

ACCOUNTABILITY IN PHI SIGMA KAPPA

FACILITATOR GUIDE

Notes to the Inductor:

- This topic is required but can happen at any point during the associate member experience.
- The following handouts are important for this meeting:
 - “Confrontation Style Assessment” handout
 - “**Accountability** in Phi Sigma Kappa” associate member meeting

Total Time: 60 - 90 minutes

Meeting Outcomes:

- Identify individual confrontation style.
- Learn the Thomas-Killman Confrontation Model.
- Identify uses for each confrontation style.
- Discuss confrontation as Cardinal Principles Brotherhood and Character.
- Participate in Brotherhood Circle focused on accountability.

Materials & Preparation:

- Assigned corners for each style of Confrontation: Competition, Accommodation, Collaboration, Avoidance
- Associate members should bring a pen or writing utensil

Introduction: 5 minutes

- *Welcome everyone and ask if anyone has any questions regarding last week's meeting or their associate member experience so far.*
- *Introduce the topic of the meeting, explaining this is going to focus on Character by holding yourself and your brothers accountable and managing conflict.*
- *Discuss:*
 - Do you find confrontation difficult? Why or why not?
 - What does the term “healthy confrontation” mean to you?
 - If you find confrontation difficult you are probably not alone. Humans in general have difficult confronting others because the result is unknown.
 - At this point in your life, you may or may not have had training around this skill or even much opportunity to practice confrontation.
 - This meeting is going to focus on healthy confrontation and different ways to accomplish that.
- *Briefly review the agenda for the meeting and see if anyone has any questions.*

Individual Confrontation Style: 15 - 20 minutes

- *Share instructions:*
 - First, we're going to take a quick assessment to determine what style of confrontation you naturally gravitate towards.

- Each style is good for different circumstances, so there is not a “bad” answer, or “bad” confrontation style.
 - Take a few minutes to answer the questions on the handout I provided.
- *Allow associate members a few minutes to take the assessment. Then provide the following assessment results:*
 - If you had mostly A’s, you gravitate towards the “competition” confrontation style.
 - If you had mostly B’s, you gravitate towards the “accommodation” confrontation style.
 - If you had mostly C’s, you gravitate towards the “collaboration” confrontation style.
 - If you had mostly D’s, you gravitate towards the “avoidance” confrontation style.
- *Discuss:*
 - What do you think of your results?
 - What do you think this style means for you and your involvement in Phi Sigma Kappa?
- *Share instructions:*
 - Now we’re going to break into groups based on your confrontation style.
 - In your groups, discuss the positives and negatives of that confrontation style.
 - Use your worksheet descriptions for guidance.
- *Direct brothers to the corner assigned to their confrontation style.*
- ***Facilitator tip:*** *If you have a small group of associate members, or a confrontation style has one person in that group, feel free to combine groups or join that person so nobody is alone.*
- *Allow them to discuss for a few minutes and then have each group share one positive and one negative aspect of their confrontation style.*

Confrontation Model: 15 - 20 minutes

- *Share:*
 - Each confrontation style has its uses for different situations.
 - These four styles come from the Thomas-Killman Confrontation Model.
 - Refer to your worksheet as I go through the matrix and discuss more in-depth about each quadrant.
- The model has four quadrants. Each quadrant is a different style of conflict management. Each can be useful but there is one style that we would identify as “healthy confrontation.” The matrix on your worksheet is also labeled on each side: “Importance of Issue” and “Importance of Relationship.”
 - Competition:
 - High importance of issue, low importance of relationship
 - Trying to win, standing up for your own position or rights
 - **Example:** This may be someone you don’t know very well, so you’re more comfortable addressing the issue, and you believe your solution is the correct solution.
 - Avoidance:
 - Low importance of issue, low importance of relationship

- Side-stepping or postponing an issue or withdrawing from a threatening situation
 - **Example:** This is when you are afraid of the conversation because of the individual or the topic. So you “ghost” the situation or avoid talking to the person about it altogether.
 - Accommodation:
 - Low importance of issue, high importance of relationship
 - Yielding to another’s point of view or obeying an order when you don’t want to
 - **Example:** This is when another student in a group project isn’t doing their share and you end up doing a lot of work because you don’t want to complain or add more to their plate.
 - Collaboration:
 - High importance of issue, high importance of relationship
 - Digging into an issue to identify underlying concerns, finding a win-win solution
 - **Example:** This is what we define as “healthy confrontation,” where you and the other person work together to find a solution that works for both of you.
- *Share instructions:*
 - Now that you’ve learned more about each style, work with the brothers around you to come up with uses for each.
 - It may help to think of situations in the past when you used one of these styles and it was successful, or when you’ve seen others use one of these styles.
 - We encourage you to think of an example you’ve experienced personally, however if you can’t think of anything, this can be something you’ve witnessed, either in real life or in a TV show or movie.
 - **Facilitator tip:** *If associate members are struggling to come up with examples, share one from a TV show or movie to give them ideas.*
- *Give associate members about ten minutes to discuss and come up with different scenarios. Afterwards, have each group share what they discussed. Each group can share more or less, depending on time.*

Steps to Healthy Confrontation: 10 - 15 minutes

- *Direct associate members to the steps on their worksheets. You can have them read it to themselves, popcorn around the room and have each brother read a different step or read it aloud to them.*
- *After the steps have been reviewed, lead a discussion using the questions below.*
 1. Don’t wait too long; grudges can lead to unhealthy relationships. However, don’t confront the other person when you’re angry either.
 - When is the next time you can be alone with this individual?
 - Do you need to set any expectations prior to the conversation?
 2. Recognize why you are upset.
 - What is the emotion you are feeling? Jealous? Angry? Sad?

- What do you need from the other person that they are not giving you?
 - 3. Plan out what you are going to say.
 - How can you be clear and concise?
 - Are your points filled with emotion or are they results-oriented?
 - 4. Frame the conversation around what you need from the other person.
 - What solution are you looking for?
 - What changes would you like to see for future challenges with this individual?
 - 5. Follow up if necessary.
 - Were your needs met? If not, what are your next steps?
 - What do you need to do to contribute to the solution?
- *Discuss:*
 - Why do you think Phi Sigma Kappa included this in the *Brotherhood in Phi Sigma Kappa* program?
 - Why is healthy confrontation important for you to learn as brothers?
 - How does this tie into the Cardinal Principle of Brotherhood?
 - How does this tie into the Cardinal Principle of Character?
- *Share:*
 - Brotherhood is accountability. Genuine brotherhood cannot truly be developed if we let our brothers go against our values, Creed, and the Cardinal Principles.
 - Understanding how we approach conflict and being aware of different types of conflict management will make us more confidence approaching our brothers when we see something that's not right.
 - Confronting our brothers also helps us develop character because it gives a stronger sense of what is right and what is wrong.
 - Other brothers holding us accountable also helps us identify when we make mistakes so we can make better decisions for the future.

Brotherhood Circle - Accountability: 13 - 28 minutes

- *Share instructions:*
 - For the last few weeks, we've been holding Brotherhood Circles at the end of each of our associate member meetings.
 - Throughout the *Brotherhood in Phi Sigma Kappa* program, we may hold Brotherhood Circles focused on holding each other accountable.
 - On your worksheet, look at the section entitled "Brotherhood Circle - Accountability."
 - Read the instructions there and take a few minutes to jot down your thoughts.
 - **Facilitator tip:** *Don't inform them they're going to share with the entire group before having them write it down to encourage them to be more honest.*
- *Give associate members a few minutes to write.*
 - Today we talked about healthy confrontation and now it is time to utilize the skills we just learned to confront one another.

- This week, we're going to focus on behaviors, decisions, and actions that don't align with the Cardinal Principles or Creed of Phi Sigma Kappa.
- In order to keep this healthy and productive, we're going to identify some ground rules for us to follow:
 - Utilize steps 2-4 in the model we just reviewed. Recognize what emotions you have tied to this action, plan what you are going to say, and indicate what you need from that person.
 - Don't attack the person; explain the behavior you saw.
 - Provide specific examples when confronting so that your brother knows what exactly he needs to modify in the future.
 - If confronted, try not to get defensive, but listen to your brother and put yourself in his shoes.
 - You are simply holding each other accountable to what we all agreed to do as brothers. As humans, we all make mistakes, and we may not always realize it. This is an exercise for all of us to improve and become better Phi Sigs and have a stronger brotherhood.
- *Discuss and have associate members share what they wrote on their worksheet:*
 - During your associate member experience so far, when did you see one of your brothers do something consistent with our Creed, Cardinal Principles, or their Pledge to Brotherhood?
 - During your associate member experience so far, when did you see one of your brothers do something inconsistent with our Creed, Cardinal Principles, or their Pledge to Brotherhood?
 - **Facilitator tip:** *If there is not much discussion with associate members, share past examples of where brothers have held each other accountable and it turned into a positive experience for all.*

Closing: 2 minutes

- *Ask if anyone has questions regarding today's meeting.*
- *Share information about the next associate member meeting, when and where it will take place, as well as the focus of the meeting.*
- *Share any additional Phi Sigma Kappa or university announcements.*
- *Ask if anyone has additional questions, thank them for their participation, and dismiss.*