



**FACILITATOR GUIDE**

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The project is led by Zoë Ayres and Bo Kelestyn, and booklet lead Alex Baker, with support and guidance from Adam Alcock, Louis Ammon, Leanne Loveitt, Ally McLoughlin, Maria Kariuki, Kathryn Murray, Tania Read and Michael Staniforth.

All Diversity Book Club materials are brought to you as open access to enable you start your own club, through the hard work of the above individuals. We ask if you use these materials to keep the Acknowledgement Section in the Booklets you use and credit the Chemistry Department of the University of Warwick. All sections that need to be adapted to suit your department are highlighted in yellow for ease.





Warwick Chemistry Book Club

 – Facilitators Guide

Thank you for agreeing to be a facilitator for the Warwick Chemistry Diversity Book Club. This document is a guide to help you facilitate group Discussion Sessions for the Warwick Chemistry Book Club. The diversity themes being addressed by the Book Club are challenging and so the following guide has been compiled to help prepare you in leading a small group in discussing these topics.

Your role

* Not a teacher – all group members should be active in sharing ideas and opinions not just the leader. Get members to contribute and offer opinions before offering yours.
* Discussion generator - Facilitate discussion by using open questions but don’t let it stray too far off topic.
* Discussion moderator - There is a difference between healthy discussion/debate and conflict – ensure group members are respectful and courteous when disagreeing, seek clarification to avoid misunderstanding (for more information on this see below).
* Encourage others to answer questions – don’t be scared of silence (people need time to think).
* Enable communication within the group between members not just with yourself.

Responsibilities of a Facilitator

* Prepare properly
	+ Make sure you have read the book yourself
	+ Anticipate possible questions, issues and misunderstandings.
* Facilitate and moderate discussions
	+ Keep to agreed timings (people have places to be!).
	+ Ensure everyone is comfortable and relaxed.
	+ Ensure everyone knows everyone’s name – names are powerful and not knowing someone’s name can come across as disrespectful.

Golden rules about facilitating

- Everyone should feel free to contribute – empower quieter people to contribute

- You don’t know everything so be willing to admit that (remember leader/guide not teacher)

- This is not a tutorial - it doesn’t matter if you don’t get through all of the questions

-Remember you are learning too – it is okay to get things wrong!

A simple guide to running the session

Before the session – Prepare

* Make sure to read the book
* Check the master email for your group date and time
* Send the meeting invite out to your group (Don’t forget to send a Microsoft Teams invite!)

During the session

* It may feel awkward at first – you will get used to the group over the Book Club
* Introduce the Book Club and talk through the Code of Conduct (see your facilitator guide)
* There is an Icebreaker in the Question Booklet, and an introduction for each person to share at the start to ease into the Book Club for the first meeting
* Work through the questions (remember you don’t have to get through them all)

Dealing with conflict

Before you begin your first session, it is worth going to the Organisational Development webpage and taking the course on [Facing anger and emotion in the workplace](https://warwick.ac.uk/services/od/online-learning/). The main take away points of this course are summarised below:

* Anger has physiological roots such as increased heat rate and shallower breathing - asking those who are getting upset to stop and take a breath can be a powerful tool to diffuse an emotional situation.
* Do not rise to an emotional situation yourself - it's ok to take a break from the room yourself if you need to
* There are seven key steps to meeting anger and emotion:
	+ Don't meet anger with anger
	+ Remember you are not under threat (but an angry person might feel like they are)
	+ Distance yourself emotionally
	+ Speak slowly and calmly
	+ Recognise the other person's position
	+ Show concern
	+ Try to steer towards a resolution

Discussing anti-discrimination ideas in group work

The [National Guidance Research Forum](https://warwick.ac.uk/fac/soc/ier/ngrf/effectiveguidance/improvingpractice/resources/group-work/) has a lot of great information on group work at with the section of anti-discriminatory group work of particular interest to facilitating this Book Club. Some of the key points are summarised here, but it is well worth familiarising yourself with all the material on that webpage. As a facilitator consider:

* Facilitators need to be vigilant about their own group behaviour and make sure that they model inclusion and involvement of all the members on an equal basis. Also, action needs to be taken when a group member is being treated unequally by others (e.g. validate marginalised members; restrain dominant members).
* Confront discrimination: This requires the group leader to intervene and confront unacceptable behaviour in a way which challenges the behaviour without condemning the perpetrator of it - not easy.
* Establishing trust: Takes time in any group, and more likely to take longer and more effort in mixed groups. Nevertheless, an important part of the group process.

Facilitative Intervention Strategies

Coupled with the above outline of dealing with anger and emotion in the workplace, the information below may be helpful should a conflict arise during a book club meeting.

There are three levels at which you may wish to intervene in the case of a disagreement or argument amongst the group:

* **Gentle intervention - This includes the most passive response of doing nothing and letting the group sort itself out. This can be tempting, particularly if you are nervous, but you should be willing to escalate if necessary. It can also include using silence to allow for reflection and to restore calm. You might also want to show support for some of the things being said, keeping all of the above in mind, or clarifying your understanding of the issue, to help clarify it in the minds of the other group members.**
* Persuasive intervention - This usually takes the form of gently guiding questions, such as “are we ready to move on” or “where do we want to go from here?”. This is the stage where you might want to share your own view or suggest possible courses of action for the group to choose from. In doing this, rather than dictating a course of action yourself, you can help to form cohesion within the group, although it is important to make sure no one feels left out.
* Directive intervention - This level of intervention should be avoided unless absolutely necessary. In the case of an argument, it might include directing someone to leave the group for a time and cool off, or directly imposing that the topic must no longer be discussed and to move on to something else.

Facilitative Language

One of the most important ways a facilitator can influence a group, positively or negatively, is through the language they use. We can create a more positive experience by:

* Saying what we mean: Think carefully about what you want to say and use clear and concise language. If you feel you have said something wrong, admit it immediately and try again.
* Clarifying understanding: Reword what others say and ask if you have understood, and state clearly what someone else’s contribution means to you. Ask others to do this as well if conflict arises.
* Avoid power language: Try to avoid language that comes across as a command or gives no room to manoeuvre. Suggestions are much more useful to healthy debate than commands.
* Questions vs statements: changing a statement to a question of vice versa can be very enlightening. i.e. look at the difference between “does anyone feel cold?” and “I feel cold”.
* Avoid depersonalised language: Use “I” wherever you can, e.g. “I don’t understand” instead of “this is difficult to understand” or “you haven’t explained this well”.
* Avoid limiting language: Often we say “can’t” or “need” when we mean things like “won’t” or “want”. Try to be honest and encourage honesty in others.

What to do if inappropriate behaviour arises

At any time point you feel that anyone has not complied to the Dignity at Warwick guidelines or this code of conduct the following procedure should be followed:

In cases of minor breach of code of conduct, use the resources in the guide to deal with the situation yourself, if you feel equipped to do so.

If the case is more serious, or you do not feel confident dealing with the situation yourself, please report the incident tothe Book Club facilitators Zoë Ayres (z.ayres.1@warwick.ac.uk) or Bo Kelestyn (bo.kelestyn@warwick.ac.uk)

If you deem it inappropriate to contact Zoë or Bo for any reason, please report the incident via the [Warwick Report and Support](https://reportandsupport.warwick.ac.uk/) webpage

Code of Conduct

During the Warwick Chemistry Diversity Book Club series, we will be discussing a range of different diversity and inclusion themes, with the aim to increase awareness around possible diversity issues people may face in Chemistry. The topics that will be discussed include, but may not be limited to: Race, Gender, Sexual Orientation and Unconscious Bias.

It is important to us that you are in a safe, supportive environment to discuss these issues. By agreeing to be part of the Warwick Chemistry Diversity Book Club you agree to operate under the “Dignity at Warwick” policy at all times. This is summarised as follows:

* Behave in a way that respects the rights and dignity of others.
* Treat others fairly.
* Display courtesy and good manners in every interaction appreciating that individuals have different styles and expectations.
* Value differences in others and the contribution they make.
* Work and study within the University on a co-operative basis.
* Demonstrate a commitment to upholding the University's policies on Equality, Diversity & Inclusion.

During the Book Club please:

* Listen to the group and the group facilitator
* Allow time for everyone to speak
* Prepare ahead of time and bring questions
* Don’t just wait to speak – build on the conversation

Contact Us

If you have any other queries or questions throughout the Diversity Book Club, please do not hesitate to get in touch. You can email diversitybookclub@warwick.ac.uk directly for help from the organisers.

*If at any time point you feel that anyone has not complied to the Dignity at Warwick guidelines please to your session facilitator, and/or speak to the Book Club organisers* You can email Dr Zoë Ayres or Dr Bo Kelestyn*. You can also disclose a concern or incident by visiting the* [*Warwick Report and Support*](https://reportandsupport.warwick.ac.uk/) *webpage.*

*There is also an* [*anonymous feedback form*](https://warwick.ac.uk/fac/sci/chemistry/aboutus/diversitybookclub/feedback/) *for you to help us improve the book club.*

Personality Types of Group Members

Below is a list of the type of people you might come across in group work. It should be noted that these are stereotypes and should be treated with appropriate caution.

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| --- | --- | --- |
| Type | Characteristics | Comments |
| Harmoniser | Tries to minimise conflict and prevent disagreements | Differences of opinion are normal and can lead to deeper discussions |
| Blocker | Generally negative in outlook, often discusses irrelevant personal experiences | Listen – don’t be negative. Model a positive attitude. Help them see how they come across in the group |
| Helper | Supports you by opening up communication and encouraging others | Helps to clarify issues but might not know where you want to take the discussion next |
| Intellectualiser | Tries to raise the discussion to an intellectual level | Can come across as demeaning to others. Refuses to consider how the discussion impacts them |
| Non-Participant | Withdrawn and passive | This could be for a variety of reasons; disinterest, tiredness or fear.Find ways to ease them into discussions, like asking simple questions or for their opinions |
| Fighter | Hostile to the group – seeks to cause conflict and undermine others | If they are causing offence, then confront them after the session (in private) |
| Initiator | Suggests ideas and solutions – normally the first to offer ideas | Can jump ahead to next question and cut off discussions |
| Dominator | Interrupts and makes long speeches in attempt to assert themselves  | Invite contributions from others  |