. For instance, candidates;
 - who are or have recently been employed in NSW government agencies which are directly impacted by or have a clear responsibility under proposed accord priorities; and
 - who have close connections with members of the regional alliance, or have close family connections or relationships with parties, might not be considered independent or without interests by all involved.
- d) Cost effectiveness:
 - Budget is set at \$1,500 (excl. GST) per day
 - The length of contract is estimated at:
 - 2 days preparation
 - 8 days of negotiations
 - 2-4 days follow up
 - Any additional work over and above will be negotiated
 - Travel and accommodation will be arranged and paid for by Aboriginal Affairs. Please note that travel and accommodation will not be reimbursed.





LOCAL DECISION MAKING

Key relationships

Who	Why
Aboriginal Affairs (Community Partnerships Directorate)	The Community Partnerships Directorate is responsible for the overall coordination for Local Decision Making, including overseeing the Accord process and contracting the Independent Facilitator.
Lead Negotiator NSW Government	The Lead Negotiator for the NSW Government is nominated by the relevant Regional Leadership Executive to represent the NSW Government in the Accord process and to bring representatives together to broker collaborative responses to priority issues.
Lead Negotiator Regional Alliance	The Lead Negotiator for the Regional Alliance is nominated by their regional alliance to represent them in the Accord process and to bring representatives together to broker collaborative responses to priority issues.

Please note: The appointment of an Independent Facilitator must be approved by the Lead Negotiators for the NSW Government and Regional Alliance as well as Aboriginal Affairs as the overall coordinator for Local Decision Making.

Do's and Don'ts of an Independent Facilitator

- | | |
|---|---------------------------------------|
| ✓ Remain neutral | ✗ Take sides |
| ✓ Guide people move through the Accord Negotiation process together | ✗ Be the seat of wisdom and knowledge |
| ✓ Guide conversation | ✗ Steer or lead conversation |
| ✓ Draw out opinions and ideas of the group members | ✗ Give opinions |
| ✓ Stick to the agenda | ✗ Let the conversation get off track |

For additional information on what is required of the Independent Facilitator, please refer to the **INDEPENDENT FACILITATOR RULES OF ENGAGEMENT** which has been provided in this package.



LOCAL DECISION MAKING

Independent Facilitator Package

Local Decision Making Accord Negotiations



Education
Aboriginal Affairs



OCHRE



Local Decision Making

Local Decision Making is an initiative under OCHRE: the NSW Government's community focused plan for Aboriginal affairs.

UCHRE was informed by extensive community consultations undertaken by the Ministerial Taskforce and commits the NSW Government to a different way of working with Aboriginal communities by building strong working partnerships that have at their heart respect for local Aboriginal culture, leadership and decision making.

Local Decision Making responds to calls from Aboriginal people for greater recognition of their knowledge about the needs of their communities, and more control in decision-making about the services they receive. It aligns with best practice international research that shows that investment in community centred development, putting communities at the centre of the service system, produces sustained economic and social outcomes.

Research in Australia and overseas has consistently shown that disadvantaged communities can only truly overcome disadvantage and gain sustainable economic and social outcomes, when there is an investment long term, when communities are given a real and meaningful say in their future through equal partnerships with local and state governments, and when community governance and leadership is actively supported and enhanced.

Local Decision Making enables the staged devolution of decision-making and accountability to the regional level and seeks to place Aboriginal people at the centre of government service design, planning and delivery. The ultimate aim of Local Decision Making is to ensure Aboriginal communities have a genuine voice in determining what and how services are delivered to their communities. It also seeks to provide investment in governance. Through Local Decision Making, the NSW Government and regional Aboriginal governance bodies (regional alliances) enter into

agreements (Accords) committing parties to jointly address agreed priorities, including timeframes, responsibilities and measures of success.

Regional alliances are progressively delegated greater powers and budgetary control once capacity is demonstrated. There are three stages of delegation; advisory, planning and implementation, and with each stage comes a greater level of decision-making.

In 2013 an open Expression of Interest process was run to select Local Decision Making sites.

- **Far West**
Murdi Paaki Regional Assembly (MPRA)
- **Illawarra Wingecarribee**
Illawarra-Wingecarribee Alliance Aboriginal Corporation (IWAAC)
- **North Coast**
Regional Aboriginal Development Alliance (RADA)
- **Central West**
Three Rivers Regional Assembly (TRRA)
- **Central Coast**
Barang Regional Alliance (Barang)
- **New England North West**
Northern Region Aboriginal Alliance (NRAA)
- **Mid North Coast**
Tribal Wave Regional Assembly (TWRA)

The Local Decision Making model was designed knowing that a 'one size fits all' approach does not align with success in Aboriginal communities and in recognition that every regional alliance will be different. Each of the seven regional alliances the NSW Government is currently working with will progress through the Local Decision Making pathway at their own pace.

Why are the Accords so important?

Accords between NSW government agencies and regional alliances participating in Local Decision Making (LDM) are the mechanism to;

- ✓ Re-define the relationship between government and LDM communities, where information and decision-making is shared.
- ✓ Direct service delivery redesign and reinvestment according to the needs and priorities defined and negotiated between government and regional alliances.
- ✓ Demonstrate to communities the commitment by government agencies to the aims and objectives of LDM.

The integrity and quality of the Accord making process will directly impact on the integrity and quality of the decisions or agreements made in the Accord.

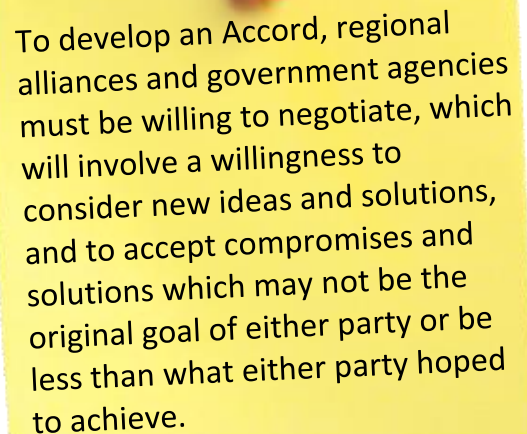
The Accord making process will also have a direct impact on the ongoing relationships between the government agencies and the LDM communities who are parties to the Accords.

A negotiated process

The development of the Accord is a negotiated decision making process.

Neither government agencies nor the regional alliances will be able to dictate or veto outcomes.

Reaching a negotiated agreement through an Accord will rely heavily on problem-solving, questioning, communication and compromise.



To develop an Accord, regional alliances and government agencies must be willing to negotiate, which will involve a willingness to consider new ideas and solutions, and to accept compromises and solutions which may not be the original goal of either party or be less than what either party hoped to achieve.

The Phases of Local Decision Making

Preliminary

Regional alliance and the NSW Government demonstrate their readiness for Accord negotiations

Phase 1 (Advisory)

Regional alliances and the NSW Government (and other relevant stakeholders) agree via an Accord on the initial priorities for action.

Phase 2 (Planning)

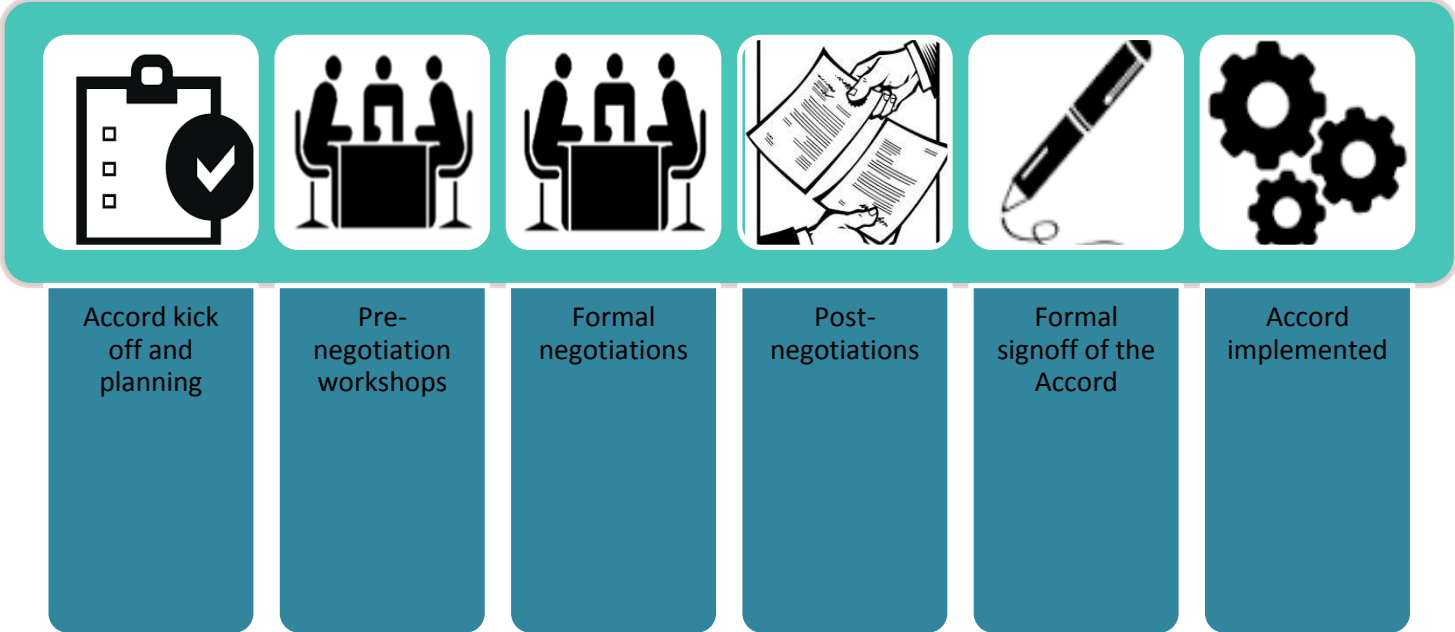
Regional alliance become Boards of Management. NSW Government establishes pooled funding mechanism.

Phase 3 (Implementation)

Boards of Management manage some government resources and/or services.



The Accord Process





INDEPENDENT FACILITATOR RULES OF ENGAGEMENT

This following information is provided as a guide for Independent Facilitators to assist with their role within the Accord negotiation process.

WHAT IS THE ROLE OF THE INDEPENDENT FACILITATOR?

In general terms, facilitation is to help smoothly manage the flow of discussions and meetings. The Independent Facilitator guides the dialogue and attempts to maximise members' time and energy by keeping discussions on track – in terms of time, topic and desired outcome. By taking a group through a process that produces a specific outcome (learning, decision-making, problem-solving, etc.), facilitation generally encourages all members to participate consistent with agreed protocols and rules of engagement.

The research and literature strongly supports the use of experienced Independent Facilitators in any negotiated decision-making process. The facilitator role is important as it helps create a more level playing field in the negotiations, it provides opportunities for detailed discussions about the issues and proposed responses, and it helps set the scene and establish the “rules of engagement”.

Facilitation has three basic principles:

- A facilitator is a guide to help people move through the Accord Negotiation process together, rather than be the seat of wisdom and knowledge. That means a facilitator is **not** there to give opinions, but to draw out opinions and ideas of the group members.
- Facilitation focuses on *how* people participate in the process of learning or planning, not just on *what* gets achieved.
- A facilitator is **neutral** and never takes sides.

- A facilitator ensures the negotiation protocols, as defined by the Accord parties, are understood and followed.

The most important thing is what the participants in the meeting have to say. So, focus on how the meeting is structured and run to make sure that everyone can participate. This includes things like:

- Making sure everyone feels comfortable participating and in way that is consistent with agreed protocols and rules of engagement.
- Developing a structure that allows for everyone's ideas to be heard
- Making members feel good about their contribution to the meeting
- Making sure the group feels that the ideas and decisions are theirs, not just one representative or party. Supporting everyone's ideas and not criticising anyone for what they've said.
- Adhering to cultural aspects and ensuring the space is culturally safe for Aboriginal community members.
- Making sure the group is aware of disrespectful behaviour e.g. phone use or eye rolling.

WHAT MAKES A GOOD INDEPENDENT FACILITATOR?

Being a good facilitator is both a skill and an art. Facilitating actually means:

- Understanding the goals of the meeting and the group.
- Keeping the group on the agenda and moving forward.
- Involving everyone in the meeting, including drawing out the quiet



participants and controlling the domineering ones.

- Making sure that decisions are made consistent with agreed protocols and rules of engagement.

HOW DO YOU PLAN A GOOD FACILITATION PROCESS?

A good facilitator is concerned with the outcome of the Accord Negotiations, how the people in the meeting participate and interact and also with the process.

While achieving the goals and outcomes that everyone wants is of course important, a facilitator also wants to make sure that the process is sound, that everyone is engaged, and that the experience is the best it can be for the participants.

In planning a good Accord Negotiation process, a facilitator focuses on:

- Climate and Environment
- Logistics and Room Arrangements
- Negotiation Protocols (which have been agreed to by the Accord parties)

A good facilitator will make plans in each of these areas in advance. Let's look at some of the specifics.

CLIMATE AND ENVIRONMENT

There are many factors that impact how safe and comfortable people feel about interacting with each other and participating. The environment and general "climate" of an Accord Negotiation sets an important tone for participation.

Key questions you would ask yourself as a facilitator include:

- Is the location a familiar place, one where people feel comfortable? A government office might make regional alliance members feel intimidated and

out of their environment. A comfortable and familiar location is key.

- Is the space the right size? If you're wanting to make the group feel that it's a team, a large meeting hall for only 10 or 15 people can feel intimidating and make people feel self-conscious and quiet. On the other hand, if you're taking a group of 30 people through a meeting, a small conference room where people are uncomfortably crunched together can make for disruption: folks shifting in their seats, getting up to stretch and get some air. This can cause a real break in the mood and feeling of your meeting or planning session. Moral: choose a room size that matches the size of the group.

LOGISTICS AND ROOM ARRANGEMENTS

Where people sit, whether they are hungry and whether they can hear can make or break your planning process. As a facilitator, the logistics of the meeting should be of great concern to you, whether you're responsible for them or not.

Some things to consider are:

- How do you protect people who are worried their ideas will be attacked or mocked?
- How do you hold back the big talkers who tend to dominate while still making them feel good about their participation?
- Much of the answer lies in the development of the Accord Negotiation Protocols.



ACCORD NEGOTIATION PROTOCOLS

It is expected that Accord parties will develop and agree to negotiation principles for developing the Accord. This would ordinarily occur as part of the Accord commencement and planning phase as one of the first steps in the process. This builds a sense of power in the participants and a much greater sense of investment in following the rules.

Common protocols are:

- Setting out roles and responsibilities for Accord negotiation parties;
 - how engagement and negotiations are conducted respectfully, openly, honestly and in good faith;
 - how Aboriginal cultural protocols are recognised and respected in the negotiation process;
 - how the parties recognise and respect the role of the independent facilitator;
 - how parties commit to making decisions by negotiation and agreement and to work co-operatively and collaboratively;
 - how parties commit to taking a proactive and innovative approach to finding creative outcomes and solutions;
 - how parties agree to actively participate in the process and that the goal is to reach substantial decisions by negotiation;
 - how parties agree to allow for and commit sufficient time to the negotiations; and
- how parties commit to setting and maintaining the ground rules for the negotiations.

A process to develop ground rules is:

- As a part of the Accord planning phase parties will meet to discuss some negotiation protocols that everyone will follow through the negotiation process.
- These principles and protocols will be written up and both parties must sign off of the protocols.
- It is the Independent Facilitators' role to ensure that parties adhere to these protocols throughout negotiations.



FACILITATING NEGOTIATIONS

As we've already said, the facilitator is responsible for providing a "safe" climate and working atmosphere for the meeting. But you're probably wondering, "What do I actually do *during* the meeting to guide the process along?" Here are the basic steps that can be your facilitator's guide:

1. START THE MEETING ON TIME

Few of us start our meetings on time. The result? Those who come on time feel cheated that they rushed to get there! Start no more than five minutes late, ten at the maximum and thank everyone who came on time.

2. WELCOME AND ACKNOWLEDGEMENT

At the commencement of the meeting, the facilitator should ensure that a Welcome to Country and Acknowledgement of Country occurs. This is an opportunity for all parties to show respect for Traditional Owners and the continuing connection of Aboriginal peoples to Country. The facilitator should confirm in advance who will deliver the welcome or acknowledgement. A good facilitator also acknowledges cultural protocols and Aboriginal specific cultural communication styles e.g. reluctance to speak and or shyness, non-verbal communication cues and recognises that silence does not necessarily mean agreement.

3. MAKE INTRODUCTIONS

All participants should be given the opportunity to introduce themselves. Given each participant will be playing a different role (i.e. negotiator, advisor and/or observer), they should also specify what role they will be playing throughout the negotiations. The facilitator should also check before the workshop commences and make known to the group if any participants will be late or need to leave early.

4. REVIEW THE AGENDA, OBJECTIVES AND ACCORD PROTOCOLS FOR THE MEETING

Go over what's going to happen in the meeting and reaffirm the Accord protocols which will guide the negotiation process. Check with the group to make sure they agree with the agenda and the protocols.

It is recommended that the agenda (including a list of attendees and roles) be circulated and confirmed by both parties in advance of the meeting. This builds a sense of ownership of the meeting and lets people know early on that you're there to facilitate *their* process and *their* meeting, not your own agenda.

5. ENCOURAGE PARTICIPATION

This is one of your main jobs as a facilitator. It's up to you to get those who need to listen to listen and those who ought to speak. Encourage people to share their experiences and ideas and urge those with relevant background information share it at appropriate times.

6. STICK TO THE AGENDA

Groups have a tendency to wander far from the original agenda, sometimes without knowing it. When you hear the discussion wandering off, bring it to the group's attention. You can say "That's an interesting issue, but perhaps we should get back to the original discussion."

7. SEEK COMMITMENTS

Getting commitments for future involvement is often a meeting goal. You want parties to commit to certain tasks and/or activities. Make sure adequate time is allocated for seeking commitment.

Many groups will discuss things ten times longer than they need to unless a facilitator helps them to recognise they're basically in agreement. Summarise a consensus position, or ask someone in the group to summarize the points of agreement, and then move forward. If one or two people disagree, state the situation as clearly as you can.



8. CONSENSUS DECISION MAKING

Decisions in Aboriginal communities or groups are usually made through extensive collective discussion and consultation. These decisions are also often open to ongoing negotiation. This is called consensus decision making.

In keeping with consensus decision making, you may:

- 'Park' or defer some issues where they cannot be resolved and agree to review at a later date. Issues that are deferred will be recorded and a timeframe will be negotiated for their review. Parties agree to keep 'deferred' or 'parked' priorities to a minimum.
- Allow for 'break-outs' to give each party time to caucus and discuss issues separately before making decisions at the negotiating table.
- Take issues on notice where negotiators are unable to provide an informed response.

9. BE FLEXIBLE

Sometimes issues will arise in the meeting that are so important, they will take much more time than you thought. Sometimes, nobody will have thought of them at all. You may run over time or have to alter your agenda to discuss them. Be sure to check with group about whether this is O.K. before going ahead with the revised agenda. If necessary, ask for a five-minute break to confer with key leaders or participants on how to handle the issue and how to restructure the agenda. Be prepared to recommend an alternate agenda, dropping some items if necessary.

10. SUMMARISE THE MEETING RESULTS AND NEEDED FOLLOW-UPS

Before ending the meeting, the facilitator must summarise key decision and outcomes of the meeting to get participants input and check that these are an accurate summary of the outcomes they're looking for.

11. THANK THE PARTICIPANTS

Take a minute to thank people who prepared things for the meeting, set up the room, brought refreshments, or did any work towards making the meeting happen. Thank all of the participants for their input and energy and for making the meeting a success.

12. CLOSE THE MEETING

It's usually a good idea to have some "closure" in a meeting, especially if it was long, if there were any sticky situations that caused tension, or if folks worked especially hard to come to decisions or make plans.

A nice way to close a meeting is to go around the room and have people say one word that describes how they are feeling now that all of this work has been done. You'll usually get answers from "exhausted" to "energized!" If it's been a good meeting, even the "exhausted" ones will stick around before leaving.



FACILITATOR SKILLS AND TIPS

Here are a few more points to remember that will help to maximize your role as a facilitator:

DON'T MEMORISE A SCRIPT

Even with a well-prepared agenda and key points you must make, you need to be flexible and natural. If people sense that you are reading memorised lines, they will feel like they are being talked down to, and won't respond freely.

WATCH THE GROUP'S BODY LANGUAGE

If participants seem restless or in a haze, you may need to take a break, or speed up or slow down the pace of the meeting. And if you see confused looks on too many faces, you may need to stop and check in with the group, to make sure that everyone knows where you are in the agenda and that the group is with you.

ALWAYS CHECK BACK WITH THE GROUP

Be careful about deciding where the meeting should go. Check back after each major part of the process to see if there are questions and that everyone understands and agrees with decisions that were made.

SUMMARISE AND PAUSE

When you finish a point or a part of the meeting process, sum up what was done and decided, and pause for questions and comments before moving on. Learn to "feel out" how long to pause -- too short, and people don't really have time to ask questions; too long, and folks will start to get uncomfortable from the silence.

BE AWARE OF YOUR OWN BEHAVIOR

Take a break to calm down if you feel nervous or are losing control. Watch that you're not repeating yourself, saying "ah" between each word, or speaking too fast. Watch your voice and physical manner. (Are you standing too close to folks so they feel intimidated, making eye contact

so people feel engaged?) How you act makes an impact on how participants feel.

OCCUPY YOUR HANDS

Hold onto a marker, chalk, or the back of a chair. Don't play with the change in your pocket!

WATCH YOUR SPEECH

Be careful you are not offending or alienating anyone in the group. Use swear words at your own risk!

USE BODY LANGUAGE OF OUR OWN

Using body language to control the dynamics in the room can be a great tool. Moving up close to a shy, quiet participant and asking them to speak may make them feel more willing, because they can look at you instead of the big group and feel less intimidated. Also, walking around engages people in the process. Don't just stand in front of the room for the entire meeting.



DEALING WITH DISRUPTERS: PREVENTIONS AND INTERVENTIONS

Along with these tips on facilitation, there are some things you can do both to prevent disruption before it occurs to stop it when it's happening in the meeting. The most common kinds of disrupters are people who try to dominate, keep going off the agenda, have side conversations with the person sitting next to them, or folks who think they are right and ridicule and attack other's ideas.

Preventions

Try using these "Preventions" when you set up your meeting to try to rule out disruption:

Get agreement on the agenda, Accord protocols and outcomes

In other words, agree on the process. These process agreements create a sense of shared accountability and ownership of the meeting, joint responsibility for how the meeting is run, and group investment in whether the outcomes and goals are achieved.

Listen carefully

Don't just pretend to listen to what someone in the meeting is saying. People can tell. Listen closely to understand a point someone is making. And check back if you are summarizing, always asking the person if you understood their idea correctly.

Show respect for experience

We can't say it enough. Encourage participants to share strategies, stories from their communities and/or region, and lessons they've learned. Value the experience and wisdom in the room.

Stay in your facilitator role

You cannot be an effective facilitator and a participant at the same time. When you cross the line, you risk alienating participants, causing resentment, and losing control of the meeting. Offer strategies, resources, and ideas for the group to work with, but *not* opinions.

Don't be defensive

If you are attacked or criticized, take a "mental step" backwards before responding. Once you become defensive, you risk losing the group's respect and trust, and might cause folks to feel they can't be honest with you.

"Buy-in" power players

These participants can turn your meeting into a nightmare if they don't feel that their influence and role are acknowledged and respected. If possible, give them acknowledgment up front at the start of the meeting. Try giving them roles to play during the meeting such as a "sounding board" for you at breaks, to check in with about how the meeting is going.

INTERVENTIONS.

TRY USING THESE "INTERVENTIONS" WHEN DISRUPTION IS HAPPENING DURING THE MEETING:

- *Have the group decide.* If someone is dominating the meeting, refuses to stick to the agenda, keeps bringing up the same point again and again, or challenges how you are handling the meeting:
 - ✓ First try to remind them about the agreed-on agenda. If that doesn't work, throw it back to the group and ask them how they feel about that person's participation. Let the group support you.
- *Use the agenda and Accord protocols.* If someone keeps going off the agenda, has side conversations through the whole meeting, verbally attacks others:
 - ✓ Go back to that agenda and the Accord protocols and remind participants of the agreements made at the beginning of the meeting.
- *Be honest: Say what's going on.* If someone is trying to intimidate you, if you feel upset or undermined, if you need to pull the group behind you:
 - ✓ It's better to say what's going on than try to cover it up. Everyone will be aware of the dynamic in the room. The group will get behind you if you are honest and up -front about the situation.



- *Use humour.* If there is a lot of tension in the room, if you have people at the meeting who didn't want to be there, if folks are scared/shy about participating, if you are an outsider:
 - ✓ Try a humorous comment or a joke. If it's self-deprecating, so much the better. Humour almost always lightens the mood. It's one of the best tension-relievers we have.
- *Accept or legitimize the point or deal.* If there is someone who keeps expressing doubts about the group's ability to accomplish anything, is bitter and puts down others' suggestions, keeps bringing up the same point over and over, seems to have power issues:
 - ✓ *Try one or more of these approaches:* Show that you understand their issue by making it clear that you hear how important it is to them. Legitimise the issue by saying, "It's a very important point and one I'm sure we all feel is critical." Make a bargain to deal with their issue for a short period of time ("O.K., let's deal with your issue for 5 minutes and then we ought to move on.") If that doesn't work, agree to defer the issue to the end of the meeting, or set up a committee to explore it further.
- *Use body language.* If side conversations keep occurring, if quiet people need to participate, if attention needs to be re-focused:
 - ✓ Use body language. Move closer to conversers, or to the quiet ones. Make eye contact with them to get their attention and convey your intent.
- *Take a break.* If less confrontational tactics haven't worked, someone keeps verbally attacking others, shuffling papers, cutting others off:
 - ✓ In case you've tried all of the above suggestions and nothing has worked, it's time to take a break, invite the disruptive person outside the room and politely but firmly state your feelings about how disruptive their behaviour is to the group. Make it clear that the disruption needs to end. But also try to find out what's going on, and see if there are other ways to address that person's concerns.
- *Confront in the room* If all else has failed, if you're sure it won't create backlash, if the group will support you, and if you've tried everything else:
 - ✓ Confront the disruptive person politely but very firmly in the room. Tell the person very explicitly that the disruption needs to stop now. Use body language to encourage other group members to support you. This is absolutely the last resort when action must be taken and no alternatives remain.

