Training & Development Using Technology

Conflict Resolution: Reaching a WIN-WIN Solution Workshop



GOAL: Members of
The Catholic Women's
League of Canada grow
in faith by sharing,
witnessing and
developing leadership
skills to create positive
change.



STRATEGY:

Employ technology to develop training tutorials to meet the needs of our current demographic.

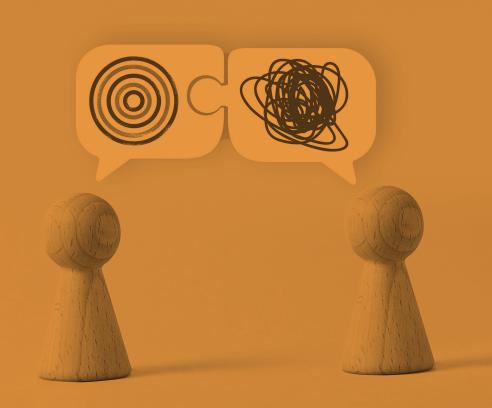


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Conflict ResolutionBefore You Start

Presentation Time: Approximately 90 minutes

- 1. Practice, practice, practice!
- 2. Some slides have spaces for typing while the slideshow is running, but these won't work on a Macintosh computer (the screen will advance instead of letting you type). However, if you press the ESC key to stop the presentation, you can type in the spaces and then restart the slideshow when finished the activity.
- 3. Print the PowerPoint presentation using the print layout called "Notes Pages" so that you know what to say with each slide.
- 4. If having a small group discussion (slide 10) and using Zoom, prepare the breakout rooms and be ready to share slide 11 with each room. If in person, have a printout of slide 10 on each table.
- 5. If presenting in person, have a flip chart ready to record responses.
- 6. You may want a co-host to monitor the chat, hands up, answers to questions, etc.
- 7. Ask everyone to mute before you start and tell people how you want them to let you know that they want to speak—raising hands (really or by using the icon), unmuting or something else.
- 8. This presentation is designed in two parts, with an optional break in between. The presentation time will vary depending on whether the examples are discussed one at a time or in separate groups and on how much sharing you allow.
- 9. Move this presentation to the next slide, ready to start.

The Catholic Women's League of Canada

CONFLICT RESOLUTION

Reaching a Win-Win Solution

(Adapted from *Prayers for the Servants of God*, Edward Hays, Easton KS: Forest of Peace Books, 1980 and the League's workshop entitled "Dealing with Conflict in Order to Reach a Win-Win Solution")

READ:

Welcome to this presentation on conflict resolution. My name is ______, and I look forward to sharing this presentation with you. I am so happy that you were able to join me today. This program will help you learn more about how to become effective at dealing with conflict and help others to do the same.

- *If presenting in person:* A handout has been prepared for you—please use it to make notes. This flipchart will be used to record any activities. At this time, please turn off any electronics that may interfere with the program.
- If presenting online: Today, I would also like to welcome my assistant,
 ________, who will be managing the chats for me so that I do
 not miss any of your comments. Feel free to comment anytime! When you registered
 for this presentation, we sent you a file with a handout of all the slides. Please use
 them to make notes

Before we begin, we will review the agenda and start with an opening prayer.

Agenda

PART 1

- 1. Opening Prayer
- 2. What Does "Conflict" Mean?
- 3. Four Kinds of Conflict
- 4. Conflict Results
- 5. How to Get a Win-Win Result (and How Not To)

PART 2

- 6. Your Turn to Share
- 7. Some Reflections
- 8. Takeaways and Tips
- 9. Questions?
- 10. Closing Prayer

READ:

The agenda for today's presentation is in two parts.

- PART 1 begins with an opening prayer.
- Then we will talk about what "conflict" means to you and the dictionary definition, and what it can mean.
- We will talk about the four kinds of conflict.
- We will discuss the kinds of results you can get from conflict and what we want to achieve in conflict resolution.
- Finally, in Part 1, we will outline how to get a win-win result (and how not to). This section will include ways to obtain a winwin and the conditions for achieving it, as well as things that get in the way. We will also get some practice in resolving conflict as we work through several examples.

(Optional but recommended – Then we will take a 10-minute break before moving on to Part 2.)

- PART 2 begins with sharing some of your conflict resolution stories and experiences.
- Then, we will share some additional reflections about conflict and its resolution.
- We would like to learn what you will take away from this presentation and any other tips you might have in conflict resolution for everyone.
- You will have an opportunity to ask any questions that you still have.
- Finally, we will end with a closing prayer.

Opening Prayer

Lord, today we come to You with humble hearts as we ask for Your guidance and wisdom as we deal with conflicts in our lives and in the whole world. Please grant us the courage to face these challenges with humility and grace. Help us with Your wisdom to understand the real causes of these conflicts.

Grant us the ability to pause and listen to each other with open minds and hearts. Help us to seek understanding rather than just seeking to be understood. May we be humble to set aside our own personal desires and motives. May we seek what is best for all of us.

Amen.

READ:

We will start with an opening prayer.

Invite everyone to pray this prayer together. If meeting online, remind everyone to stay muted during prayer.

Lord, today we come to You with humble hearts as we ask for Your guidance and wisdom as we deal with conflicts in our lives and in the whole world. Please grant us the courage to face these challenges with humility and grace. Help us with Your wisdom to understand the real causes of these conflicts.

Grant us the ability to pause and listen to each other with open minds and hearts. Help us to seek understanding rather than just seeking to be understood. May we be humble to set aside our own personal desires and motives. May we seek what is best for all of us.

Amen.

Prayer source: Excerpt from Prayer for Resolving Conflicts,

avepray.com/prayers/prayer-for-conflict-resolution/



What does the word "conflict" mean to you? Why?



READ:

"What does the word "conflict" mean to you? Why? Let's brainstorm for a few minutes.

If presenting in person: (The presenter may record responses on the flip chart. Ask people to raise their hands). There are no right or wrong answers—this is just time for you to examine (and perhaps share) some of your thoughts.

If presenting online: Use the raise hand icon or chat feature to give your answers. Remember to unmute yourself when speaking.

- Wait for hands when you ask the questions.
- You don't have to fill in all the spaces, and you can put more than one answer in a space.
- Write the answers down in the blanks provided.
- Don't forget to monitor the chat.

- Thank each person for their input and affirm the answer provided (with a nod and a smile, for example).
- Look at the answers you get to see what they have in common. You may want to comment on any patterns you see.
- Are they primarily positive, or do you feel that they are mostly negative? Do you feel uncomfortable, overwhelmed or uneasy?

READ: We will be looking at whether conflict can be positive in a bit.

Remember what the general feeling is here for later (slide 6).

Image source: PowerPoint Stock Images

Definition of Conflict

Webster's Third New International Dictionary

defines conflict as "a clash, competition,

or mutual interference, of opposing or

incompatible forces or qualities

(such as ideas, interests or wills)."

READ:

Webster's Third New International Dictionary defines conflict as "a clash, competition, or mutual interference, of opposing or incompatible forces or qualities (such as ideas, interests or wills)." This definition seems quite confrontational and negative.

If the answers on the previous page were primarily negative:

READ: As you saw in the brainstorming session, many of us feel this negative way about conflict. We don't like it, so we avoid it.

If the answers on the previous page were mostly positive:

READ: However, many of us here realize that conflict can be positive.

Conflict Can Be Positive



Conflict can be positive when differences are aired, and a resolution is reached.

Resolving conflict can lead to a greater understanding of oneself and others.

Resolving conflict can strengthen relationships.

READ:

Conflict can be positive when differences are aired, and a resolution is reached.

Resolving conflict can lead to a greater understanding of oneself and others.

Resolving conflict can strengthen relationships. It can make a group (such as a parish council) stronger, and it helps each individual feel more confident, included, valued and safe.

Image source: PowerPoint Stock Images

Conflict: Four Kinds



Intrapersonal: within a person



Intragroup: within a group



Interpersonal: between two or more people



Intergroup: between two or more groups

READ:

There are four kinds of conflict:

Intrapersonal conflict is within a person. For example, Martha would consider being a parish council president, but she is hesitant and worried.

Interpersonal conflict is between two or more people. For example, Sara would like to try something new for the annual fundraising tea, but Janet has always been in charge and doesn't want to change anything.

Intragroup conflict is within a group. For example, some women want their parish council to focus on social activities, while others want to see the council focus on social justice.

Intergroup conflict is between two or more groups. For example, one group in the church would like to use donated monies to renovate the church, while a different group wants to save the money for church maintenance contingencies.

Recognizing these different kinds of conflict can help lead to conflict resolution. We will talk more about this in a few minutes.

Image source: PowerPoint Stock Images

Conflict Results



LOSE - LOSE



WIN - LOSE



WIN - WIN

There are three possible outcomes when we try to resolve conflicts:

First, there is the **LOSE-LOSE** scenario. When both sides lose, it usually creates anxiety and anger in individuals and separation between groups or members or withdrawal from the group. In short, this result makes the situation worse.

Attitudes contributing to LOSE-LOSE situations might be "Don't get mad, get even" or "An eye for an eye."

An attitude of revenge ensures that everyone loses.

Second, there is also a **WIN-LOSE** result. This result creates competition rather than cooperation. It might make one person or group happy but leave the other half feeling defeated, resentful and unvalued.

Attitudes contributing to WIN-LOSE situations might be "If you can't say anything nice, don't say anything at all" or "Don't rock the boat."

An attitude of avoiding conflict only postpones the problem.

Finally, and most importantly, what we always want to achieve in conflict resolution is a **WIN-WIN** result. This result ensures that everyone feels heard, valued and satisfied. The group is made stronger and more loving. So, how could we try to get this result?

Image source: PowerPoint Stock Images

Getting a Win-Win: Some Words of Wisdom

"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)

READ:

These words of wisdom by Marshall Rosenberg can help us out here:

"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."

Source: PuddleDancer Press, nonviolentcommunication.com/resources/mbr-quotes/

Martha would like to try being a parish council president, but she is hesitating.

What might be some of the concerns/ needs of the people in each conflict?

How would you find out?
What would you say?
What questions would you ask?

How might you try to create a WIN-WIN result?

READ:

Let's look at an example in each of the four types of conflict and talk about what the concerns and needs of the people involved might be and what we might be able to do to resolve the conflict with a WIN-WIN.

Because of time, it is recommended that you break people up into individual groups or breakout rooms (if online), give each group a different scenario and then reassemble as a whole group to share insights from the discussions. Or, if you want to do a whole group discussion for each of the following scenarios, you can read the situation, ask the questions and then wait for the answers.

If presenting in person: Ask people to raise their hands.

If presenting online: Use the raise hand icon or chat feature to give your answers. Remember to unmute yourself when speaking.

- 1. In the intrapersonal conflict (yellow), "Martha would like to try being a council president, but she is hesitating."
- ☐ Try to look at this from her point of view. What might be some of her concerns? What would she need to make this possible or more inviting?

Possible answers:

- The lack of time, so she would need to reduce the time involved.
- She lacks confidence, so she might need a boost of self-confidence.
- She has a lack of leadership skills, so she might need some training or mentoring.

☐ How could you find out? What would you say? What questions would you ask?

Possible answer: I think you would be fantastic at this, but you seem hesitant. Can you tell me why?

☐ How might you create a WIN-WIN result?

Possible answers:

- Suggest sharing the presidency.
- Point out her gifts/successes and offer mentoring.
- Offer a leadership course.
- Prayer.

Martha would like to try being a parish council president, but she is hesitating.

What might be some of the concerns/ needs of the people in each conflict?

How would you find out?
What would you say?
What questions would you ask?

Sara would like to try something new for the annual fund-raising tea, but this is Janet's area, and she doesn't want anything to change.

How might you try to create a WIN-WIN result?

2. In the interpersonal conflict (green), "Sara would like to try something new for the annual fund-raising tea, but this is Janet's area, and she doesn't want anything to change."

☐ Try to look at this from each point of view. What might be some of Janet's concerns? Sara's concerns? What would each of them need to make this possible or more inviting?

Possible answers:

- Janet and Sara fear that their contributions aren't appreciated, valued or noticed, so each needs to be sincerely reassured.
- Janet is concerned about losing her role as a leader in this area of council work, so she might need to be included as a leader/mentor in the planning.
- Sara worries that she does not have a role in the council or a way of contributing, so she needs to be welcomed into a valued place.
- Janet is concerned about the resistance to change, so the council might need to look at how to make a change easy and complementary to what "has always been" rather than competition for it.
- Sara is shy or uncertain of how welcome her ideas are, so she needs to be reassured, affirmed and included.

☐ What questions could you ask? What would you say?

Invite responses from participants and record them on a flip-chart or have an assistant record in the chat.

☐ How might you create a WIN-WIN result?

Possible answers:

- Point out Janet's gifts/successes and elements that definitely should not be lost.
- Ask for her advice on how Sara's suggestion could be incorporated so that she doesn't feel excluded.
- Ask Janet and Sara each what challenges she sees with this and what solutions she could suggest.
- Pray.

Martha would like to try being a parish council president, but she is hesitating.

What might be some of the concerns/ needs of the people in each conflict?

Some women want their parish council to focus on social activities; others would like to focus on social justice areas.

How would you find out?
What would you say?
What questions would you ask?

to try something new for the annual fund-raising tea, but this is Janet's area, and she doesn't want anything to change.

How might you try to create a WIN-WIN result?

3. In the intragroup conflict (blue), "Some women want their parish council to focus on social activities; others would like to focus on social justice areas."

☐ Try to look at this from each point of view. What might be some concerns/needs of the kitchen women? Of the social justice women? What would each of them need to make this workable?

Possible answers:

- Both groups fear that their contribution isn't appreciated, valued or noticed, so each would need to be sincerely affirmed and reassured.
- The social justice group wants to make a bigger difference in the world, so it might need to be reassured that this is possible.
- The kitchen group may not know about social justice issues or what role they, as individuals, could play, so speakers/projects could be suggested.
- he social justice group fears the council might be stereotyped as "only kitchen," so the council might need to look at advertising/marketing bigger issues.
- Both groups may be uncertain about the "how to" skills in the kitchen and social justice areas, so they may need mentoring/training.

☐ What questions could you ask? What would you say?

Invite responses from participants and record them on a flip-chart or have an assistant record in the chat.

☐ How might you create a WIN-WIN result?

Possible answers:

- Point out kitchen gifts/successes and elements that definitely should not be lost.
- Discuss and map out possibilities, gifts and successes for social justice projects.
- Encourage expansion of ideas and roles (i.e., Is the council only limited to one focus?) and optional levels of involvement with both.
- Include everyone in planning possibilities and identifying possible challenges.
- Openly value and celebrate both areas, avoiding competition.
- Pray.

Martha would like to try being a parish council president, but she is hesitating.

What might be some of the concerns/ needs of the people in each conflict?

Some women want their parish council to focus on social activities; others would like to focus on social justice areas.

How would you find out?
What would you say?
What questions would you ask?

How might you try to create a WIN-WIN result?

While standing on the street for the March for Life, a person comes over in disgust to argue with you about abortion.

to try something new for the annual fund-raising tea, but this is Janet's area, and she doesn't want anything to change.

4. In the intergroup conflict (pink), "While standing on the street for the March for Life, a person comes over in disgust to argue with you about abortion."

☐ Try to look at this from each point of view. What might be some concerns/needs of the pro-choice advocate? Of the pro-life member? What would each of them need to make this workable?

Possible answers:

- The pro-choice advocate may fear that life is going to be "ruined" (financial/time/life options, so they may need help and options).
- The pro-life member may be worried that she doesn't know enough to make a case for life or how or where to offer help, so she might need to be mentored or told about available resources.
- The pro-choice advocate may feel guilt and need to justify abortion.
- The pro-life member may fear conflict and confrontation, so she needs strength in the Holy Spirit.

☐ What questions could you ask? What would you say?

Invite responses from participants and record them on a flip-chart or have an assistant record in the chat.

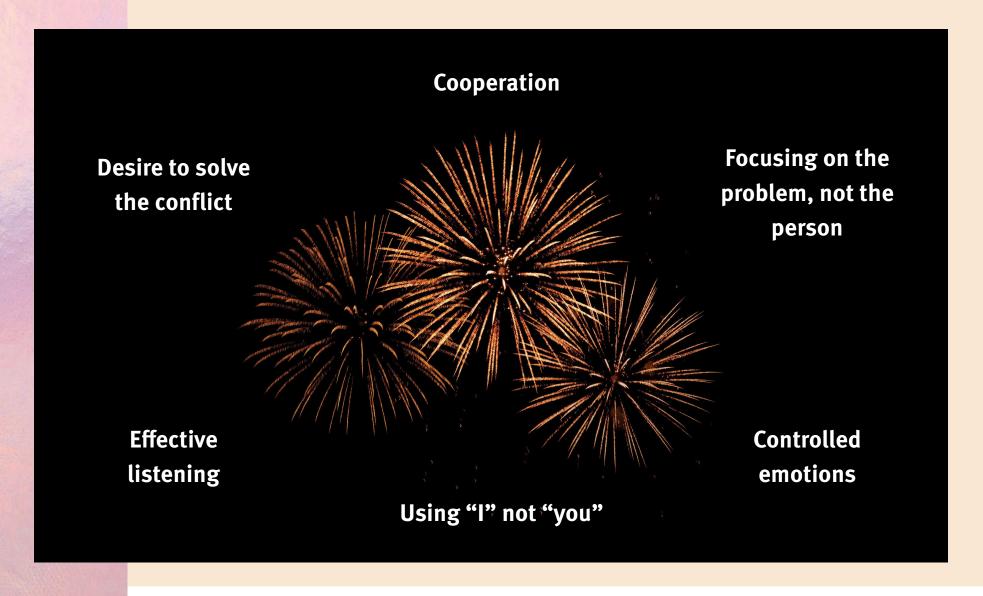
Possible answer: You seem really upset. Have you had to deal with this, or know someone who has? What happened?

☐ How might you create a WIN-WIN result?

Possible answers:

- Pray
- Rachel's Vineyard
- Recognize and accept the realities of life situations; offer support and help through pro-life and wellness agencies.

Other Conditions Leading to Win-Win



READ:

What conditions can you create to help have a win-win outcome?

☐ **Cooperation:** Try to create an environment of understanding and "I" or "us" rather than "you" and "me."

Example: Do you have any ideas about how we could make Sara's idea work without losing your delicious goodies?

☐ Use words like "I" rather than "you" in your communication: Sometimes "you" messages can sound like you are blaming the other person. Revealing your limitations and vulnerabilities can also help foster a win for both.

Example: "I am at my wit's end for some content for this report, but I need to finish it for Monday. I would really value your input," instead of, "You didn't give me the information I needed."

□ Effective Listening: Try to hear and understand what the other person tells you through words, body language and facial expressions. Ask questions if you need clarification. Keep your eyes and attention completely focused on the person. Speak your understanding in your own words. Commit to hearing all the needs and treating them with care and respect.

☐ **Desire to solve the conflict:** Avoiding the conflict doesn't usually mean it will disappear.

Example: One group wants to focus on social/kitchen/hospitality in their council, while another wants to focus on

social justice issues. Perhaps, if each group presents their "case," members could:

- choose one option
- realize both options are viable in their council
- determine there is an opportunity to combine both activities (fundraising for a social justice issue)

Or

Example: One group wants to donate all their money to charities, while another group recognizes the value of financially supporting members to attend conventions.

(Ask participants for examples of how this might be resolved.)

☐ Focus on the problem, not the person: The Japanese have a business philosophy of, "Fix the problem, not the blame." This works well for conflict resolution, too.

Example: When everyone talks at once and has individual conversations, I feel like we are missing some valuable contributions. Perhaps we could raise our hands and listen to what each of us has to say.

□ **Controlled emotions:** A calm acceptance of what is being communicated creates a safe and collegial environment for openness, sharing and conflict resolution.

Image source: PowerPoint Stock Images

Gets in the Way of WIN-WIN



READ:

You can also create conditions to get in the way of achieving a win-win outcome.

☐ Certainly, "WHAT" you say can get in the way of conflict resolution. So can "HOW" you say it.

Listen to the different ways you can say this simple sentence: (Emphasize the all-capitalized words.)

- WHO told you to do that?
- Who **TOLD** you to do that?
- Who told YOU to do that?
- Who told you to do **THAT**?

☐ Your body posture and facial expressions can get in the way of win-win.

We all know:

- Rolling eyes or raising eyebrow expresses skepticism or contempt
- A crossed arms body posture indicates resistance or disapproval. (Be careful with this one—research says that when women cross their arms, they might just be cold.)

 Anger, shouting and overreacting stop communication in its tracks. Anger and overreacting make everyone uncomfortable and drive a wedge between people. Also, unkind and ungenerous things can be said in the heat of emotion. Once they have been spoken, they are out there, generating hurt feelings, resentment, shame and withdrawal.

☐ Making threats.

Example: Someone might say, "Obviously, my ideas are incompatible with yours, so I might as well just quit."

Another example: "My gifts and talents aren't appreciated, so I'll just keep quiet from here on in."

☐ Turning the conflict into a competition.

Example: A leader could say, "Well, let's try both and see which works better." (There is nothing wrong in trying both, but we want to work to make both successful.)

☐ Power struggle—taking sides.

Example: A leader could say, "I think that the social justice focus is much more important than funeral luncheons—let's do that one."

Image source: PowerPoint Stock Images

Your Turn

Please share some of the conflicts you have faced (or have seen others face).

Tell what happened and how it was resolved.

How might you approach it different if it wasn't resolved very successfully?



READ:

Please share some of the conflicts you have faced (or have seen others face). Tell what happened and how it was resolved. How might you approach it differently if it wasn't resolved very successfully?

- If presenting in person: Ask people to raise their hands.
- *If presenting online:* Use the raise hand icon or chat feature to give your answers. Remember to unmute yourself when speaking.

Image source: PowerPoint Stock Images

Reflection 1

Some conflicts do not have a definite solution...

Pro-Life Pro-Life

...but you can build understanding and move closer to a win-win.



READ:

Some conflicts do not have a definite and final solution, but you can still build understanding and move closer to a win-win.

For example, one member relates this experience.

"I was standing on the street in the March for Life when a man walked by and started to yell and swear at me. 'You guys are full of it. You do-gooders don't know anything. You make me sick.' I was paralyzed. I didn't know what to say to him! I felt totally useless. As he walked on, however, I prayed. I said, 'God, I am so sorry. I just didn't know what to say. Please be with this man and help him. Amen.' God listened. A little way down the sidewalk, one of my sister members spoke to him. 'You seem to feel really strongly about this... did something happen to you or to someone you know?' I listened as the man started to tell his story. His girlfriend got pregnant. They didn't have a place to live. They didn't have any money. No one would help. What choice did they have? My friend was so sympathetic. They talked about how sad it was, and he cried. She told him about the Wellness Centre and the help available there, and he gratefully accepted the card, said thank you and walked on... from swearing to smiling."

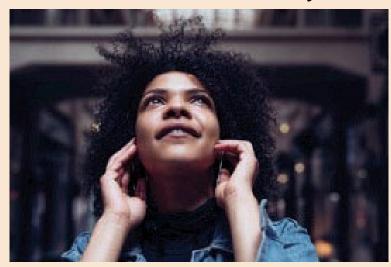
Image source: PowerPoint Stock Images

Reflection 2

Are we being Martha...



...when we should be Mary?



READ:

Here is something else to consider about conflict.

We almost always think we are on the "right side" of the conflict... but are we?

In the bible, Martha was busy getting the meal ready... after all, everyone will need to eat, right? But Mary was listening to everything that Jesus was saying. Martha marched over to Jesus and demanded that He tell Mary to help her. It's definitely a conflict! Many of us can visualize how Martha felt and sympathize with her. But Jesus rebukes her and tells her that Mary's listening is better than her focus on things that don't matter.

In a conflict, are we being Martha instead of Mary? In a conflict, are we distracted by things that don't matter rather than focusing on what God wants?

Image source: PowerPoint Stock Images

Reflection 3

The ninth century "Sufi Bayazid, says this about himself, 'I was a revolutionary when I was young and all my prayer to God was, "Lord give me the energy to change the world."

'As I approached middle age and realized that half my life was gone without my changing a single soul, I changed my prayer to, "Lord, give me the grace to change all those who come in contact with me. Just my family and friends, and I shall be content."

'Now that I am an old man and my days are numbered, my prayer now is, "Lord, give me the grace to change myself." If I had prayed for this right from the start I should not have wasted my life."

Everybody thinks of changing humanity, while hardly anyone thinks of changing themselves.

READ:

In this last reflection, we read a wise man's words:

The ninth century "Sufi Bayazid says this about himself: 'I was a revolutionary when I was young and all my prayer to God was: "Lord give me the energy to change the world." As I approached middle age and realized that half my life was gone without my changing a single soul, I changed my prayer to: "Lord, give me the grace to change all those who come in contact with me. Just my family and friends, and I shall be content." Now that I am an old man and my days are numbered, my prayer now is, "Lord, give me the grace to change myself." If I had prayed for this right from the start I should not have wasted my life."

Everybody thinks of changing humanity, while hardly anyone thinks of changing themselves. Sometimes, in a conflict, we are the ones who need to change our minds or change ourselves.

Reflection source: Anthony De Mello, The Song of the Bird, Anand, India: Gujarat Sahirja Prakash, 1988, pp. 174-175.

Take-Aways and Tips

What are you taking away from this session?

Would you care to share with us?



Do you have any tips or words of advice on conflict resolution from your own experience to share with us?

READ: As we wrap up this presentation, I would like to ask you: ☐ What are you taking away from this session? ☐ Would you care to share with us? And/or ☐ Do you have any other tips or words of advice on conflict resolution from your own experience to share with us? Ask the questions and wait for answers. *If presenting in person:* Ask people to raise their hands. If presenting online: Use the raise hand icon or chat feature to give your answers. Remember to unmute yourself when speaking. Image source: PowerPoint Stock Images

Questions?



Ask if there are any questions. Invite people to raise their hands or write in the chat.

READ:

Thank you for taking part in this session. I would now like to end our session with a prayer.

Images source: PowerPoint Stock Images

Closing Prayer

We thank You, Lord, for the gifts with which You have blessed each one of us.

We pray for an open heart, glad to appreciate the riches amongst us. We pray that we may build on what we are to the realization of Your reign.

We make this prayer in the name of Jesus the Lord.

Amen

(Prayer for Parish Groups, Donal Harrington and Julie Kavanagh)

Invite everyone to pray this prayer together. (Make sure everyone is on mute.)

READ:

We thank You, Lord, for the gifts with which You have blessed each one of us.

We pray for an open heart, glad to appreciate the riches amongst us. We pray that we may build on what we are to the realization of Your reign.

We make this prayer in the name of Jesus the Lord.

Amen

Prayer source: Prayer for Parish Groups, Donal Harrington and Julie Kavanagh

Thank

Thank everyone for coming and for their attention.

NOTES







The Catholic Women's League of Canada

C-702 Scotland Avenue Winnipeg, MB R₃M ₁X₅

Tel: (204) 927-2310 Website: cwl.ca Email: info@cwl.ca

Inv. #808