


Create thriving projects and teams that get essential work done.



knowledge transfer
strategic facilitation
consulting
training
project coaching
change management

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Slides and templates at
spspro.com/clients/awb2024



October 2024







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3. Advanced Techniques

- Group dynamics
 - Know your participants
 - How to increase participation
- Managing conflict
- Practice

2. Core Techniques

- Meeting management
- Process facilitation
 - Preparing
 - Holding a session
 - Herding cats
 - Following up

Day 2

Day 1

1. Introduction to Facilitation

Slides at: spspro.com/clients/awb2024

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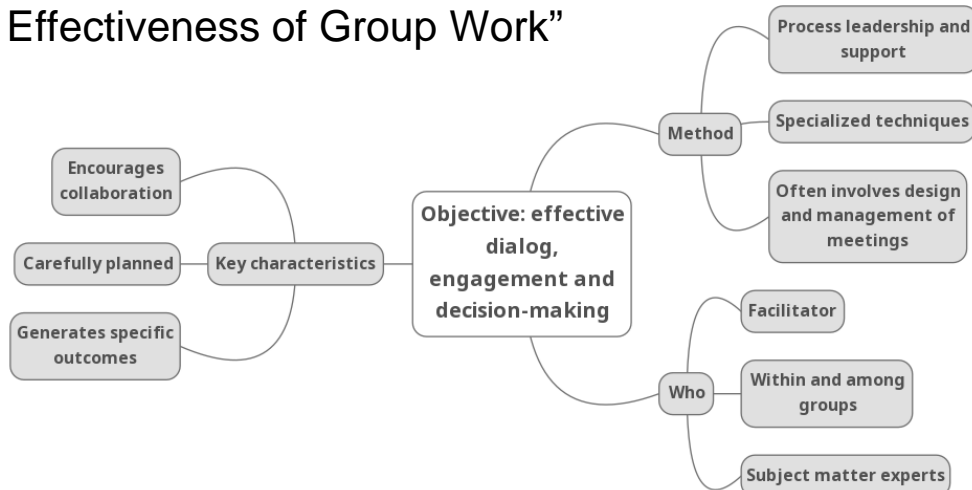
OVERVIEW OF FACILITATION CONCEPTS

Learning Objectives

1. Understand what facilitation is and what facilitators do
2. Describe how meeting management, process facilitation, and “subject matter expert” consulting are complementary

3

Facilitation is “Support Designed to Improve the Effectiveness of Group Work”



“The facilitator’s greatest contribution is to provide structure so that participants can focus on making the best decisions possible.” Ingrid Bens, Facilitation at a Glance, p. x

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Benefits of Facilitation

PARTICIPATORY VALUES

- FULL PARTICIPATION
- MUTUAL UNDERSTANDING
- INCLUSIVE SOLUTIONS
- SHARED RESPONSIBILITY



We will apply the techniques of professional facilitators.

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International Association of Facilitators, www.iaf-world.org

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What are the elements of an effective facilitated session?

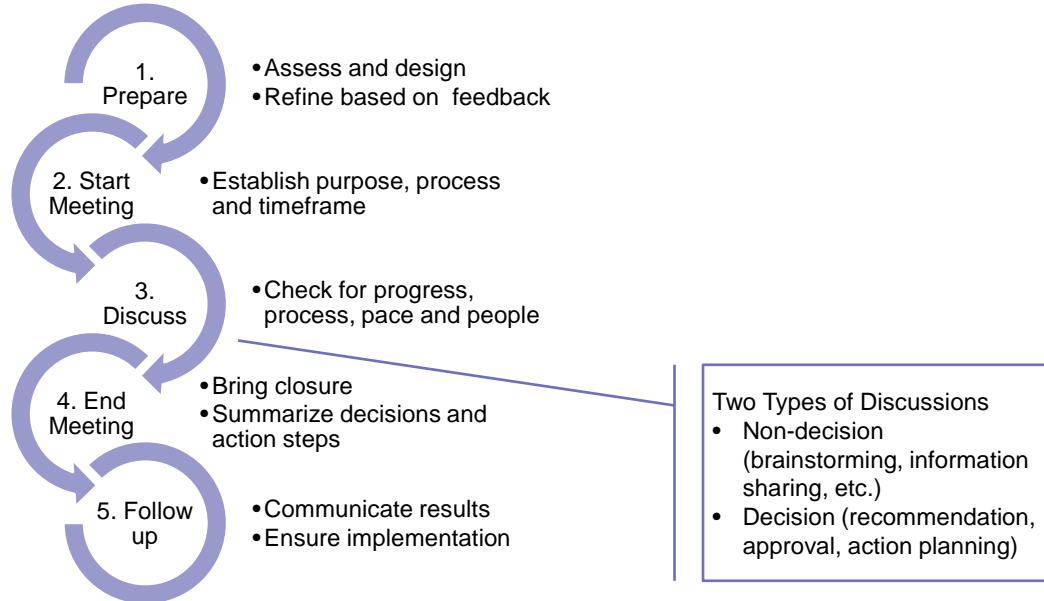
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The Facilitation Process



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Please wait ...

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But What Does a Facilitator *Do*?

A facilitator actively guides a group's process and behavior by doing these things:


Architect (before)	<ol style="list-style-type: none">1. Get agreement on desired results2. Assess relevant context3. Design the sessions4. Prepare logistics
Pilot (during)	<ol style="list-style-type: none">5. Manage room and materials6. Clarify roles7. Manage pace8. Monitor progress9. Steer the course10. Ensure closure
Guide (always)	<ol style="list-style-type: none">11. Create trust and safe space12. Guide problem solving process13. Inject enthusiasm and energy

The three categories are from the International Institute for Facilitation and Change

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Three Types of Techniques in a Facilitator's Toolbox



Meeting management techniques

- Example: collect and follow up on action items

Process facilitation techniques

- Example: use effective questions to steer discussion

Consult based on subject matter expertise

- Example: recommend measures to increase the effectiveness of citizen participation organizations

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What's Process Facilitation?

Content (What)

- Focus on problem to be solved
- Low assertion by facilitator

Process (How)

- Focus on methods to work together on problem
- High assertion by facilitator

• Framework for working together

• Maintenance of relations

• Use of group norms

• Group dynamics

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Rank the three types of facilitation techniques in the order you use them most

Provide subject matter expertise

Do process facilitation

Use meeting management techniques


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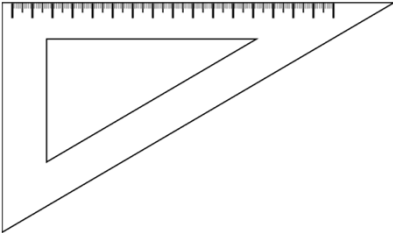
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Meeting Management Tools

Designing and Managing the Meeting

MEETING MANAGEMENT TECHNIQUES



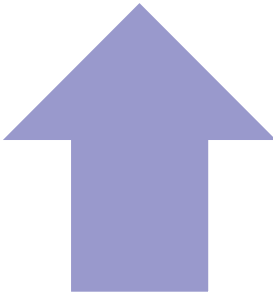
Learning Objectives

1. Understand how to prepare to lead an effective meeting
2. Describe what to do during the three main parts of a meeting
3. Know how to provide closure and follow-up

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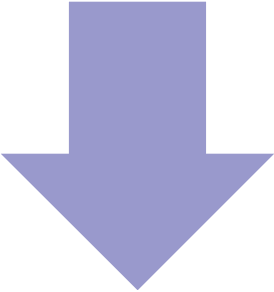
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“Much teamwork is accomplished in meetings. We gather and distribute information, coordinate activities, uncover new problems, assign tasks, and make decisions.”

- Eric Verzuh, Fast Forward MBA in Project Management, p.274



“You would be hard pressed to identify a bigger consumer or waster of organizational resources than meetings. The fact is that a lot of meetings are unnecessary, and often the necessary meetings are poorly run.”

- James T. Brown, Handbook of Program Management, p. 153

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Characteristics of an Effective Meeting

A central box labeled "Characteristics of an effective meeting" is connected to six surrounding boxes:

- Meeting kicked off on good foundation
- Gains are made and progressively consolidated during meeting
- Meeting is promptly followed up
- Facilitator prepares well
- Participants work together well
- Closure is achieved by end of meeting

Chat 

During presentation of this slide and next, please chat about meeting killers that you've experienced.

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Five Phases of an Effective Meeting

The diagram shows a sequence of five phases:

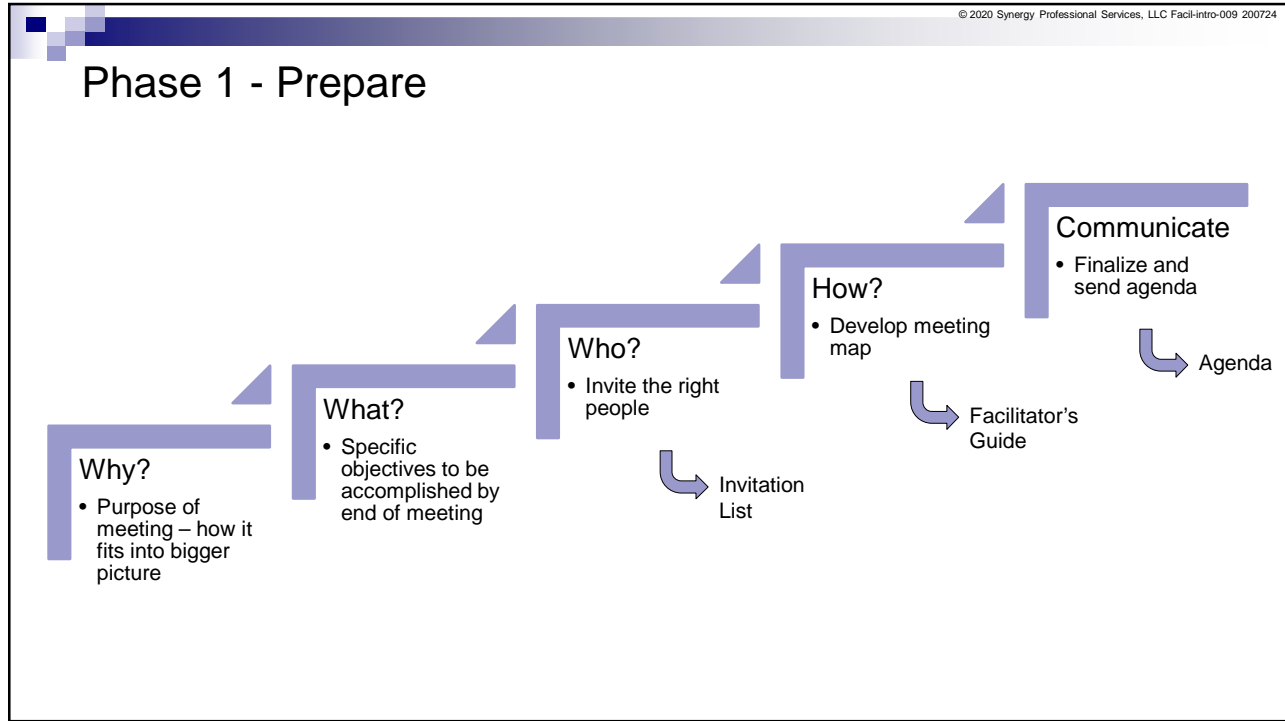
1. Prepare
2. Start – build strong foundation
3. Discuss – make forward progress
4. End – ensure closure
5. Follow Up

The phases 2, 3, and 4 are grouped under the label "The Meeting".

A common rule of thumb is that every hour of meeting time requires 1 hour of preparation and 1 hour of follow up from each person working on that meeting. Complex facilitations will take more time.

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When poll is active, respond at pollev.com/jeffo410
Text **JEFFO410** to **37607** once to join

Which aspect of meeting preparation do you find most challenging?

- Defining the meeting's alignment to the "big picture"
- Setting specific objectives for the meeting
- Mapping out how to accomplish meeting objectives
- Clear advance communication about the meeting


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Example of Why, What, and Who for a Meeting



CEH
Collaboration Meeting
Wednesday, February 8
1:00pm to 5:00pm

Purpose of Meeting (Why)

Bring together CEH members to make decisions necessary to transition from a grant-funded workgroup (focused on strategy) to a self-funded collaborative working or implementation and rollout planning

funding design -> change implement

Specific Objectives to Be Accomplished (What)

- Share next steps to implement proposed housing model (purpose: inform)
- Gauge service provider support for proposed additions to the model (purpose: assess)
- Reach agreement on MOU content to support a multi-payer coalition (purpose: decide)
- Discuss potential cost-sharing model to sustain the coalition (purpose: discuss)

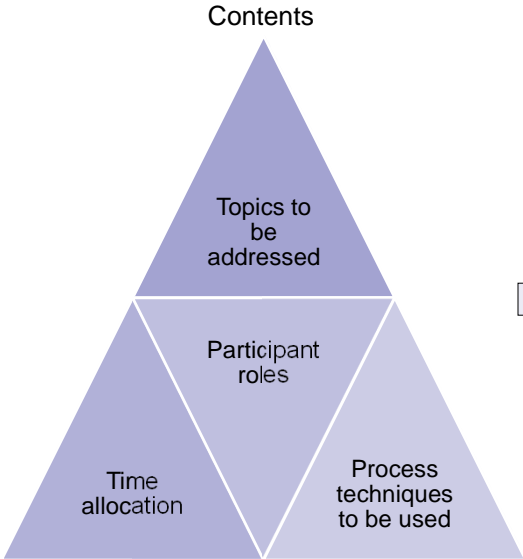
Proposed Participants (Who)


- Representatives of city and county governments that are CEH members
- Executive directors of HomePlate, Barnabus's Place short-term shelter, Step-Up transitional housing, and Habitat for Humanity local affiliates.
- Representatives from CEH member organizations that provide services to help people transition from homelessness (job assistance, mental health, street outreach, addiction).
- Representatives from CEH's affordable housing working group
- Facilitator and assistants from the Institute for Community-based Policy

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Facilitator's Guide Shows "How"





- Detailed agenda (for all participants)
- Facilitator's guide (for facilitator only)

Formal vs. informal

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Create Facilitator's Guide

List topics

- List each topic to be addressed during the meeting

These topics, if successful, together should accomplish the specific objectives for the meeting

Define approach to each topic

- Purpose of topic
- Process techniques to be used
- Participant roles
- Time allocation

Topics for Coalition to End Houselessness Meeting

1. Review meeting's purpose, process, and norms
2. Updates from City and County co-sponsors
3. Upcoming public comment process
4. Finalize implementation success measures
5. Select MOU wording from options
6. Refine member cost-sharing model that will sustain the coalition
7. Wrap up and summarize next steps
8. Evaluate effectiveness of this meeting

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Example of Approach for Topic 5 of CEH Meeting

Topic: Memorandum of Understanding for Multi-payer Coalition

Purpose: Reach tentative agreement (subject to approval from home organizations) on language for a memorandum of understanding between participating service providers, advocacy groups, and governmental members for an ongoing multi-payer coalition that will guide the implementation of our strategy to reduce houselessness by 25% in 5 years.

Techniques:

1. Review MOU draft language and lead discussion (facilitator: Martina from ICbP).
2. Use fist or five technique to gauge level of support, flush out concerns, and converge on list of items for follow-up action (facilitator: Martina from ICbP).

Other Roles:

1. Run web-based conference call and take notes for meeting summary (ICbP facilitation team).

Tentative Duration: 55 m

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Example of Approach for Topic 6 of CEH Meeting

Topic: Member cost-sharing model to sustain coalition.

Purpose: Reach tentative agreement (subject to approval from home organizations) on cost-sharing model in which CEH members jointly sustain the collaborative rather than relying on grant funding.

Techniques:

1. Martina (ICbP) presents cost-sharing options and facilitates Q&A.
2. Judy (county executive sponsor) facilitates discussion of options, leading to a group recommendation on preferred cost sharing model. ICbP people leave the room during this because vested interests might influence discussion and recommendation.
3. ICbP people re-join and Martina (ICbP) facilitates agreement on next steps.

Handling non-neutral situation

Other Roles:

1. Juan C will scribe on virtual whiteboard and manage PollEverywhere.

Tentative Duration: 1 h

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Try It for Topic 9

Topic: Evaluate effectiveness of this meeting.

Purpose:

Techniques:

Other Roles:

Tentative Duration:

Instructions: fill out the sections of the facilitator's guide for this topic. (3 minutes)

1. What do you want to achieve with this evaluation of effectiveness (purpose)?
2. What facilitation technique(s) do you as facilitator plan to use to achieve that purpose?
3. What roles will people play?
4. How much time will you allocate for this activity?

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Use Info from Facilitator's Guide to Write and Send Agenda

Example: final agenda sent to CEH participants in advance

Remember the two written outputs from preparation:

1. Facilitator's guide
2. Agenda

CEH
Transition to Implementation Meeting
 Wednesday, February 8
 1:00pm to 5:00pm
<https://us00web.zoom.us/j/123456789?pwd=ABCDEF>
 United States (Toll Free): 1 877 987-6543
 Access Code: 123-456-789

Meeting Goals:

- Share next steps to implement proposed housing model (purpose: inform)
- Gauge service provider support for proposed additions to the model (purpose: assess)
- Reach agreement on MOU content to define a multi-payer coalition (purpose: decide)
- Discuss potential cost-sharing model to sustain the coalition (purpose: discuss)

Agenda

Time	Topic	Facilitator
3:00	Welcome, Introductions, and Meeting Purposes	John or Bill May, SPS
3:10	Update and thoughts on meeting to date/expectations	John or Bill May, SPS
3:20	Share Plan to Add Physical Level Services/Monitors	Subcommittee members
3:50	Break	
4:10	Subcommittee Updates through implementation	All, led by Subcom chair
4:30	Subcommittee Updates through implementation	All, led by Subcom chair
4:40	Subcommittee Updates through implementation	All, led by Subcom chair
4:50	Subcommittee Updates through implementation	All, led by Subcom chair
5:00	Wrap up and Next Steps	All, led by Bill May, SPS
5:10	Order of the Day/Adjourn	All, led by Bill May, SPS
5:30	Adjourn	

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Editable Templates For You

Facilitator's Guide

Purpose of Meeting (why is it worth our time to hold this meeting?)

Specific Objectives to be Accomplished (what do we want to get done by its end?)

- 1.
- 2.

Participants Needed	
Name	General Role or Purpose for Attending

Topics (total duration:)

1. Topic name
 - a. Purpose of topic:
 - b. Process techniques and roles that will be used to achieve the purpose of this topic
 - i.
 - ii.
 - iii.
 - c. Other roles for this topic:
 - d. Estimated duration:
2. Topic name
 - a. Purpose of topic:
 - b. Process techniques and roles that will be used to achieve the purpose of

Meeting Agenda

Date: <date>, <start time> - <end time>
 Location or call-in info:
 Meeting purpose: <short summary>
 Specific objectives to be accomplished

- 1.
- 2.

Participants

Name	Meeting Role	Contact Info

Outline of meeting

Time	Topic	Who facilitates?	How long?	Purpose?
1 9:00	Greetings, review agenda and update open action items		10 m	Update
2 9:10	Review risk landscape		5 m	Discuss
7 9:55	End <ul style="list-style-type: none"> Review and log new decisions Review and log new action items (clear action description, owner and due date) Agree on next steps, meeting time & location 		5 m	Decide

Attachments:

- 1.
- 2.

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Phase 2 – Start of Meeting

Goal: build strong foundation for meeting
 Rough guideline: 10% of meeting time

Review meeting purpose and agenda

➔

Lay foundation for safe space and constructive behavior
 • Clear roles
 • Group norms

➔

Bring everyone current

Examples of roles: Facilitator, Scribe, Timekeeper

Chat

- Group A (A-G): What meeting norms or roles have you found to be most useful?
- Group B (H-N): What are some good ways to quickly bring everyone current?
- Group C (O-Z): What are the most important things for a meeting leader to do at the start of a meeting?

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Phase 3 – Discussion

Goal: make forward progress
 Rough guideline: 80% of meeting time

Steer

➔

Consolidate progress

Use good decision-making techniques

➔

Make periodic process checks (the 4 P's)

Ensure everyone participates

Chat

During the presentation of this slide, please share tips for how to do the things shown here.

- Return to meeting agenda OR
- Revise agenda on the fly (ask)

- Summarize points of agreement as they happen
- Capture action items and decisions in real time
- Defer sidebars

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Monitor the Four P's

1

Progress

Process

2

3

Pace

People

4

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Use Action Items to Get Agreement on Next Steps

Issue and Action Item (AI) List

Project Name: Online for All			List owner: Jessica W.		
ID	Issue Description	Action and Status	Entry Date	Owner	Due Date
1	Department has decided that all fall MBA classes will be 100% virtual, so must replace face to face team exercises with something in cyberspace that is compatible with Zoom.	Find supplementary software that enables virtual, collaborative manipulation of forms, stickies, work breakdowns, and network diagrams. Status as of 6/30/20: Miro recommended by WU EDC, so prototyping virtual classroom. Next step is to demo to department head.	6/16/20	John S.	08/10/20
2					

Really important tips!

1. Ensure that each AI contains information on *what*, *who*, and *when*.
2. If you can't get a firm date for the *when*, ask for a "date for a date."
3. Capture action items and decisions in real time by writing on a whiteboard or flipchart. Take a photo at the end of the meeting.

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Editable Template For You

Issue and Action Item List

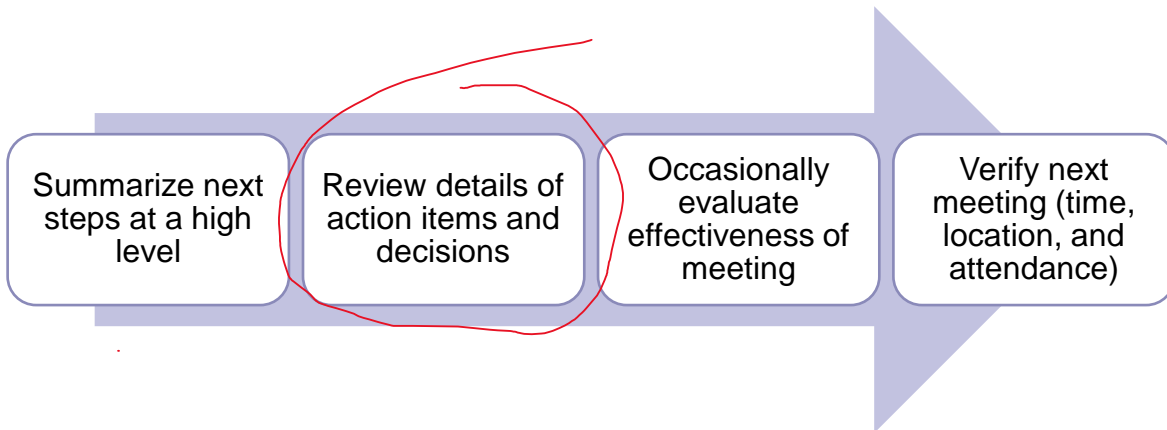
Project:			List owner:		
ID	Issue Description	Action and Status	Entry Date	Owner	Due Date
ex	New textbook unavailable from the publisher	Select & order alternate text for fall term. As of 7/7/15, evaluating 3 books	6/25/15	John S.	8/10/15

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Phase 4 – End of Meeting

Goal: ensure closure

Guideline: 10% of meeting time



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Phase 5 - Follow Up

Promptly send written summary

Minimum: decision log, action item log and info on next meeting

Follow up action items

More really important tips!

1. Send summary within 1 business day of meeting end, if possible.
2. Full minutes are rarely necessary. I usually favor speed over comprehensiveness.

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Project and Portfolio Leaders' Forum

Meeting name: PPLF Board Meeting
 Date held: 7/16/20
 Present: Rob, Scott, Jeff, Tom
 Absent: Riad (excused)
 Next meeting: 10/15/20, 4:00 – 5:00, web conferencing ID 340-398-432 (the usual)

Decisions

1	Membership strategy will be to grow the group because without consistently adding new members the group size will eventually fall below critical mass due to natural attrition.	
2	Agreed on primary areas of value for members: <ul style="list-style-type: none"> a. Networking with peers who at the same level and have complementary professional interests (in a safe environment with practitioners only) b. Learning from experienced, interesting speakers and panelists c. Access to large archive of past presentations 	
3	Decided to establish two new roles: membership director and outreach director	

Action items

ID	Issue Description	Action and Status	Entry Date	Owner	Due Date
1	No way to measure progress	Analyze attendance data and propose metrics and targets for group health and growth	7/16/20	Scott	8/3/20
2	Interaction is a key objective of PPLF but it is lower at virtual meetings than at 2f meetings	Try several experiments to increase interaction at August online plenary meeting <ul style="list-style-type: none"> 1. Add several online polls 2. Add enforced time for everyone to prep questions for panel 3. Arrange for panelists to ask questions of the audience 4. Add a facilitated chat room 	7/16/20	Jeff	8/19/20
3	Hard to find enough guest presenters with "star power"	Invite several previous top presenters back in 2021 for a "greatest hits" reprise	7/16/20	Jeff	10/6/20
4	Some members are not seeing GCal event reminders	Update event notification protocol: add LinkedIn group and add promotional reminders at 1 and 3 weeks before the event	7/23/20	Robert	7/23/20

Example: meeting summary from a board meeting

➔

Alternative method: mark up copy of meeting agenda

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Editable Template For You

Meeting Summary

Meeting name:
 Date held:
 Present:
 Absent:
 Next meeting:

Decisions

1	

Action items

ID	Issue Description	Action and Status	Entry Date	Owner	Due Date

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Discuss Consolidation and Closure

Chat

- Group A (A-G): What techniques do you use to consolidate progress during a meeting?
- Group B (H-N): Give some tips for monitoring the 4 P's (progress, process, people and pace)
- Group C (O-Z): As a meeting facilitator, how have you encouraged follow up and closure?

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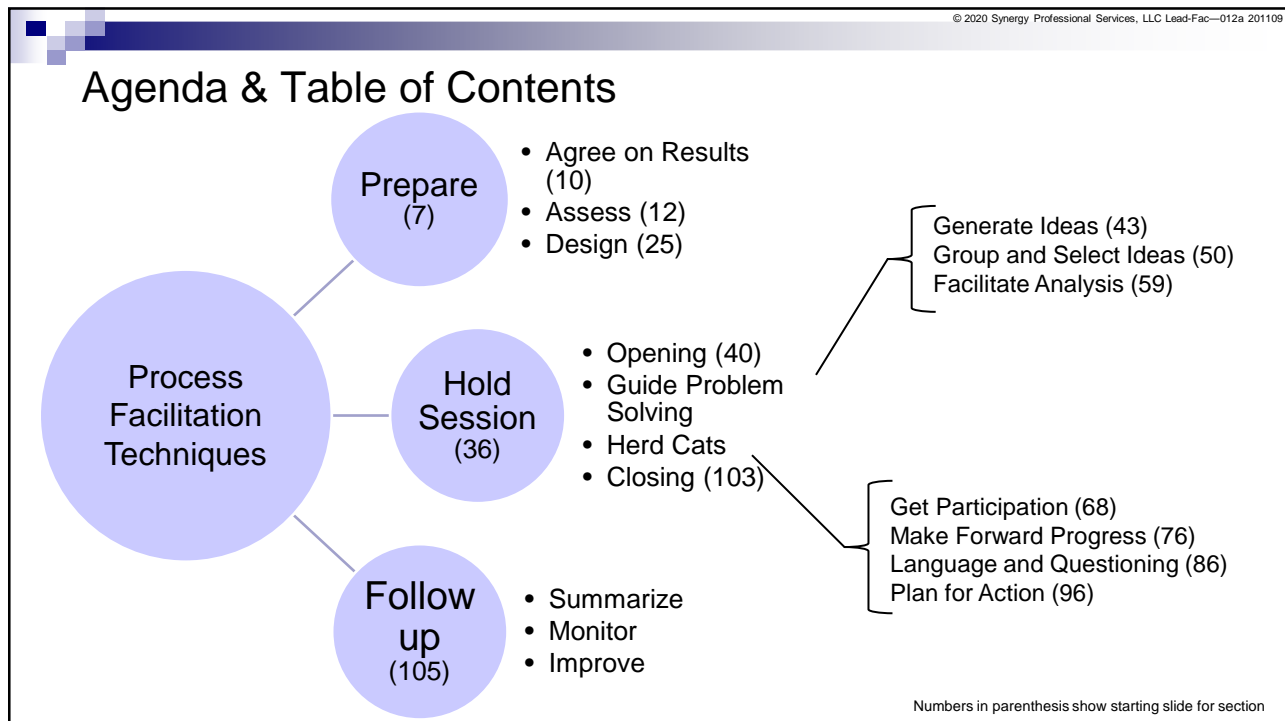




Process Facilitation

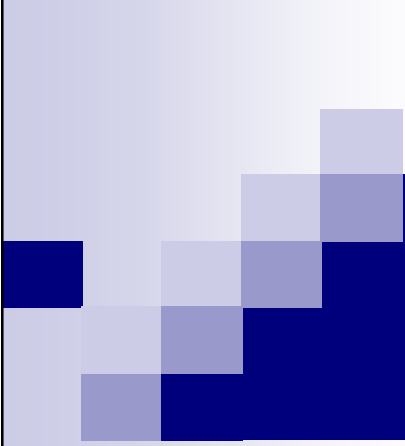


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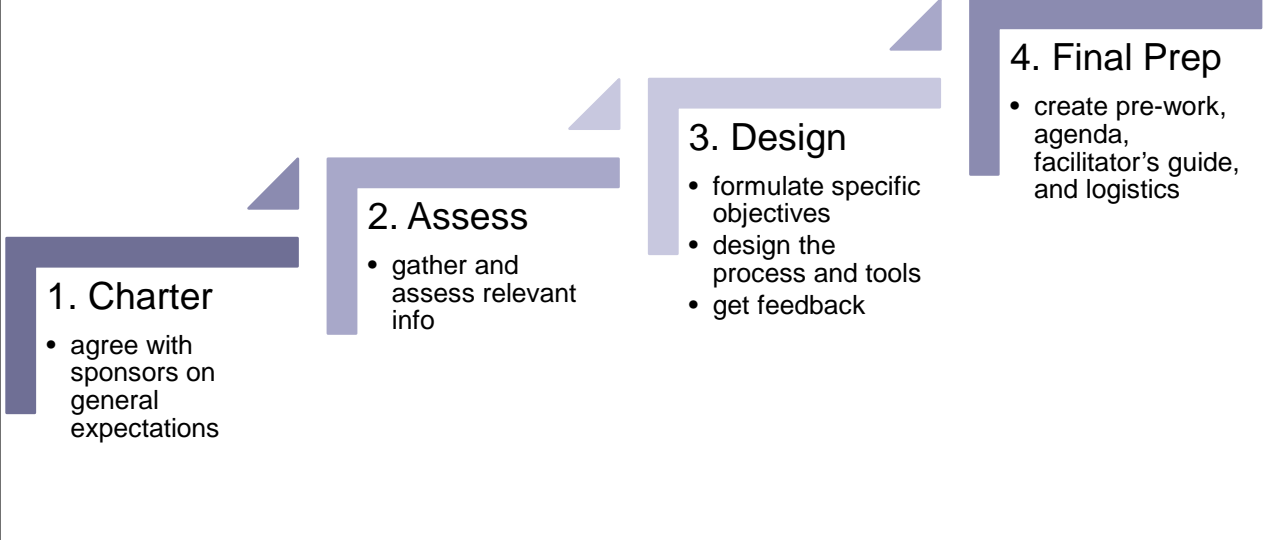
Prepare

- Agree on Results
- Assess
- Design

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Steps to Prepare for a Facilitation



- 1. Charter**
 - agree with sponsors on general expectations
- 2. Assess**
 - gather and assess relevant info
- 3. Design**
 - formulate specific objectives
 - design the process and tools
 - get feedback
- 4. Final Prep**
 - create pre-work, agenda, facilitator's guide, and logistics

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Don't Underestimate Prep Time

Jeff's rules of thumb:

- Meeting of a standing workgroup: ½:1 -> 1:1
- Special facilitated session: 1:1 -> 2:1
- Professional training: 5:1 to 10:1

Ingrid Bens's guideline: 1 day prep for each day of facilitation

Workshop type	Interview time	Design time	Session time	Total
One day workshop for 18 people	½ day	½ day	1 day	2 days
Two day workshop for 18 people	1 day	1 day	2 days	4 days
Two day retreat for 60 people	1 day	3 days	2 days	6 days

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Preparation Step 1: Charter

Purpose: get agreement about general expectations
 Who with: sponsors
 Template: charter

What to Discuss with Sponsors



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Worksheet

Charter for a Facilitated Session

Instructions
 The purpose of the charter is to get agreement on high level expectations among the main sponsors and the facilitator of a session. The facilitator should use this charter template to guide the discussions and document the agreements. Do this at the very beginning, when first discussing the possibility and need for facilitation. Make sure that everyone reads and buys into the final charter document.

Name of this facilitation:
Purpose: why is it important for us to hold this session(s)?

Handout packet page 1

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Preparation Step 2: Assess

Types of Info to Gather

- About the participants
- About the problem to be solved
- About the organizational context

Methods of Gathering

- Individual interviews
- Group interviews
- Surveys
- Group observation

Purpose: gather and assess relevant info; formulate specific objectives

Who with: facilitated group or team

Template: assessment

What to Assess

- Emotional climate
- Authority structures
- Preferred communication styles
- High-context vs. low-context (directness)
- Task vs. process orientation

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When preparing to facilitate a session, what things do you think are important to assess or understand?

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Are the Participants a Group or a Team?

<h3>Work Group</h3> <ul style="list-style-type: none"> ■ Members work to achieve their individual goals ■ Group’s objectives and process are set externally ■ Members work mostly independently ■ Each member’s authority empowerment depend on position in organization 	<h3>Team</h3> <ul style="list-style-type: none"> ■ Complementary skills ■ Committed to common purpose, performance goals and approach ■ Hold themselves mutually accountable ■ Deeply committed to one another’s personal growth and success
--	--

Chat 

During the next several slides, please share tips for how to do what Bens suggests in the quote below.

“It’s important to know whether you are facilitating a team or a group ...Not all groups need to become teams, but all groups can be encouraged to act like teams.” – Ingrid Bens

Facilitation at a Glance 4e, p. 82 Ingrid Bens
The Discipline of Teams, Jon R. Katzenbach and Douglas K. Smith

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How Groups and Teams Work Differently

Attribute	Groups	Teams
Focus	“I”	“We”
Motivated by	Individual purposes	Common goal defined by team
Protocols	Externally imposed	Norms developed by teams
Teamwork	Mostly works individually	Frequently works together
Leadership	Defined chair	Leadership is shared
Focuses on	Info sharing	Problem solving
Environment	Tends to compete	Foundation of trust enables constructive disagreement
Friendliness	Liking is nice but not necessary	Strong bond

Adapted from Facilitation at a Glance 4e, p. 82-84 Ingrid Bens

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Understand the Organizational Culture

As Values

- Deep seated practices within an organization that influence moral judgments, responses to others, and commitment to personal and organizational goals. (Kloppenborg)

As a Script

- Hidden script that a group of people use to guide their behavior (Carr)

Power Culture

Boss controls competition, conflict resolution, and communication

Role Culture

Strictly follow specified roles

Task Culture

Top priority is to get job done

Person Culture

Strong interest in needs of workers

Four types from Timothy Kloppenborg, *Contemporary Project Management 2e*, © 2012 by South Western, Cengage Learning

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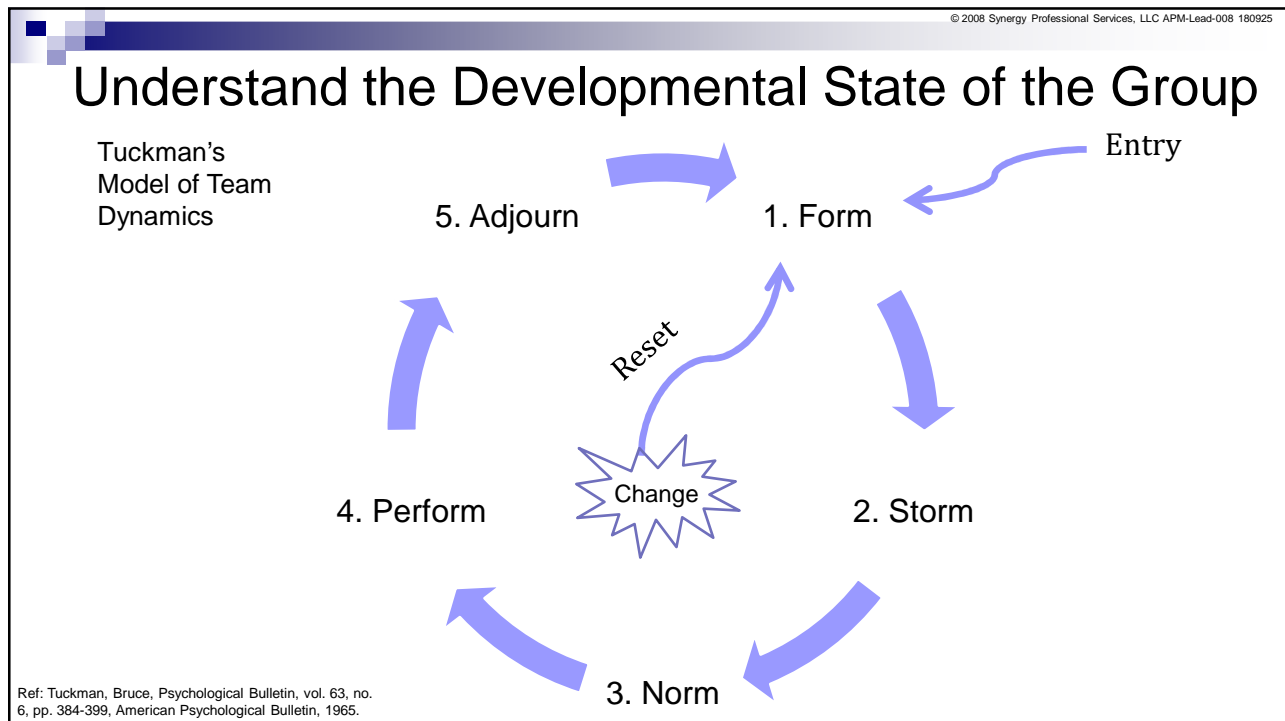


In your experience, which of these cultural factors have the strongest impact on sessions facilitated at your work ?
(Select up to three.)

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What Happens in Each Stage

Stage	Behaviors	Team Actions	
Forming "Orientation"	<ul style="list-style-type: none"> Excitement and anticipation Optimism Guarded 	<ul style="list-style-type: none"> Testing dependencies Abstract discussions Identifying the tasks Complaints 	Main Focus: Team Dynamics
Storming "Independence"	<ul style="list-style-type: none"> Emotional responses to tasks Resistance and competition 	<ul style="list-style-type: none"> Conflict and intra-group hostility Arguing, tension Bids for power 	
Norming "Interdependence"	<ul style="list-style-type: none"> Expressing opinions Constructive criticism Acceptance, relief Cooperation 	<ul style="list-style-type: none"> Development of team "Norms" Clear roles and responsibilities Team sets common goals 	Main Focus: Work
Performing "Cohesiveness and Performance"	<ul style="list-style-type: none"> Insightfulness Satisfaction 	<ul style="list-style-type: none"> Emergence of solutions Constructive, self-directed Positive conflict management Teamwork 	
Adjourning "Endings"	<ul style="list-style-type: none"> Feeling of loss when team disbands 		

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Worksheet

Facilitation Assessment Template

Instructions
The purpose of the assessment template is to help the facilitator and participants to gather and assess relevant information that will affect the design of the facilitated session. Some questions are suitable for discussion directly by the participants, while the facilitator may wish to keep others private.

About the Participants

- How well do they know each other?
- What have they worked on together in the past and what were the dynamics of that working relationship (e.g. degree of conflict, teamwork, risk-taking, or...)

Handout packet page 3

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Further Assessment Resources

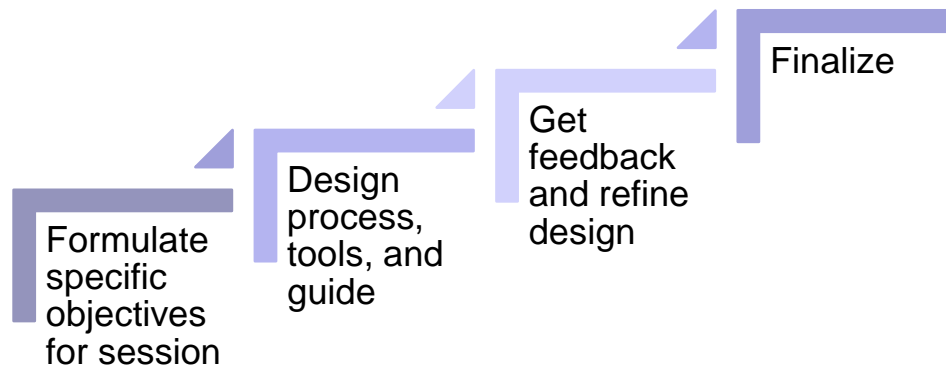
Ingrid Bens, *Facilitation at a Glance 4e*, GOAL/QPC, 2016, ISBN 978-1-57681-183-2, www.goalqpc.com

- Example assessment questions for a facilitator to use, pp. 78-79
- Group assessment survey, pp. 80-81

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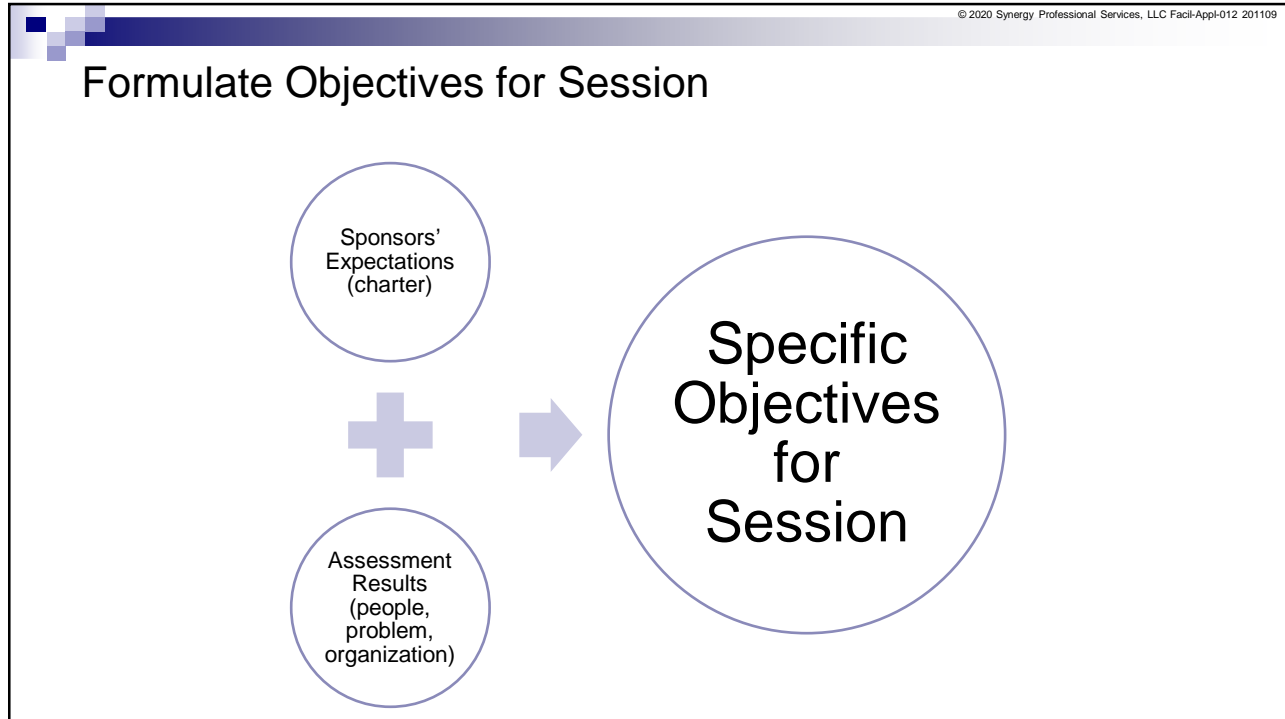
Preparation Step 3: Design

Purpose: design session so that it meets objectives and group will buy into it
Who with: self
Template: facilitator's guide, agenda

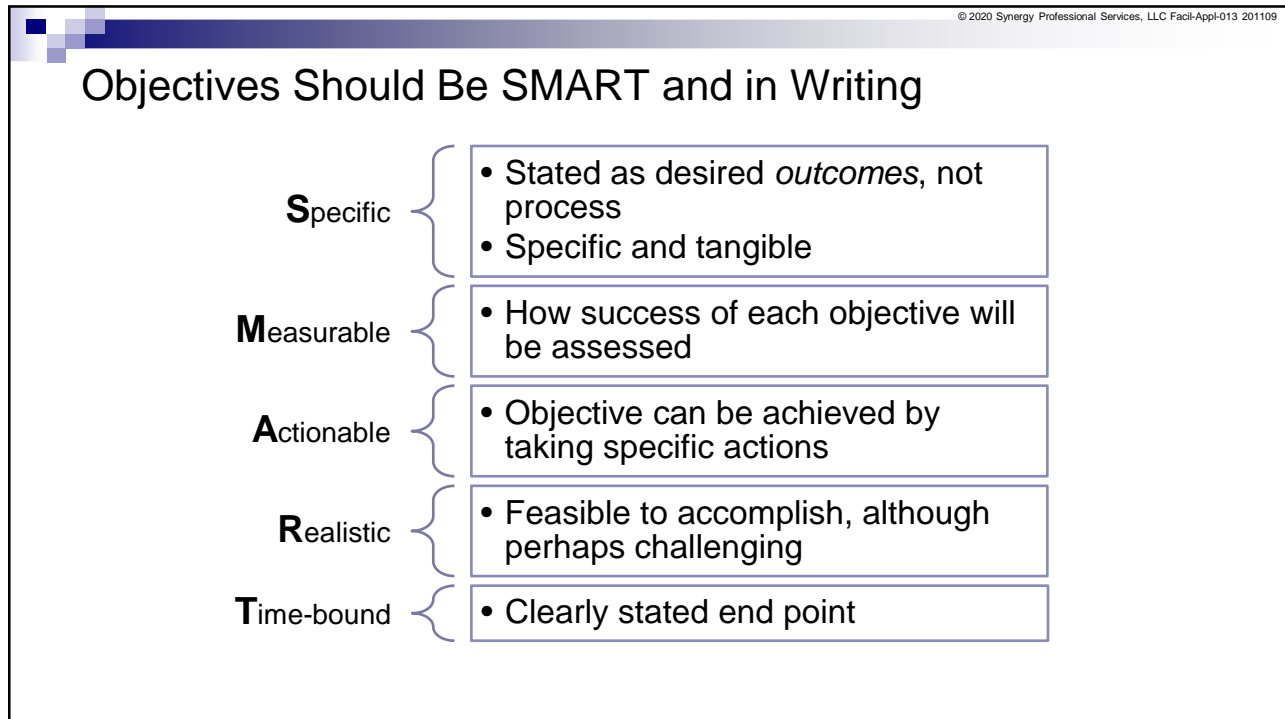


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55

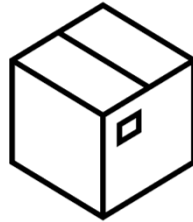


56



Example

Think of the session as a “black box” that you can’t see inside.



A well written objective describes what comes out of the box by the end of the session, not what happens inside the box during the session to produce the output.

Poor example

- Discuss preferred options

Good example

- By end of session, reach agreement on MOU content for a multi-payer collaborative to support CEH during implementation phase

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Select the three SMARTest objectives from the list below.

Ways to improve

Incorporate all review comments into final draft of proposed policy language by December 4

Agree on at least one high payback improvement idea by the end of this meeting

Generate as many ideas as possible

Steering committee unanimously agrees within the next month on the top three priorities to include in the RFP

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Design Process and Techniques for the Session

“Facilitators spend as much time creating their process notes for a meeting as they spend actually facilitating the dialog.” – Ingrid Bens, p. 218

1. Create structure

“Lego approach”

- Assemble structure from building blocks
- Ensure building blocks complement each other to achieve meeting objectives

2. Select activities and techniques

- Define activities and techniques to implement each building block
- All should support objectives of session
- All should consider context and behaviors from assessment

3. Finalize order and allocate time

- Think through desired flow of session
- Design to manage energy levels from beginning to end
- “Goldilocks agenda” – not too full and not too sparse

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Example Building Blocks

Welcome and overview	Warm up or relationship building	Needs or situational assessment
Briefings or info sharing	Generating ideas and options	Analysis, planning, or problem solving
Selecting, grouping, or making a decision	Consolidating or summarizing results	Evaluation and reflection

Careful design prepares you to improvise.

“The best-laid schemes of mice and men
Go often askew.”
– Robert Burns, *To a Mouse*, 1785

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Miro Activity – Build an Agenda

SMART goal for a fictional facilitated session

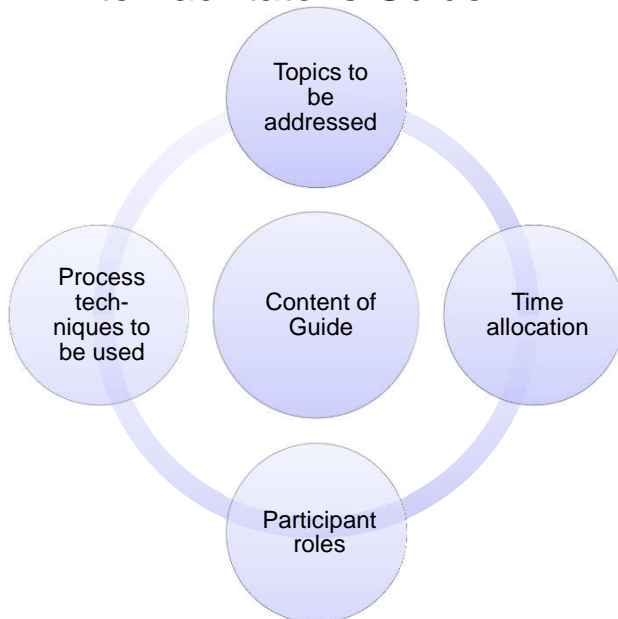
- By end of session, develop one actionable “high bang for the buck” idea that would take our organization to the next level of effectiveness in its internal operations.

Activity Instructions

- On your group’s Miro board, use stickies to identify topics or activities (building blocks) that you want to include in the agenda for this session. If you have time, order the stickies.

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Write Facilitator’s Guide



Example for One Topic

Topic: Select quality improvement focus

Purpose: Agree on one thing our organization can improve to get to the next level of operational effectiveness

Techniques:

1. Structured brainstorming to generate ideas (leader: JO)
2. Affinitization to quickly find common themes (leader: JO)
3. Multivoting to select one to dig into (leader: JO)

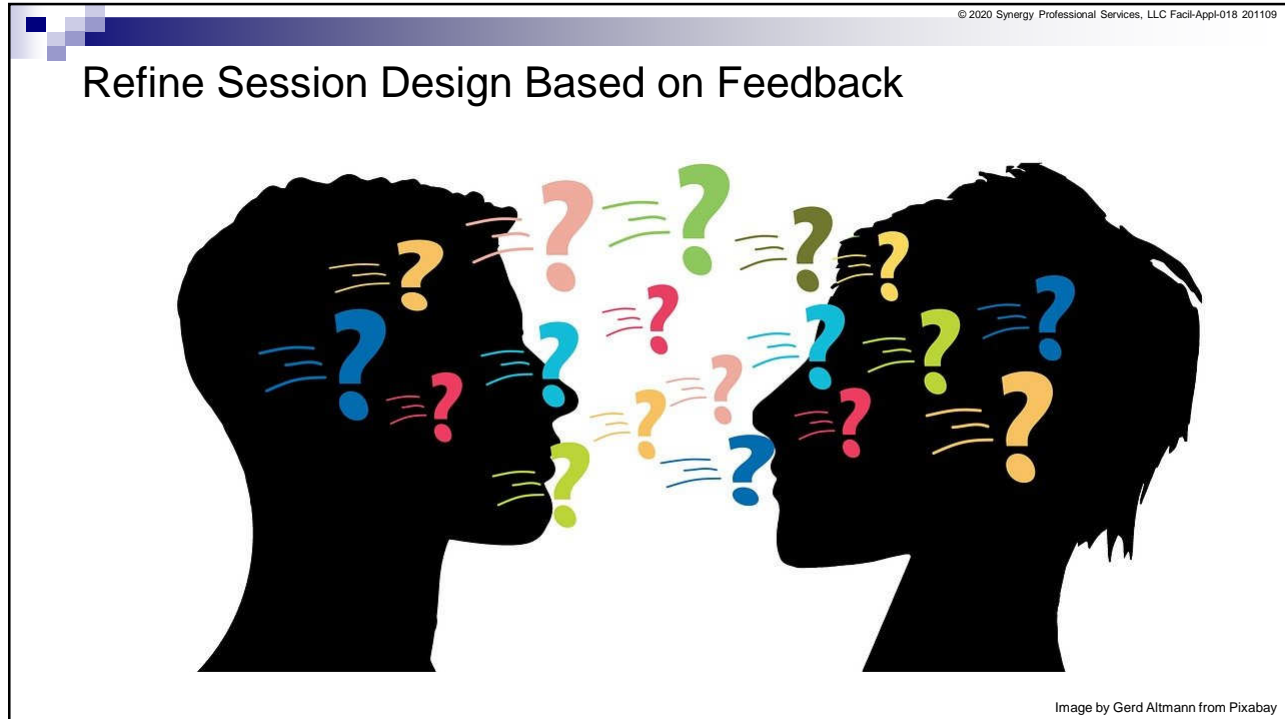
Other Roles:

1. Process monitor: Jolene

Tentative Duration: 70 m

62





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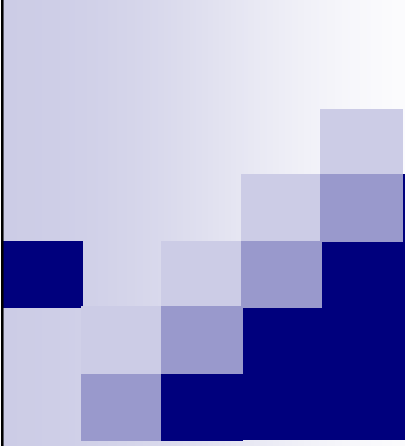
Preparation Step 4: Finalize

Purpose: finalize logistics and assignments
Who with: facilitation team
Template: logistics checklist

- People**
 - Negotiate personal power
 - Verify role assignments
- Logistics**
 - Verify suitability of venue, room arrangement, and food
 - Create materials and packets
 - Gather supplies
- Invitations**
 - Decide on prework
 - Send invitations with agenda and directions

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Hold the Session

- Opening a session
- Guide problem solving
- Herd cats
- Closing a session

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Topics


1. Open a session
2. Guide problem solving
 - a. Generate ideas
 - b. Group and select
 - c. Facilitate analysis
4. Herd Cats
 - a. Get participation
 - b. Maintain forward progress
 - c. Language and questioning
 - d. Action Planning
5. Close a session

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Five Core Process Facilitation Practices

Chat 

During presentation of this slide, please chat your tips on how to accomplish these practices.


1. Maintain neutrality	Stay neutral on content (but not group behavior, process and function)
2. Actively listen	Understand and don't judge
3. Ask questions	Test assumptions, probe for information, and ratify for consensus
4. Continuously paraphrase	Acknowledge input and clarify ideas
5. Summarize discussions	Check for accuracy, obtain agreement and closure, and spark new thinking

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Supplemental Process Facilitation Practices

1. Maintain neutrality	6. Record ideas	7. Synthesize ideas	8. Keep discussion on track
2. Actively listen			
3. Ask questions			
4. Continuously paraphrase			
5. Summarize discussions			
	9. Test assumptions	10. Manage norms and make progress checks	

Chat 

Which of the ten practices are most important for the facilitation work you do?

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Some Process Facilitation Techniques

- Ideation (divergence)**
 - Visioning
 - Brainstorming
 - Nominal Group Technique (NGT)
 - SWOT (SOAR)
 - Gallery walk
 - Word cloud
- Problem solving**
 - Root cause analysis (Ishikawa diagrams)
 - Five whys
 - Gap analysis
 - Force field analysis
 - Pareto analysis
 - Systematic problem-solving process (PSP)
 - Alternatives and options
 - Process mapping
- Selection (convergence)**
 - Affinity diagrams
 - Priority setting
 - Decision grid
 - Multi-voting
 - E-voting
 - Decision methods
 - Parking lot

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OPENING A SESSION

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Establish Climate Quickly

- Goals for first minutes
 - Establish safety
 - Start energetically and quickly
 - Communicate objectives and process
 - Clarify roles
- Introduction Techniques
 - Interview and introduce
 - Mood board
 - Something I've learned this week
 - Round robin
 - Three sentences about me
 - Origin of name
 - Word connection
 - Continuum exercise

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Agree on Groundrules and Norms


Ask "What groundrules will help this meeting run smoothly?"

Interruptions	Side conversations	Absences
Use of electronic devices	Going off agenda	Frequency of breaks
Wrong level of detail (rat holes)		

Discuss examples of groundrules that have helped your teams.

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Divergence

TECHNIQUES FOR GENERATING IDEAS

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Divergence Techniques

<input checked="" type="checkbox"/>	Visioning	<input checked="" type="checkbox"/>	Brainstorming
<input checked="" type="checkbox"/>	Nominal Group Technique (NGT)	<input checked="" type="checkbox"/>	SWOT (SOAR)
<input type="checkbox"/>	Gallery walk	<input type="checkbox"/>	Word cloud

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QuickTip - Visioning

Visioning is a highly participative approach to developing a shared description of a desired future state.

When to Use

Use this technique when the group must identify and get alignment on a goal. It helps participants clarify their thoughts, put forward their ideas, and hear perspectives from everyone. It increases buy-in to the future state because the group's direction is coming from all of its members. Visioning often creates a high energy level in the room.

Procedure

1. Identify the area at hand, for example, patient satisfaction. Pose a series of questions about

Handout packet page 5

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QuickTip - Brainstorming

Brainstorming is a method for generating many creative ideas in a short period of time, making it a divergence activity. Participants call out their ideas as they think of them, so that each person has an opportunity to build on the ideas of others.

The goal of brainstorming is to stimulate creative thinking. Follow these guidelines:

1. Don't criticize or evaluate the ideas – just record all of them
2. Encourage wild ideas
3. Hitchhike – combine, modify, and build new ideas on the ideas of others
4. Encourage quantity



When

Use brainstorming when:

1. When a broad range of options is desired

Handout packet pages 6 - 8

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QuickTip – Nominal Group Technique

Nominal group technique (NGT) is a structured method for group brainstorming that encourages contributions from everyone. See the Brainstorming article for tips and other variations.

When to Use Nominal Group Technique

- When some group members are much more vocal than others.
- When some group members think better in silence.
- When there is concern about some members not participating.
- When the group does not easily generate quantities of ideas.
- When all or some group members are new to the team.
- When the issue is controversial or there is heated conflict.

Handout packet pages 9 - 10

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QuickTip – SWOT Analysis

SWOT analysis is a popular tool for situational analysis. SWOT is an acronym for “strengths, weaknesses, opportunities, and threats.” It looks at both internal and external factors (figure 1).



Handout packet pages 11 - 12

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Miro Activity – Round Robin Brainstorming

Brainstorming question

- What specific things could our organization improve to get to the next level of effectiveness in its internal operations?

Activity Instructions

1. At your space on the Miro board, silently write at least three ideas, one per sticky (3 minutes)
2. In round robin format, place one idea (one sticky) per round on the main board. Do as many rounds as time

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Convergence

TECHNIQUES FOR GROUPING AND SELECTING

80



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Convergence Techniques

<input checked="" type="checkbox"/> Affinity diagrams	<input type="checkbox"/> Priority setting	<input checked="" type="checkbox"/> Decision grid
<input checked="" type="checkbox"/> Multi-voting	<input type="checkbox"/> E-voting	<input checked="" type="checkbox"/> Decision methods
	<input checked="" type="checkbox"/> Parking lot	

81

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QuickTip – Affinity Clustering

What
An affinity diagram is an information organizing tool. It promotes creative synthesis by asking a team to identify and group similar items from a large list of possibilities. The resulting structured information can then be used in further convergence activities such as ranking and rating. Affinity clustering is often paired with a preceding divergence activity that generates many raw possibilities, like brainstorming.

When

- You need to clarify or structure a large mass of information
- The problem is complex and difficult to understand
- You need to decide which ideas or information are important to the problem

Handout packet page 13

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QuickTip – Fist to Five Decision Method

To use this technique, the facilitator restates an action the group might take and asks the team to show their level of support. Each team member responds by holding up a closed fist or the number of fingers that corresponds to her level of support. If a team member holds up fewer than three fingers, she is given the opportunity to state her questions, objections, or recommendations for improvement. Then the team may respond, modify the idea under discussion, or generate new ideas.

This encourages several positive behaviors that may lead the team toward a higher quality decision.

- Dissenters make a case for their position to the rest of the group.
- Proponents hear and consider differing points of view.
- Everyone works together to make the proposal better.

Handout packet page 14

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QuickTip – Multivoting

What

Multivoting is a way to quantify the positions and preferences of a group by allowing each member to decide how much an option is worth to him. Each member's votes are recorded, but a decision is not necessarily reached. Multivoting gives the group information about where individual members stand and the strength of their positions. The votes are used as a springboard for identifying consensus, surfacing disagreements, and identifying the size of gaps.

When

- "Taking the temperature" of a group as it is moving toward agreement.
- Identifying areas of disagreement, misunderstanding, or differing priorities.

Handout packet page 15

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QuickTip – Rating (Decision Grid)

What

A decision grid (aka rating) helps select the best option from several defined choices. The options are evaluated on important criteria. For example, a decision grid can be used to help a car purchase decision by rating alternative car models on important features like safety, gas mileage, performance, and styling. Criteria can be treated equally or given weights relative to each other – for some people styling is twice as important as anything else. Often the chief value of a team rating exercise is in the discussion and prioritization that it encourages rather than in the absolute point winner.

This sheet describes a simple rating system that is sufficient for many uses. There are more sophisticated methods of weighting priorities and rating options, such as used in QFD.

When

- Selecting the best option from several well defined choices

Handout packet pages 16 - 17

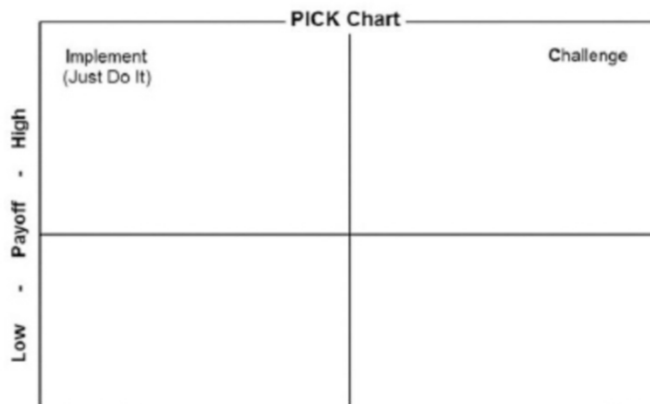
85

QuickTip – Rating (PICK Chart)

A PICK chart is a Lean Six Sigma tool used to categorize and prioritize improvement ideas. It's sometimes called an effort/impact chart. The chart has four quadrants:

- Possible idea.
- Implement idea.
- Challenge idea.
- Kill idea.

An easy way to create a PICK chart is to draw a 2 x 2 grid either on a whiteboard or a large paper flip chart. Have participants place



Handout packet page 18

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Miro Activity – Affinitization

Directions

1. Silently group the stickies from the brainstorming session into like categories
2. If silent “arguments” break out over a sticky, move it to a parking lot
3. When the movement settles down, discuss and name all categories, clarifying if necessary

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Miro Activity – Select an Improvement Idea

Objective: as a group, select one improvement idea to focus on, preferably one with high payoff and low effort.

Method:

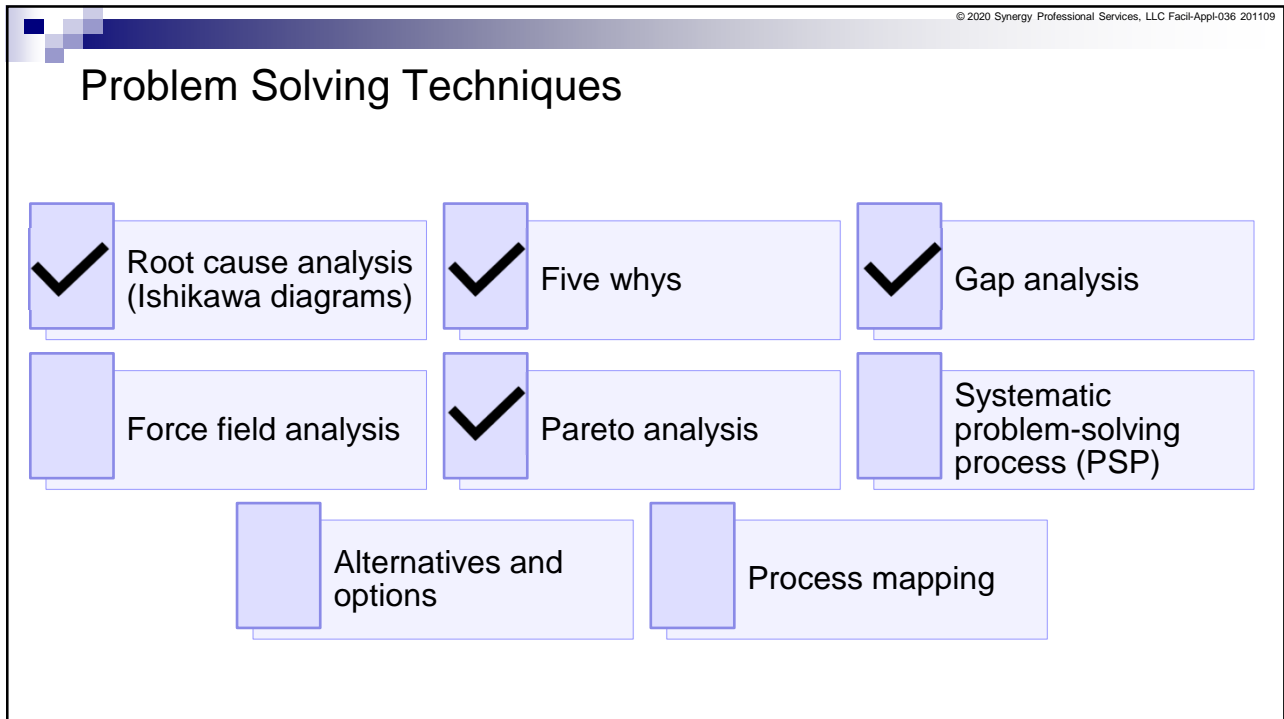
1. Use a PICK chart to understand the potential “bang for the buck” of each idea. Discuss each sticky as a group and agree on which quadrant it should be placed in.
2. Use multivoting to select one idea from the most promising ideas on the PICK chart. The selected idea will be investigated further. Place the promising stickies on the multivoting grid. Each voter votes by placing a sticky with the number of votes in the “votes” column.

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TECHNIQUES TO FACILITATE ANALYSIS

89



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QuickTip – Gap Analysis

What

Gap analysis is a steering technique. It is like reading a map to determine where you are, where you want to be, and routes to get there. Gap analysis determines the current state, the desired state, and steps to get from one to the other. Applied periodically, it is a useful way to ensuring forward progress through the fuzzy front end.

When

- You want to start a team off in the right direction.
- You want to align objectives among the team.
- You need to verify that you are still on track.

Handout packet page 19

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QuickTip – Five Whys

This is a very simple but powerful questioning process that helps a team peel away layers of symptoms to get closer the real root cause of a situation. Understanding these root causes is key to making long term improvements to a situation rather than treating symptoms. The technique was originally developed by Sakichi Toyoda who stated that "by repeating why five times, the nature of the problem as well as its solution becomes clear."

When to Use

- When you want to bring clarity and refinement to a problem statement.
- When you need to elicit information on real motivations, needs, or existing ways of doing things. For example, you may need to understand how a business process is really performed instead of how it is supposed to be done, and why.
- When you want to push a group to delve deeper to figure out what the real problem is, not just its obvious symptoms.

Handout packet pages 20 - 21

92



QuickTip – Cause and Effect (Ishakawa) Analysis

In 1943 Dr. Kauru Ishikawa developed cause and effect analysis. The technique creates a visual diagram of what causes an observed effect or situation. The diagram shows is usually called a fishbone diagram (after its shape) or an Ishikawa diagram (after its inventor). This technique is a structured way to think about why something is happening, allowing you to focus your limited resources on the most effective way to change the situation.

When to Use

Use this technique when you need to get to the root causes underlying a situation in order to solve the real problem rather than just a surface symptom.

Handout packet pages 22 - 23

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QuickTip – Pareto Analysis

Pareto analysis is used to help decide which of many causes to focus on in order to change a situation most effectively. It takes advantage of the Pareto Principle, which says that most problems have only a few primary root causes. Fixing those root causes will fix most of the resulting problems.

When to Use

Use this technique when you don't have enough time or resources to fix everything and want to focus on the things that will have the biggest effect on a situation.

It is often used together with cause and effect analysis. Cause and effect analysis is used to

Handout packet pages 24 - 25

94



Miro Activity – Decide How to Make Improvement

Objective: understand root cause, then select an appropriate way to address that root cause and make the improvement

Method:

1. Get to root cause, if necessary, by doing verbal 5 whys discussion
2. Write current and desired states on Miro stickies and place them on the board with space between them. As a group, list on stickies what actions are necessary to bridge the gap.

95

Miro Activity – Decide Whether to Advance the Proposal

Objective: decide whether the proposed actions are sufficiently worthwhile and well thought out to formally propose.

Method:

1. Do one or more rounds of fist to five on the Miro grid to get the feeling of the group on whether to advance the proposal.

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Individual Miro Activity (if time)

Pick a facilitation technique, whether or not covered here, and write yourself some notes on how you'd like to apply it to a future facilitation. Summarize your thoughts on stickies that you leave on the Miro board.

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GETTING PARTICIPATION AND STIMULATING PRODUCTIVE INQUIRY

98



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General Approaches That Increase Participation

<p>1. Ensure topic clarity because obscurity reduces participation</p>	<p>2. Ensure clear norms for participation</p>	<p>3. Use techniques that involve all participants, such as brainstorming</p>
<p>4. Create buy-in</p>	<p>5. Use appropriate humor</p>	<p>6. Set up room to be physically comfortable and encourage easy interaction</p>

- May be from individual, project, department, or organization
- Describe extent of organizational support
- If necessary, identify blockers

7. Encourage pre-meeting preparation

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Examples of High Participation Techniques

(more details on day 2)

My Favorites	Other Techniques
Structured brainstorming	<input type="checkbox"/> Tossed salad
Round robin or nominal group technique	<input type="checkbox"/> Issues and answers
Affinity diagramming	<input type="checkbox"/> Talk circuit
SWOT analysis	<input type="checkbox"/> Pass the envelope
Gap analysis	<input type="checkbox"/> Visioning
Discussion partners with share-back session	<input type="checkbox"/> Appreciative inquiry

“Creating activity and buzz in the room brings people together.” Ingrid Bens, Facilitation at a Glance, p. 97

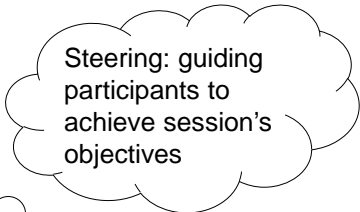
100



Activity – Try Discussion Partners Technique

1. In small groups (10 minutes):
 - In round robin, each person share a tip or challenge in getting participation from a facilitated group
 - As a group, agree on one method for improving participation that you will describe to the entire class
 - Prepare your talking points (no more than 3 minutes total)
2. As a class (10 minutes):
 - Each group present its talking points for 3 minutes

101



Steering: guiding participants to achieve session's objectives

STEERING AND MAKING FORWARD PROGRESS


Chat 

During this module, please share favorite techniques and tips for steering and maintaining forward progress

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Facilitators Are Always Observing

Read body language

Protect “minority rights” (unusual or unpopular ideas)

- Don’t stifle – may turn out to be valuable
- Agreement not necessary
- Make sure can be expressed and discussed respectfully

Turn volume down on your own content opinions

“Keep your mouth shut as much as possible ... it’s best to confine your contributions to observations on process, statements of fact, questions to help propel the discussion, and clarification and summarization ... The more active you are in the discussion, the more the group will take your positions and ideas as “right,” and the less it will come to its own conclusions.”
Developing Facilitation Skills, Community Tool Box, University of Kansas, p. 24

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Technique to Re-steer: 4P Process Check

Progress

- “Is the goal of this meeting still being achieved?”
- When: few ideas are emerging or the discussion goes in circles

Process

- “Is the technique (e.g brainstorming) that we’re using still working?”
- When: process is not being followed or technique is not yielding expected results

Pace

- “Is this meeting moving at the right pace?”
- When: agenda timeline is not being met, or people are fidgeting or want to go back over previous material

People

- “How are you feeling? Have you lost the thread of the discussion?”
- When: Meeting has gotten long or people look disengaged, tired or frustrated

“Conducting a process check involves stopping the action to shift member focus to the process or how things are going” Ingrid Bens, *Facilitation at a Glance*, p. 16

My Tips:

1. Check against the agenda.
2. If off track, let the group help you decide what to do.
3. Process check at periodic intervals, whether or not you think the meeting is on track.

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Techniques to Avoid “Rabbit Holes”

Timebox




At start of meeting set a norm about timeboxes

↓

At start of a topic agree on time limit for it

↓

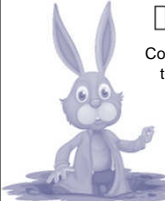
Call for thumb vote when approaching limit

Continue topic

Move on

Either is fine



Tip: group decides whether to extend timebox

Parking Lot

Parking Lot - >|| Org Redesign Mtg

Item	Brought Up By	Comments/Follow-Up
① Org charts not up to date	M. Cote	Patty Smith to update by 7/1
② Several job descriptions missing from system	J. Pollino	Ken Sewell to follow up
③ Requisition approvals are exceeding 8 weeks	B. Thou	E. Hunter will investigate & report back to team.

Example from <https://projectmanagementskills.info/facilitation-skills/>, retrieved 7/3/2017

Parking Lot is a technique for dealing with the tangential issues that threaten to take your meeting off track.

- Ava Butler, organizational development consultant, <http://www.avasbutler.com>

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Enhanced Parking Lot

Beginning of meeting

Draw blank parking lot

Explain use

↓

When meeting starts to go off track

Briefly stop the meeting and write brief summary in the parking lot

↓

End of meeting

Decide, as a group, how to address each item in the parking lot

Issues Under Discussion:

<p style="text-align: center; border-bottom: 1px solid gray;">Look for Opportunities to Use</p>	<p style="text-align: center; border-bottom: 1px solid gray;">Keep on the Radar</p>
<p style="text-align: center; border-bottom: 1px solid gray;">Consider Later</p>	<p style="text-align: center; border-bottom: 1px solid gray;">Do Not Consider</p>

Potential for Improvement

{

}

High

Low

Easy

Difficult

Implementation

109



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Technique to Move Forward: Consolidation

Pause the meeting

Restate, clarify, or summarize important points, arguments, ideas, or agreements

If agreement, declare closure

Move to next topic or agenda item

“What I think I heard you say is ...”

“Let me summarize what we all just agreed on.”

Consolidation firms up the foundation of agreement built so far, enabling you to start building the next layer.

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Visually Display Progress

Leave completed work visible (for example, flipcharts, brainstorming stickies, and SWOT diagrams)

Prominently mark up a visual agenda or Kanban board

Stories	To Do	In Progress	Testing	Done
This is a sample text. Replace it with your own text.	This is a sample text. Replace it with your own text.	This is a sample text. Replace it with your own text.	This is a sample text. Replace it with your own text.	This is a sample text. Replace it with your own text.
This is a sample text. Replace it with your own text.	This is a sample text. Replace it with your own text.	This is a sample text. Replace it with your own text.	This is a sample text. Replace it with your own text.	This is a sample text. Replace it with your own text.
This is a sample text. Replace it with your own text.	This is a sample text. Replace it with your own text.	This is a sample text. Replace it with your own text.	This is a sample text. Replace it with your own text.	This is a sample text. Replace it with your own text.

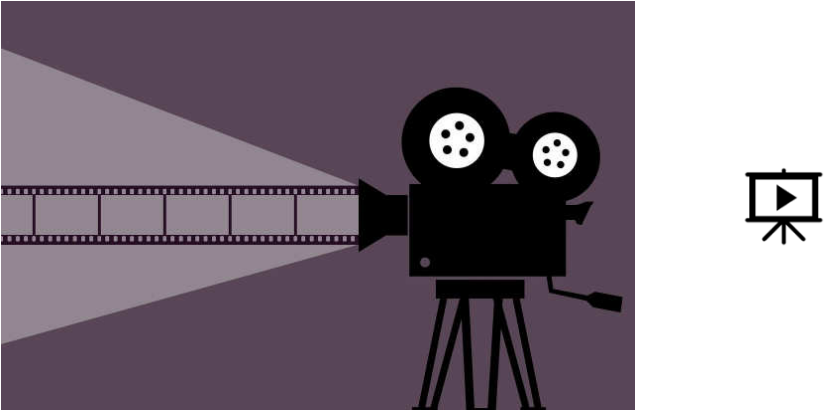
Base image of outline from //www.pinterest.com/ahsparks/agendas-visual/

111



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Take a Humor Break to Recharge



After the break, participants will be more creative and productive

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Dealing with Common Disruptions

Disruptor	My Favorite Technique
Domineering people	Create space for quieter people: <ul style="list-style-type: none"> Round robin, NGT, or planning poker Carefully construct discussion partners followed by share back session
Repeated departure from agenda	<ul style="list-style-type: none"> Process check Rat hole monitor
Participants have side conversations	<ul style="list-style-type: none"> Advance ground rules or norms If too obnoxious, pause the meeting and address directly
People who attack or dismiss others' ideas	Use the phrase "brainstorming rules"

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Tips for Preventing Disruptions

Facilitator can ...

- 1 Understand how expectations of participants differ from meeting objectives
- 2 Get advance agreement on agenda, ground rules, and desired outcomes
- 3 Observe carefully for early warning signs of upcoming disruption
- 4 Stay in facilitator role and use “power of the process manager”
- 5 Use humor instead of getting defensive
- 6 Respect and acknowledge the experience in the room

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LANGUAGE AND QUESTIONING

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Use Constructive Language Styles

Style	Paraphrasing	Reporting behavior	Describing feelings	Checking perception
Example	"What I'm hearing you say is ..."	"I'm noticing that we've only heard from the left side of the room on this topic."	"I feel like we've run out of energy and could use a break."	"You seem anxious to move on to the next agenda item."
Benefit	Assures participants that ideas are being heard Helps consolidate discussion so it can move forward	Gives participants information about how their actions are being perceived	Lets participants know it is OK to constructively express feelings	Allows facilitator to take emotional pulse and possibly redirect

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Cultural Diversity

Word choice and speech styles are especially important if participants are regionally or ethnically diverse

1. Frequently review and test for understanding
2. Watch for different culturally-based conversational styles
3. Avoid slang
4. Speak at a slower pace
5. Add extra patience

"Let's put that issue in the sandbox for now."

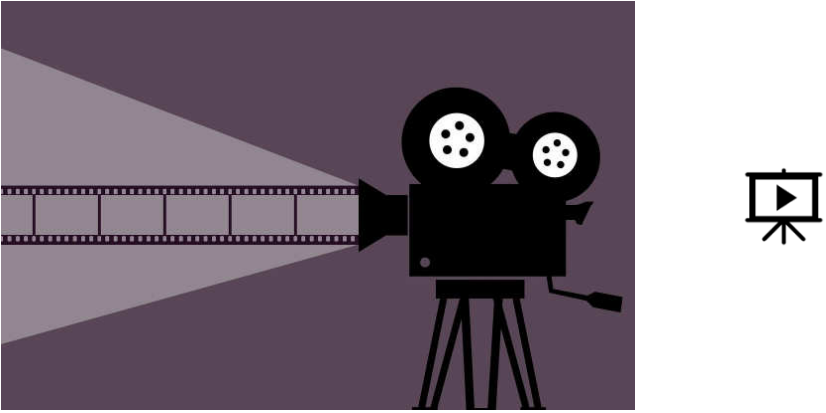
What does a sandbox have to do with work?"



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Video - Bowling, Tennis, Football and Rugby

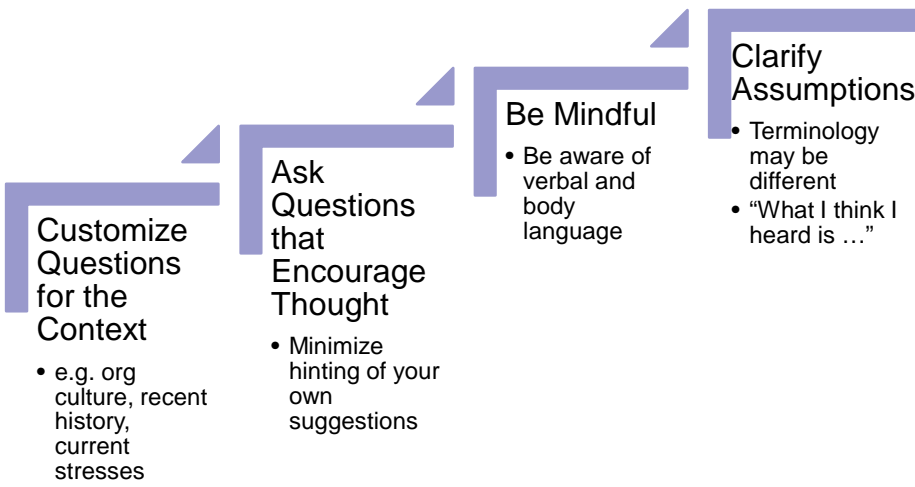


The illustration shows a black movie camera on a tripod with two reels. A film strip is shown entering the camera from the left. To the right of the camera is a small icon of a play button on a screen.

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The Art of Asking Questions



The diagram consists of four blue steps ascending from left to right. Each step contains text and bullet points.

- Customize Questions for the Context**
 - e.g. org culture, recent history, current stresses
- Ask Questions that Encourage Thought**
 - Minimize hinting of your own suggestions
- Be Mindful**
 - Be aware of verbal and body language
- Clarify Assumptions**
 - Terminology may be different
 - “What I think I heard is ...”

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Thoughtfully Prepare Your Questions

Thoughtfully design for the situation and context (in advance if possible)

- What do I need to know from the group?
- Why do I need to know it?
- What questions can I ask to surface it?
- How might people respond?

“Questions are the heart and soul of facilitation. Facilitation is, after all, about asking for input instead of telling people what to do.” Ingrid Bens, Facilitation at a Glance, p. 31

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Questions Can Stop or Start Discussion

Closed-ended	Open-ended
<ul style="list-style-type: none">Elicits short answersTends to close discussion“Is this agenda OK with everyone here?”	<ul style="list-style-type: none">Requires explanationStimulates thinking“What ideas do you have for explaining this to our sponsor?”

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Clarifying and Probing are Different

Clarify

- Purpose: ensure everyone understands what is being said
- Example: paraphrase back “What I’m hearing you say is ...”

Probe

- Purpose: take group to deeper levels of thought and understanding
- Example: “five whys” technique

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Question Formats

Fact-finding Gathers verifiable info

- “What progress tracking methods were used on that project?”

Feeling-finding Reveals subjective opinions

- “What kind of reaction are you expecting from the users?”

Tell-me-more Encourages people to elaborate

- “What other options can you think of?”

Best / worst Tests outer limits

- “What is the biggest challenge working on that project team?”

Third-party De-personalizes challenging questions

- “What are your thoughts about why some people might resist this approach?”

Magic wand Encourages innovative thinking

- “If you had total control over the project, what would you change first?”
- “I wonder what it would look like if ... What do you think?” (empathetic nudge; de-personalizes)

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Individual Activity

1. Write down two categories of questioning that are typically challenging for you to do as well as you'd like
 - Examples of categories: open-ended, closed-ended, clarifying to ensure understanding, probing to encourage deeper thought, thought stimulating, fact finding, feeling finding, encouraging out-of-the-box ideas, testing the limits, and de-escalating
2. For each of those categories, write an example question that you can keep in your hip pocket

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PLAN FOR ACTION

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Use Action Items to Get Agreement on Next Steps

Reminder

Issue and Action Item (AI) List

Project Name: Online for All			List owner: Jessica W.		
ID	Issue Description	Action and Status	Entry Date	Owner	Due Date
1	Department has decided that all fall MBA classes will be 100% virtual, so must replace face to face team exercises with something in cyberspace that is compatible with Zoom.	Find supplementary software that enables virtual, collaborative manipulation of forms, stickies, work breakdowns, and network diagrams. Status as of 6/30/20: Miro recommended by WU EDC, so prototyping virtual classroom. Next step is to demo to department head.	6/16/20	John S.	08/10/20
2					

Really important tips!

1. Ensure that each AI contains information on *what*, *who*, and *when*.
2. If you can't get a firm date for the *when*, ask for a "date for a date."
3. Capture action items and decisions in real time by writing on a whiteboard or flipchart. Take a photo at the end of the meeting.

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General Principles for Facilitating Decisions

- Empowerment

 - Understand how empowered the group is to make decisions (upcoming slide)
- Clear Methods

 - Be clear upfront about decision process and roles (upcoming slide)
- Assumptions

 - Clarify in advance the assumptions that people have about the decision
- Avoid Smoothing

 - Don't smooth over significant differences (tip: fist to five or multivoting)
- Closure

 - Be picky about clean closure, including summarizing decision
- Time Out

 - Do a process check if things start "spinning"

"One of the most important roles of a facilitator is to help groups make complex decisions" Ingrid Bens, Facilitation at a Glance, p. 126

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Be Clear About Empowerment Level of Team

	I	II	III	IV
What is team's role?	Team is informed by management	Team provides input to management	Team recommends course of action for approval by management	Team has full authority to decide and implement
Who crafts course of action?	Management	Management	Team	Team
Does team have input?	No	Yes	Yes	Yes
Who has final approval authority?	Management	Management	Management	Team

Chat

Please share your tips for facilitating a group to come to an appropriate decision about a course of action.

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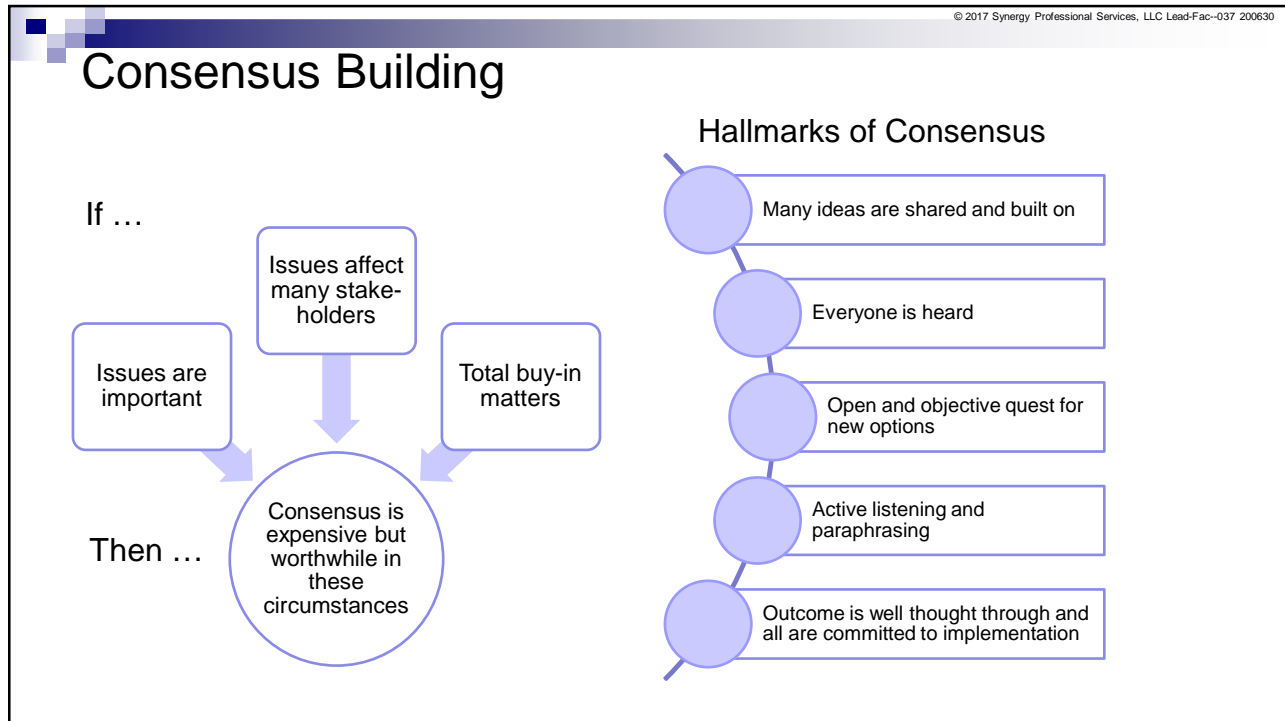
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Decision Methods

Method	Usage	Pro	Con
Consensus	<ul style="list-style-type: none"> ■ All understand problem, create options, and agree on decision ■ Best for complex decisions with far-reaching consequences 	<ul style="list-style-type: none"> ■ Diverse ideas lead to high quality decision ■ Builds strong commitment 	<ul style="list-style-type: none"> ■ Takes lots of time ■ Can gridlock ■ Practical use limited to small groups
Democracy	<ul style="list-style-type: none"> ■ Majority vote wins ■ Best for large group deciding on well understood options 	<ul style="list-style-type: none"> ■ Fast assessment of large group ■ Can include many people 	<ul style="list-style-type: none"> ■ Losing side may have low commitment ■ Poor when options are complex or many
Delegating	<ul style="list-style-type: none"> ■ Delegate decision to specialist team members ■ Best when specialized knowledge is required 	<ul style="list-style-type: none"> ■ Simplifies by reducing involvement ■ Experts make decision 	<ul style="list-style-type: none"> ■ Everyone must trust the experts
Consultative	<ul style="list-style-type: none"> ■ Decider gathers broad input and attempts to gain consensus ■ Makes autocratic decision when necessary 	<ul style="list-style-type: none"> ■ Intermediate quality, speed, commitment ■ Single person responsibility 	<ul style="list-style-type: none"> ■ Doesn't work if decider does not genuinely listen
Autocratic	<ul style="list-style-type: none"> ■ Team leader makes decision, often with little input ■ Best when speed is important or agreement is unnecessary 	<ul style="list-style-type: none"> ■ Fast, "decisive" ■ Takes advantage of leader's different perspective 	<ul style="list-style-type: none"> ■ Uninformed decisions can be disastrous ■ Can destroy trust ■ Poor commitment

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Reminder: Techniques for Making Real-time Decisions

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Fist to Five



Multivoting



Decision Matrix

	Cost	Allergy Auto medications	Entertainment	Team Preference	Distance
New York steakhouse	5	4	3	4	2
Italian	3	2	3	2	4
Mexican	3	2	2	3	5
Japanese	4	3	5	5	3

Image credits, retrieved 6/30/20
<https://www.iaf-world.org/site/es/articles/2016-07-31/method-month-list-five>
<https://www.ahrq.gov/patient-safety/settings/hospital/resource/pressureinjury/guide/apb.html>
<https://www.lucidchart.com/blog/how-to-make-a-decision-matrix>

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Closure Doesn't Mean Everything Is Resolved

CLOSING A SESSION

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Review Accomplishments and Next Steps

Look toward the future	<ul style="list-style-type: none"> • Summarize agreed on next steps (at a high level) • Verify next meeting time, location, and participants • Agree on follow-up methods (how, who and when) • Help participants draft an agenda for next meeting 	Find dispositions for what was not completed	<ul style="list-style-type: none"> • Agenda items that were not reached • Items in parking lot • Issues raised but not resolved
Review accomplishments	<ul style="list-style-type: none"> • Summarize decisions • Verify action items, including owners and target dates 	Wrap up	<ul style="list-style-type: none"> • Photograph or transcribe flipcharts, whiteboard and notes • Evaluate the session (e.g. survey, written evaluations, or plus / delta) • Thank everyone!

“A common problem in many meetings is lack of closure. Lots of things are discussed, but there is no clear path forward.” Ingrid Bens, Facilitation at a Glance, p. 58

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Post-Session Follow-up

Chat 

During this module, please share via chat your tips for getting good follow-up after a session is done.

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Send Written Summary of Session




Minimum Content	Speedy	Concise
<ul style="list-style-type: none">• Decision log• Action item log• Info on next meeting	<ul style="list-style-type: none">• Within 1 business day of session end, if possible	<ul style="list-style-type: none">• Full minutes rarely necessary• Usually favor speed over comprehensiveness

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Monitor Action Items (Short Term)

- 
 - Regularly check status of AI's (e.g. weekly update on AI's with upcoming target dates)
- 
 - Post simple status visually and publicly
 - Example: RYGC dashboard
- 
 - Enable pressure and help from colleagues
 - Visual methods create subtle pressure to act
 - Consider scheduling a regular AI review and problem-solving meeting

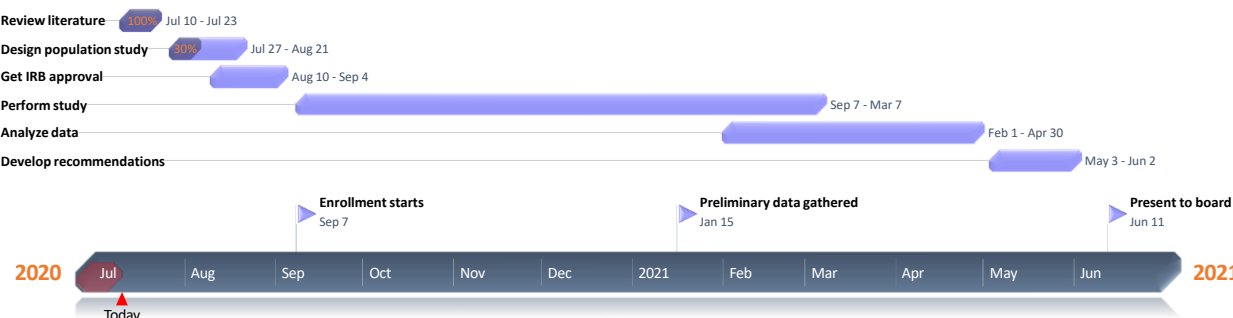
In my experience, AI monitoring is most effective for AI's with time horizons of less than a month

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Monitor Action Roadmap (Longer Term)

- Use visual roadmap
 - Communicate and track action plans that have longer horizon
 - A month to several years
- Bar format is easy to understand
 - Example uses Office Timeline plugin for PowerPoint
 - Can also draw using Excel or Miro grid and shape tools

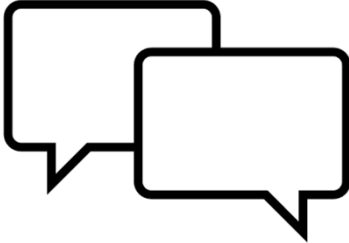


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Seek Feedback for Continuous Improvement



As facilitator ...


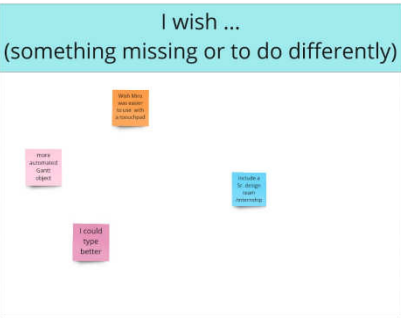
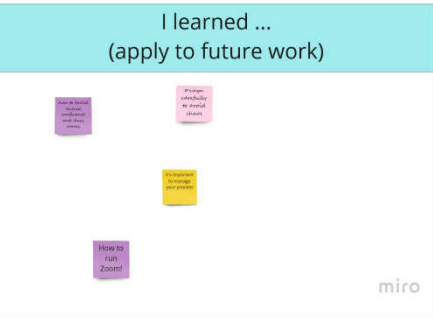
- “What did I do well?”
- “What specific things should I do differently next time?”
- “Is there something new you think we should try?”

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Example of Gathering Feedback - LWL

LWL Grid

I like ... (use or do again in future)	I wish ... (something missing or to do differently)	I learned ... (apply to future work)
		

Alternative: roses, buds, and thorns

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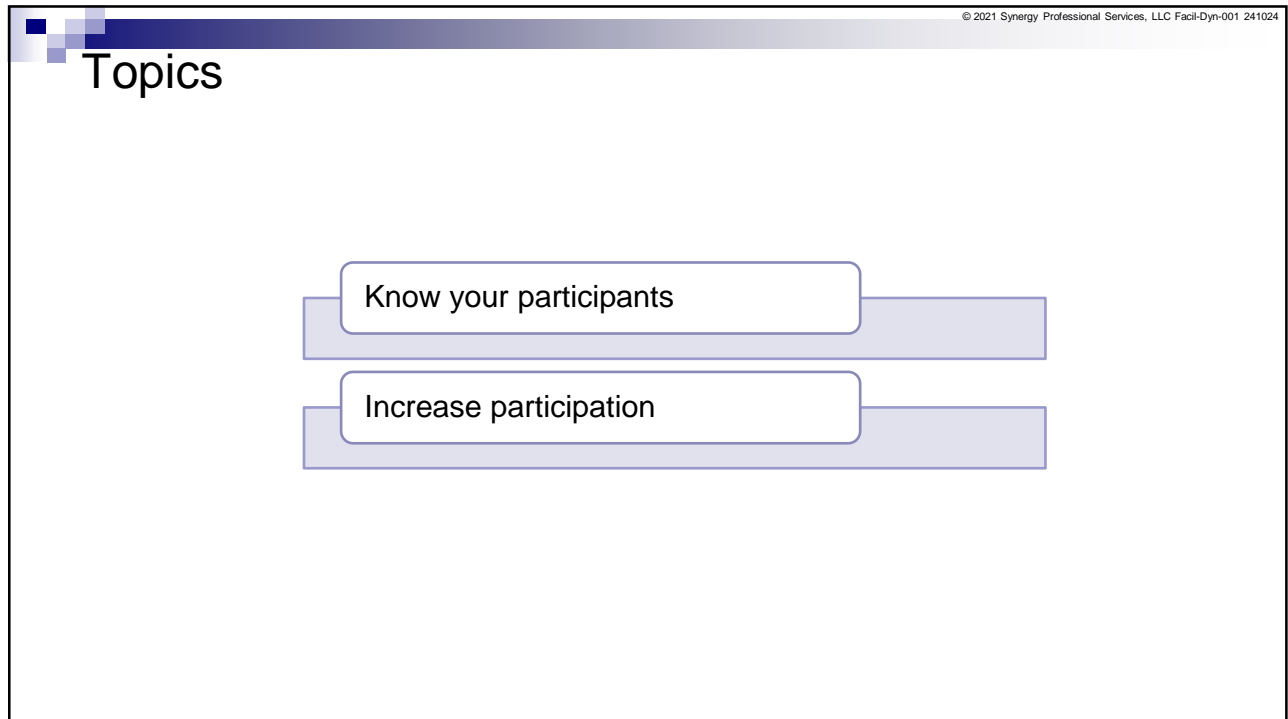


Group Dynamics
and Diverse
Styles



GROUP DYNAMICS

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Topics

- Know your participants
- Increase participation

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Newbie Needs Your Advice!

Situation

- Facilitator has good instincts but no formal experience
- Wants your tips on how to design a series of strategic planning meetings for a non-profit
- Participants friendly with each other but have very different personalities

Very quiet – avoids extemporaneous
Needs “think time”
Good commitment once decided

Loves new ideas
Short attention span
Inconsistent follow through

Thinks out loud
Likes to revisit old concerns

Power dynamics

- Group includes board chairs, staff, and volunteers
- Some people previously toned down opinions

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Group Dynamics

PART 1: KNOW YOUR PARTICIPANTS

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Why Assess Participants?

- Strong forces lurk out of sight
- Use dynamics to guide how you design the session
- Do your own assessment to avoid surprises



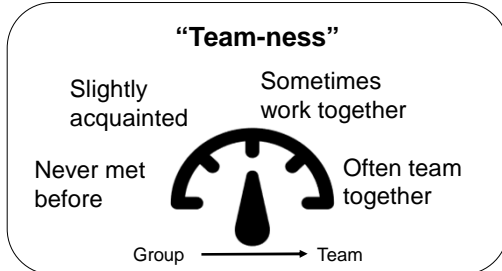
Experienced facilitators never take a group or situation for granted! They know that surface appearances may not be accurate. They also know that what they are initially told may not be accurate.”

- Ingrid Bens, *Facilitation at a Glance 4e*, p. 77

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What to Assess

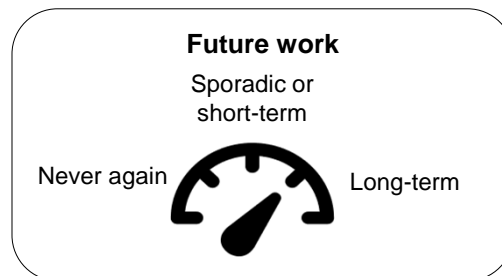
“Team-ness”



Past interactions

- ✓ unresolved conflicts
- ⊗ personality clashes
- ⊗ track record of accomplishing work together
- ✓ like each other

Future work



Level of trust

- Willing to give benefit of doubt
-
- History of bad intent or lack of integrity Uses disagreement to create better solutions

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What to Assess

Group work skills

- ✓ listening
- ⊗ debating options
- ⊗ articulating ideas
- ✓ using decision-making methods
- ✓ respect
- ⊗ conflict resolution

Goal clarity

Fuzzy
Clear

Personality styles of participants

Commitment to topic

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Assessment Methods

1:1 interview	get candor when there are sensitive issues
Small group interviews	non-sensitive too many participants to interview singly you can observe group dynamics
Surveys	gives anonymity can assess large groups creates quantifiable and comparable data
Group observation	very effective way to learn about interpersonal dynamics of members. Best used with a long-standing, mature team

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List some of the things you prefer to learn about your participants before you facilitate a session

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Assessing Interaction Styles

The diagram consists of two horizontal double-headed arrows. The top arrow is labeled 'Response Scale' and has 'Emote (Feel)' on the left and 'Control (Act)' on the right. To the right of this arrow is the text 'Is first response focused on feelings or on action?'. The bottom arrow is labeled 'Assertion Scale' and has 'Ask (Retreat to tree house)' on the left and 'Tell (Call friends on telephone)' on the right. To the right of this arrow is the text 'Is first response focused inward or outward?'. Below the arrows is a box containing two bullet points: '• No Best Place' and '• Leverage Diversity'.

Is first response focused on feelings or on action?

Is first response focused inward or outward?

- No Best Place
- Leverage Diversity

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Four Interaction Styles

Control

↑

Analytical Driving

← Ask Tell →

Amiable Expressive

↓

Emote

- “Home Base”
- Style movement, especially under stress

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How to Recognize Styles

	Driving	Expressive	Amiable	Analytical
Highly values	Actions	Feelings	Personal relationships	Thinking
Major contribution to team	Give direction	Inspire self and others	Supports others	Analyzes data and situation
Emotional face	Tight control	Open display	Agreeably acknowledges	Self controlled
Decision considerations	Facts and data	Opinions and intuition	Opinions and intuition	Facts and data
Can be perceived as:	Determined, dominating, decisive, demanding	Enthusiastic, excitable, manipulative, dramatic	Dependable, agreeable, conforming, respectful	Persistent, orderly, industrious, picky, indecisive

A Person Can Demonstrate Elements of Multiple Styles

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Activity

- Select a breakout room corresponding to the style that you feel is your predominant style today.
- In your breakout, discuss the chief characteristics of that style. List no more than three tips for how others (including a facilitator) can leverage the strengths of your style for the benefit of the entire group.
- Be prepared to present your tips in 3 minutes or less to the large group.

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Leverage Style Strengths

Style	Contribution
Driving	<ul style="list-style-type: none"> ■ Clarifies expectations ■ Offers solutions or paths to solutions ■ Produces results efficiently
Expressive	<ul style="list-style-type: none"> ■ Casts vision and shares ideas ■ Creates excitement and energy ■ Provides “gut check”
Amiable	<ul style="list-style-type: none"> ■ Promotes loyalty and dedication to team ■ Offers support ■ Encourages teamwork
Analytical	<ul style="list-style-type: none"> ■ Provides structured, well-analyzed data ■ Considers multiple options ■ Promotes practicality

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Manage Conflict Caused by Style Differences

Style Movement Under Stress

Analytical -> Avoid	Driving -> Autocratic
Amiable -> Acquiesce	Expressive -> Attack



Style	Effect on Tension
Driving	↑ Overtly controlling ↑ Seems cold and uncaring
Expressive	↑ In your face ↓ Warm, personal style
Amiable	↓ Rolls with punches ↓ Emotionally supportive
Analytical	↓ Unbiased view of options ↑ Demanding, task oriented

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Activity

- Imagine that you will be facilitating a group where people have strong and opposite styles (for example, very amiable and high driver).
- What facilitation techniques would you design into the session to help this diverse group work well together?
- Take several minutes to silently jot your ideas, then be prepared to verbally share and discuss.

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Group Dynamics

PART 2: INCREASE PARTICIPATION

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What are some common barriers to full participation by everyone?

Top

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Conditions for Full Participation

Clarity	Understand topic and goals	<div style="border: 1px solid black; padding: 5px; width: fit-content;"> Discussion: how can you as a facilitator create these conditions? </div>
	Understand facilitator's role	
Confidence	Have confidence in facilitator	
	Feel safe expressing opinions	
	Free from undue influence	
Buy-In	Helped plan for the session	
	Care about the topic	
	Believe that organization will support results	
Expertise	Have knowledge needed to make thoughtful contributions	

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Increase Participation by Reducing Confusion

<p>Topic Clarity</p> <ol style="list-style-type: none"> 1. Clear statement of session purpose and desired outcomes, ratified by participants 2. Frame the discussion by reviewing applicable context or history 3. Summarize pre-session input from surveys, interviews, etc. 	<p>Role Clarity</p> <ol style="list-style-type: none"> 1. If you're an outside facilitator, take time to explain why you're there and how you work 2. Be clear about your neutrality 3. Explain that your role is keep discussions on track, make sure everyone is heard, and help everyone stay committed to the work of the group
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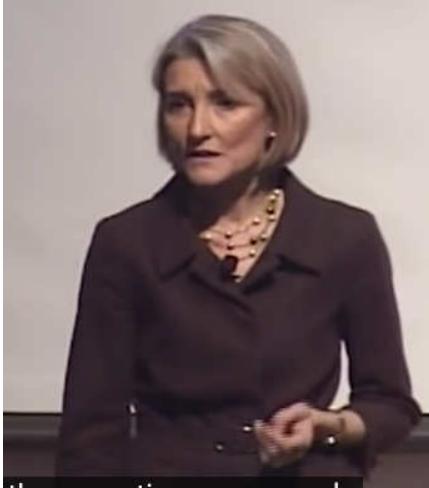
“
 Always be alert to the fact that even a crystal-clear purpose can quickly become cloudy. Members can become sidetracked or bring in new elements that obscure the purpose of the meeting. Check often ...”

- Ingrid Bens, *Facilitation at a Glance 4e*, p. 88

161



Build Confidence: Simple Ways to Create Psychological Safety



- Amy Edmondson
- Novartis Professor of Leadership and Management at Harvard Business School
 - Expert on teams

As you watch, write down Edmondson's three ways



Why is this relevant to group dynamics and increasing participation?



Amy Edmondson, TedxHSGE, May 2014, 7:15 – 8:45
<https://youtu.be/LhoLuui9qX8?t=445>

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Discussion: How to Create Safety

Here are some ideas for creating safety. Give examples of how some of these could work for you. What can you add to the list?

Everyone heard

- Ensure that everyone's voice is heard
- Encourage and model listening and empathy
- Thank people for their opinions
- Be approachable - encourage participants to come to you with their observations and concerns

Learning environment

- Model being OK with uncertainty and fallibility
- Frame the discussion as a learning exercise
- Reward questions, especially ones that are brave

Reduce negative spirals

- Guide the group to look for win-win situations
- Use safety norms
- During advance assessment, look for attack, domination, and fear risks. Coach in advance as necessary

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Use Safety Norms

1. Designed to reduce risk to participants of speaking out
2. Ask a question that will lead group to suggest appropriate norms
 - “What groundrules do we need for today’s discussion to ensure everyone can confidently share what they think?”
 - “Under what conditions are you able to speak freely?”
3. Most effective if suggested by group members, not facilitator (except in highly dysfunctional cases)


Examples of safety norms

- Everything said with positive intent
- All ideas listened to with respect
- What’s said here stays here
- No retaliation based on what’s said here
- No personal attacks
- Anyone can call a timeout if they detect stress, confusion, or going off track

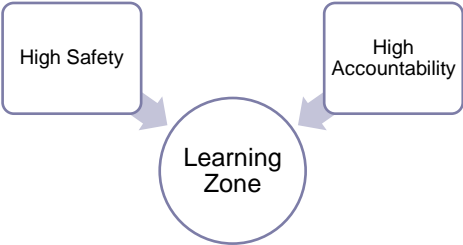
164

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Bonus: Psychological Safety vs. Accountability



Amy Edmonson, TedxHSGE, May 2014, 8:44 – 11:00
<https://youtu.be/LhoLuui9qX8?t=524>



```

            graph TD
            A[High Safety] --> C((Learning Zone))
            B[High Accountability] --> C
            
```

Discussion: as a facilitator, what techniques can you use to build high safety and accountability?

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What a Facilitator Can Do About Culture and Participation

Things to Consider During Design

1. What cultural dynamics are participants likely to bring into the session?
2. What facilitation techniques can leverage or mitigate those dynamics?
3. How do cultural factors affect who to invite to the session

For example, how empowered will participants be to make immediate decisions?

Things to Do During Session

1. When agreeing on norms early in session, discuss cultural factors.
2. Watch for cultural forces at work under the surface of behavior.
3. If you need people to act in ways counter to their culture, use methods that create safety.
4. Allow the group to use its "home base" styles when possible.
5. But be prepared with counteracting techniques if "home base" style starts to significantly impede session objectives.

For example, is power distance affecting what someone is willing to say?

For example, make extra time for a collectivist group to hear every voice and reach consensus.

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Create Buy-in to Increase Participation

Buy-in Blockers

Burnout

Cynicism

Extra work

Distrust

Unclear benefit

Can be a low motivational battery

Organizational Benefit

Personal Benefit

"What can your organization gain from this session?"

"How will you personally benefit?"

“

The responses second question amount to the participants' psychological buy-in to the session ... When you [visually] record member responses to the two questions above, you'll actually be recording group member participation.

- Ingrid Bens, *Facilitation at a Glance 4e*, p. 90

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Pay Attention to the Energy Level in the Room

Participation Energy

- Breaking into small groups
- Sitting in clusters
- Interactive work such as brainstorming
- Humor ✍️
- Movement, such as marking up flip charts or placing stickies

- Being “talked at”
- Theatre style seating
- Physical distancing
- Large groups
- Domination of discussion by a few people

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Use Specific Activities that Increase Energy

QuickTip - Talk Circuit

Talk Circuit is a pairs activity that elicits ideas from everyone and gets those ideas in front of the entire group.

When to Use
Use Talk Circuit when you want to create energy, encourage participation even from quiet participants, and help participants get to know each other. It works well with a large group.

Procedure

1. Pose an open-ended question to the group that you would like everyone to express an opinion on. For example, “What are the biggest opportunities you see for our organization over the

QuickTip is in the handout packet

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Activity – Try Talk Circuit

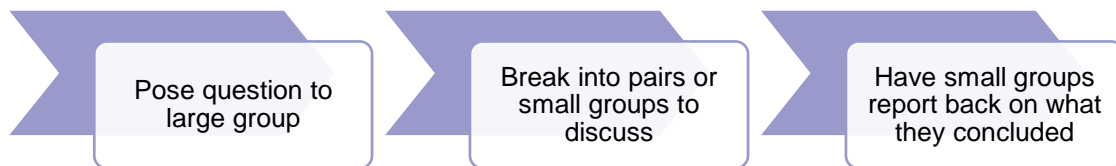
Question: How do you keep energy and participation high?

Think time	1 minute
First round	4 minutes
Second round	3 minutes
Third round	2 minutes
Full group	5 minutes

170

Participation Reference: Discussion Partners

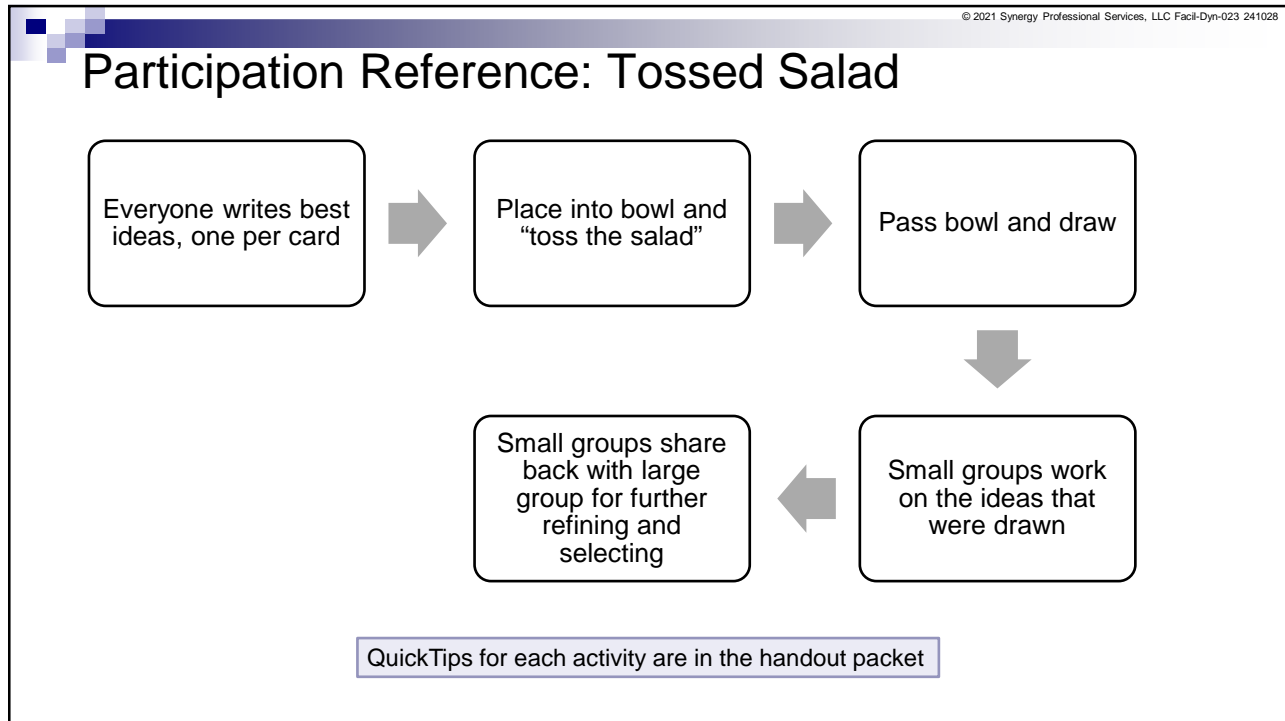
“Creating activity and buzz in the room brings people together.” Ingrid Bens, Facilitation at a Glance, p. 97



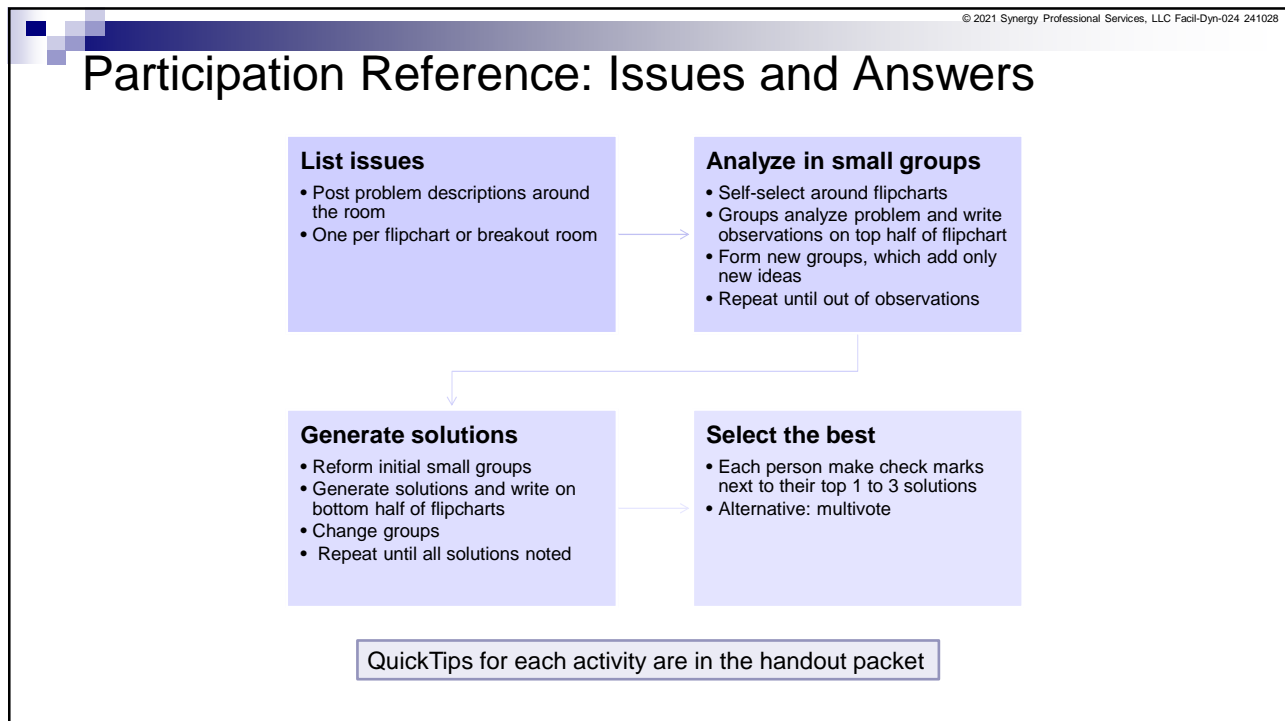
QuickTips for each activity are in the handout packet

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Participation Reference: Other High Participation Activities

Various styles of brainstorming

Affinity diagramming

SWOT analysis

Gap analysis

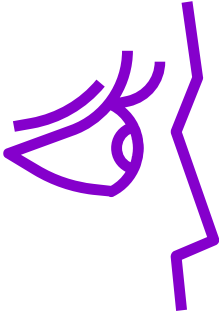
Visioning

QuickTips for each activity are in the handout packet

174

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Make Eye Contact



With everyone

Friendly and encouraging

Tells quiet people they have not been forgotten

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Ask Powerful People to Make Space for Others



“
If ... the leader is domineering or the staff are reluctant to speak in the leader's presence, it's a wise strategy to speak with the leader before the session and ask him or her to hold back.”

- Ingrid Bens, *Facilitation at a Glance 4e*, p. 92



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How do you prevent a domineering person from having too much impact on discussion, ideas, and decisions?

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Start the presentation to see live content. For screen share software, share the entire screen. Get help at pollev.com/app

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Icebreakers

Set a warm and supportive tone, especially for people who prefer the “emote” side of the response scale

Help strangers see each other as real people

Overcome discomfort of speaking in front of strangers

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Activity: Icebreakers

1. Write yourself some answers to these questions (1 minute)
 - How do you use icebreakers?
 - How do you avoid awkwardness ?
2. Share your ideas using the wheel of names (5 minutes)

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Conclusion – Dynamics and Getting Participation

What We Covered

1. Know your participants
2. Increase participation

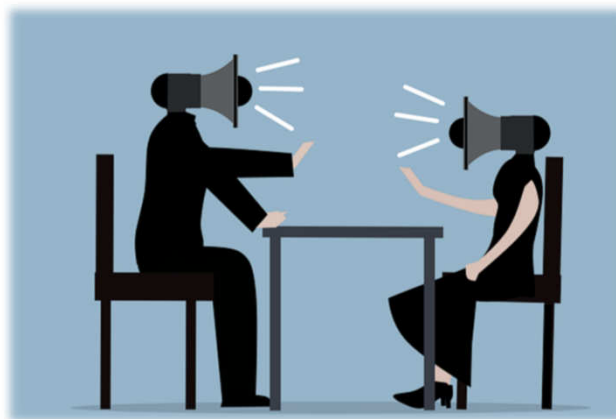
Discussion

1. What are the key takeaways for your work?
2. How will you apply them?

“Facilitating should be an egoless activity. The purpose is to make the group successful, not to make yourself look really important and clever. An effective facilitator will leave a group convinced that ‘We did it ourselves.’”
Ingrid Bens, *Facilitation at a Glance*, p. 25

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Managing Conflict



Jeff Oltmann
jeff@spspro.com

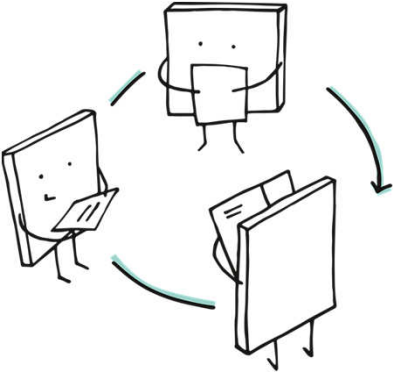
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Topics

- Why conflict happens during facilitation
- How to turn down the emotional heat
- Interventions
- Preventing and preparing for conflict
- How to resolve the underlying issues
- Other common facilitation challenges



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WHY CONFLICT HAPPENS DURING FACILITATION

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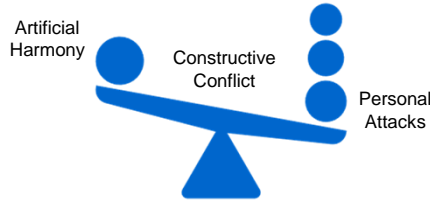


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How to Recognize Healthy Debate vs. Dysfunctional Conflict

To maintain harmony, participants may ...

1. Not admit there is a disagreement
2. **Avoid** engaging
3. **Smooth** over real differences
4. **Suppress** their needs or perspective



During healthy debate, they ...

1. Are **open** to other ideas
2. **Listen** carefully to others
3. **Respond** constructively and are willing to **negotiate**
4. Search for **facts**
5. **Acknowledge emotions**
6. Use a **methodical approach** to analyzing issues and seeking solutions

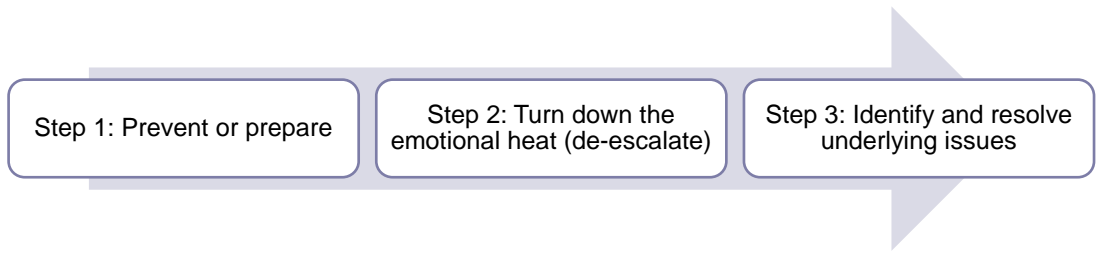
During negative argument, they may ...

1. **Personalize** disagreements
2. Become **defensive**
3. Assume **others are wrong**
4. Make **no attempt** to understand when others speak
5. **Discount ideas** or feelings of others in favor of their own
6. Do not use a problem-solving framework

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Three Steps to Manage Dysfunctional Conflict



Facilitators don't limit debate; they keep it from becoming dysfunctional."

- Ingrid Bens, *Facilitation at a Glance 4e*, p. 127

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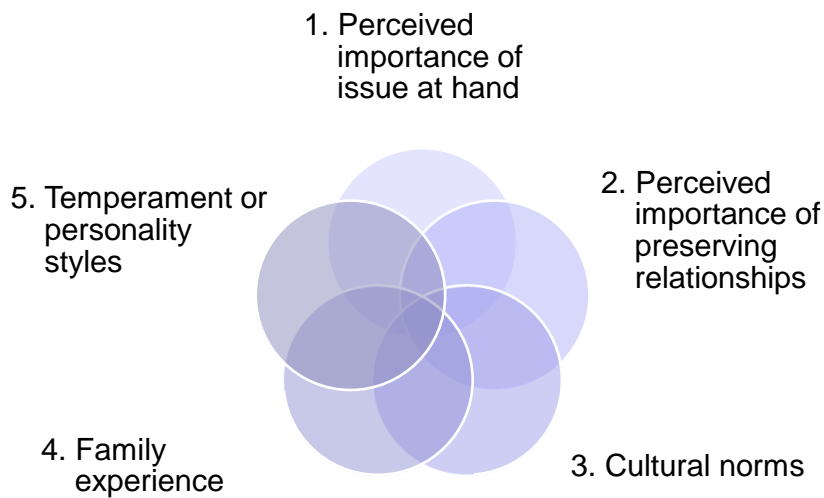


Activity

- How do you detect whether a conflict is constructive or dysfunctional?
- How would you as facilitator handle dysfunctional and constructive conflict differently?
- How can you mentally prepare yourself for the discomfort of facilitating conflict?

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What Drives a Person's Reaction to Conflict



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A Deeper Dive into Conflict Styles

Two Factors Affect How a Person Responds to Conflict

Agenda – perceived importance of the topic under discussion (vertical scale)

Relationship - extent of willingness to satisfy other person's concerns (horizontal scale)

Tips

1. People have "home base" style preferences but can choose to respond differently
2. A facilitator can encourage the group to use the style that is most appropriate for the situation

Modified from Thomas and Kilmann's Conflict Mode instrument and Ron Kraybill's Style Matters inventory

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When a Facilitator Should Encourage Each Style

Style	How to use	When to use	How often to use
Force	Facilitator forces a resolution or allows one party to prevail. Causes division and win / lose.	Never.	0%
Avoid	Place issue in the parking lot for later.	Issue is minor. Dealing with it would unreasonably disrupt the meeting.	10%
Accommodate	Ask participants to tolerate other views and differences. (Smooth things over.)	When keeping the peace is more important than finding a solution.	5%
Compromise	Help group find middle ground where each participant gives up some less important items.	When agreement is unlikely and people are willing to give to move on.	20%
Collaborate	Help group work together to find best solution	When relationships should be preserved, diverse perspectives included, and the topic is important. Takes more time and trust but yields durable solution.	65%

The percentages are based on the experience of facilitation author Ingrid Bens,

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Activity

Discuss some real-life situations where a conflict resolution style other than “collaborate” was appropriate.

Force

Avoid

Accommodate

Compromise

Collaborate

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Conflicts Escalate When People Have Different Interaction Styles

Examples

1. “Talk first” styles want to talk now while “think first” styles want space to reflect.
2. Some styles emphasize feelings and relationships, while others lead with facts and tasks.
3. Each person tends to assume that their home base style is best.

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Everyone is Stressed ... and That Will Affect Facilitation

Top 5 Work Stress Factors

- Low salaries
- Lack of opportunity for growth or advancement
- Too heavy a workload
- Unrealistic job expectations
- Long hours

Stress affects a person's ability to work in a group

1. Have difficulty hearing, understanding, and remembering information (reduction of up to 80%)
2. Understand information at four grades below their education level
3. Have less emotional control
4. React to perceived threats rather than reality

Society for Human Resource Management
<https://www.shrm.org/resourcesandtools/hr-topics/employee-relations/pages/how-managers-can-help-stressed-workers.aspx> retrieved 7/12/2021

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Step 1: Prevent or prepare

Step 2: Turn down the emotional heat (de-escalate)

Step 3: Identify and resolve underlying issues

Step 2

TURN DOWN THE EMOTIONAL HEAT

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Why Emotions Can Get Hot

When is a conversation crucial?

Outcome will have a high impact	Opinions differ
Emotions run strong	There is significant risk of negative consequences

How humans react

Strong Emotional Response	}	<ul style="list-style-type: none"> Fear Anger Anxiety
Strong Physical Response	}	<ul style="list-style-type: none"> Breathing change Increased heart rate Muscle tension Vocal pitch and pace

Modified from "Crucial Conversations: Tools for Talking when Stakes are High," Patterson, Grenny, McMillan and Switzler (2002)

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De-escalate to Create Space for Problem Solving

Act quickly to head off poisoned group dynamics

Slow things down

"I can't take notes that quickly."

"Let me repeat that back to make sure I summarized it correctly"

Shift your facilitation style	}	<ul style="list-style-type: none"> Move to assertive referee mode Emphasize listening Refer back to norms or expand them Help group summarize key points Don't allow repeating grievances
Avoid sending unintended messages	}	<ul style="list-style-type: none"> Maintain your composure Use neutral body language and vocal tone Avoid loaded words (<i>argue, conflict</i>)

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You May Need to Allow Limited Time To Vent

Signals

excessive criticism
 dismissive
 anger
 withdrawal glare
 personal attacks
 eye roll
 sarcasm smirk
 defensiveness tell not listen



People are rarely ready to move on to solutions until they have had the opportunity to fully vent their feelings.”

- Ingrid Bens, *Facilitation at a Glance 4e*, p. 129

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Activity – Emotional Baggage

You are facilitating a group of about 20 participants. They've deserted the agenda in favor of venting their frustrations about workload, other people they work with, and organizational decisions they don't agree with.

1. What is your strategy for helping the group move forward?
2. What specific techniques or actions can you take to implement that strategy?
3. What are some mistakes a rookie facilitator might make in this situation?

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Use Quiet Word Choice to Defuse

“Brian and Lisa are having a conflict.”



Don't

- Use loaded words like conflict, argue, or anger.
- Make it personal or call out “offenders.”
- Emphasize the chasm.

“It seems people have differing views on this topic. Let’s stop and make sure we hear and understand these points of view.”



Do

- Acknowledge and pause.
- Use depersonalized language.
- Emphasize listening and offer a way to move forward.
- Make it seem more like a normal discussion.

201

Watch Your Paralinguals

Use calm body language that doesn't favor certain ideas or people

Maintain slow speaking pace

Maintain even vocal tone, pitch and cadence



Stay balanced and project calm

202



Enforce Order Like a Referee

1. Review and enforce existing norms.
2. Help group set new debate norms if needed.
3. Don't take sides.
4. Insist people speak one at a time.
5. Stop interruptions.



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Activity

Your group is discussing a topic where passionate opinions are running high. A small number of powerful participants are very vocal about their opinions, using up most of the airtime. You suspect that some other participants have valuable insights and perspectives, but they have not participated in the discussion.

1. What is your strategy for this situation?
2. Give examples of specific techniques you could use.
3. What are some mistakes that a rookie facilitator might make in this situation?

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Help Group Come Together by Highlighting Key Points

Highlight key ideas back to the group

Write them in a visible location

Ask participants (by name if necessary) to tell the group what they are hearing or thinking

Acknowledge off topic comments but re-steer the focus back to key ideas

Facilitator Skills to Use

- Paraphrasing
- Synthesizing

- Recording ideas

- Asking
- Testing
- Paraphrasing

- Keeping discussion on track

“

The single biggest problem in communication is the illusion that it has taken place.”


-George Bernard Shaw

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Seek Permission to Move On

1. Ask participants if their points of view have been heard and acknowledged.
2. If so, ask the group if it is ready to move on.



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What and How

HOW TO INTERVENE WHEN THE GROUP PROCESS IS NOT WORKING WELL

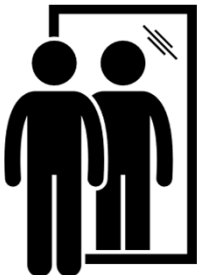
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How to Use Intervention Phrases to Redirect



Facilitator pauses discussion to take intentional action that improves group's functioning



Then facilitator holds up mirror to participants so they can see what they are doing and correct it

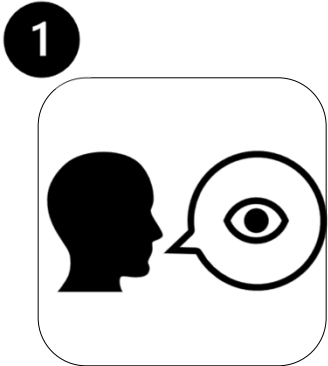
“ I'd like to point out that what we're discussing is not on the agenda. We're behind and may not have time to get to what's on the agenda. Do you want to continue the current discussion or park it?”

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How to Phrase an Intervention

- 

1

Neutrally describe what you see
- 

2

State the likely impact
- 

3

Redirect behaviors

 - Ask ★
 - Tell

Consider invoking group's norms

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Deciding When to Intervene

Consider intervening when group's effectiveness has significantly declined

How to decide

1. Progress toward objectives
2. Ability to stay focused
3. Body language
4. Energy level

1. Severity of problem
2. Likelihood that intervention will improve (or worsen) it
3. Cost in time and meeting flow
4. Impact on group dynamics (relationships, climate, and level of trust)

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Activity: Practice Phrasing Interventions for These Situations

Side conversations	Interrupting instead of listening	Discussion is stuck
Someone is not participating	Energy is low	A few are dominating discussion
Body language		

Reminder of how to phrase


 Describe what you see


 State the impact



 Redirect

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Reframing is Another Way to Intervene

Participant makes a destructive statement



“I don’t like how the research group has gone overboard. They never get anything done because they are always looking for more data.”

Facilitator rewords as a question that highlights actual need in a neutral way



- Acknowledge the emotion
- Re-focus on problem solving
- Phrase as a question

“I can see that this bugs you. Is this about the importance you place on meeting the deadlines that were promised to clients?”

“Leading people into a discussion about their wants and needs is always more beneficial than allowing them to wallow in what irks them. – Chris Sheeley, In-Accord, January 29, 2020

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Step 1: Prevent or prepare

Step 2: Turn down the emotional heat (de-escalate)

Step 3: Identify and resolve underlying issues

Step 1

PREVENT AND PREPARE

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Build Trust as a Foundation for Constructive Conflict

What Happens If Missing

- Attention to **RESULTS** Status and Ego
- Embraces **ACCOUNTABILITY** Low Standards
- Abundant **COMMITMENT** Ambiguity
- Values **CONFLICT** Artificial Harmony and Low Creative Tension
- Presence of **TRUST** Pursuit of Invulnerability

Adapted from Lencioni's *The Five Dysfunctions of a Team*

Dr. Amy Edmondson calls this "psychological safety"

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Activity

Here are some ideas about how a facilitator can build trust. Add your own or give real-life examples.



Inspire confidence in your guide skills

- Establish "line of sight" - clear goals for the session
- Establish and adhere to a clear and fair process
- Be willing to flex as conditions change
- Exude calm



Increase comfort

- Agree on groundrules and expectations that create psychological safety
- Use a measured speech rhythm with strategic pauses
- Model listening and thoughtfulness
- Create "air space" for everyone



Show how to focus on others

- Remember that it is not about you
- Be a good example of how to listen
- Ask thoughtful questions
- Be kind to participants

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Anticipate Points of Friction During Planning



Look for warning flags



Mitigate them

Common Caution Flags

Content

- Contentious or ambiguous content
- High stakes
- Very different perspectives

Facilitation Process

- Vague plan or process
- Process does not fit with participants' styles
- No methods to consolidate progress and agreements
- Discussions not translated to next steps or actions
- Unclear or biased decision-making methods
- Passive facilitation or inexperienced facilitator

Personal Attributes

- Low teaming or interpersonal skills
- Some strongly dominant or quiet personalities
- Large power distance
- Different cultural or experience lenses
- Different risk tolerances

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Use “Conflict Norming” at the Start of the Session

Example Conflict Norming Questions

What specific behaviors will help us have constructive debates rather than hot arguments?

What can anyone do if someone starts using too much airtime?

What should we do when discussion starts getting stuck and unproductive?

What is our rule about side discussions or phone / laptop distractions?

What should someone do if they think one of our norms is not being observed?

“ [It’s] always best to create an environment where conflict is less likely to happen in the first place. Engage [participants] in setting rules that define how people ought to interact ... **This shares responsibility for maintaining a healthy climate** ... A set of rules that everyone has agreed to is a powerful tool for preventing strife.” - Bens, p. 134 - 135

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Teach LECSR If You Expect Deep Conflict

- Listen**

 - ... instead of arguing
 - “Tell me more.”
- Empathize**

 - Acknowledge views and feelings even if you don't agree
 - “I see what you mean.”
- Clarify**

 - Ensure you have a clear understanding of the other perspective
 - “Let me see if I understand. What you’re saying is ...”
- Seek Permission**

 - ... to tell your perspective
 - “Can I offer a few thoughts?”
- Resolve**

 - Once all participants have been heard, start working together to deal with the issue.

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Step 1: Prevent or prepare

Step 2: Turn down the emotional heat (de-escalate)

Step 3: Identify and resolve underlying issues

Step 3

HOW TO RESOLVE UNDERLYING ISSUES

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Facilitated Conflict Management Steps

Prerequisite: Venting and de-escalation are complete and participants are ready for rational problem-solving.

Agree on the resolution procedure

Clarify the issue

Find facts and underlying issues

Generate options

Evaluate options and select

Agree on action plans


- Discussion norms
- Time frame
- Process steps

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Be Alert for Red Herrings



- Insufficient information
- Distracting environment
- Challenging relationship
- Individual differences

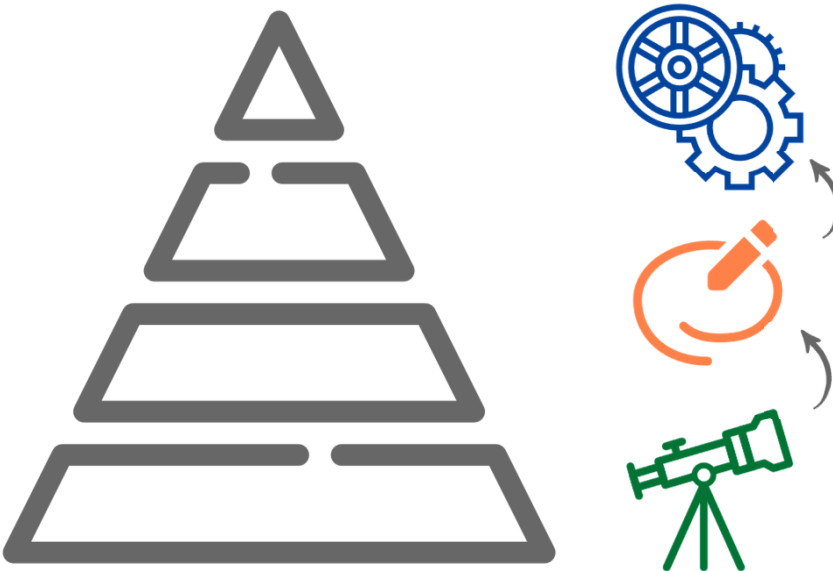
- Poor physical space
- Not enough time
- Office politics or bad moods
- Cultural influences
- Past history
- Large style differences
- Reputations
- Power distance
- Low experience with subject matter
- Low emotional intelligence
- Large gap in values or motives

For more discussion see Patrick Lencioni, *Five Dysfunctions of a Team*, chapter 5

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Disagreements May Indicate a Shaky Foundation



Finally: **how**

- What specific work will we do to accomplish that scope?

Then: **what**

- What scope will we take on to move toward our vision?

First: **why**

- What is our shared vision?

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Dilemma – Stalled Over Substantive Disagreement

The group you are leading usually works well together. However, today's work session has stalled over disagreement about how to apply your standard policy research framework. People have different interpretations of what the framework requires and which research methods are appropriate for this project. As facilitator, how do you help the group move forward?

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Managing Conflict

Conclusion

What We Covered

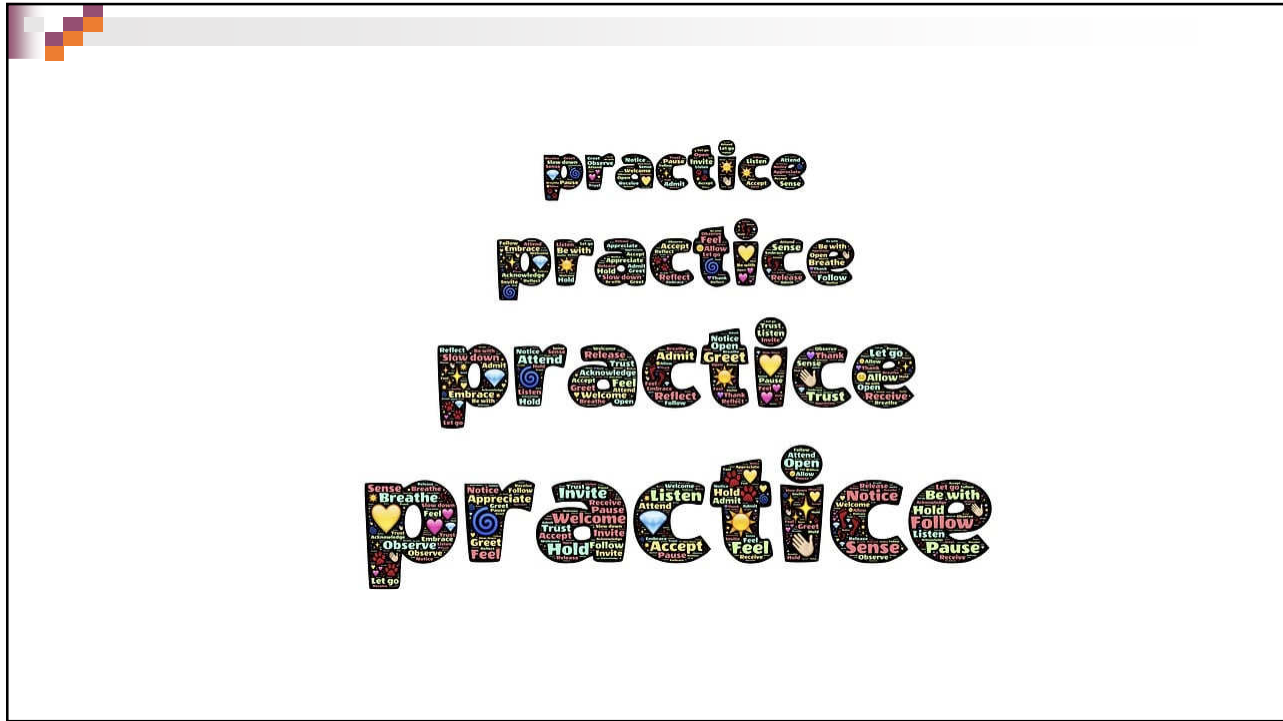
1. Why conflict happens
2. How to turn down the heat
3. How to phrase interventions
4. Prevention and preparation
5. How to resolve underlying issues
6. Common facilitation challenges

Discussion

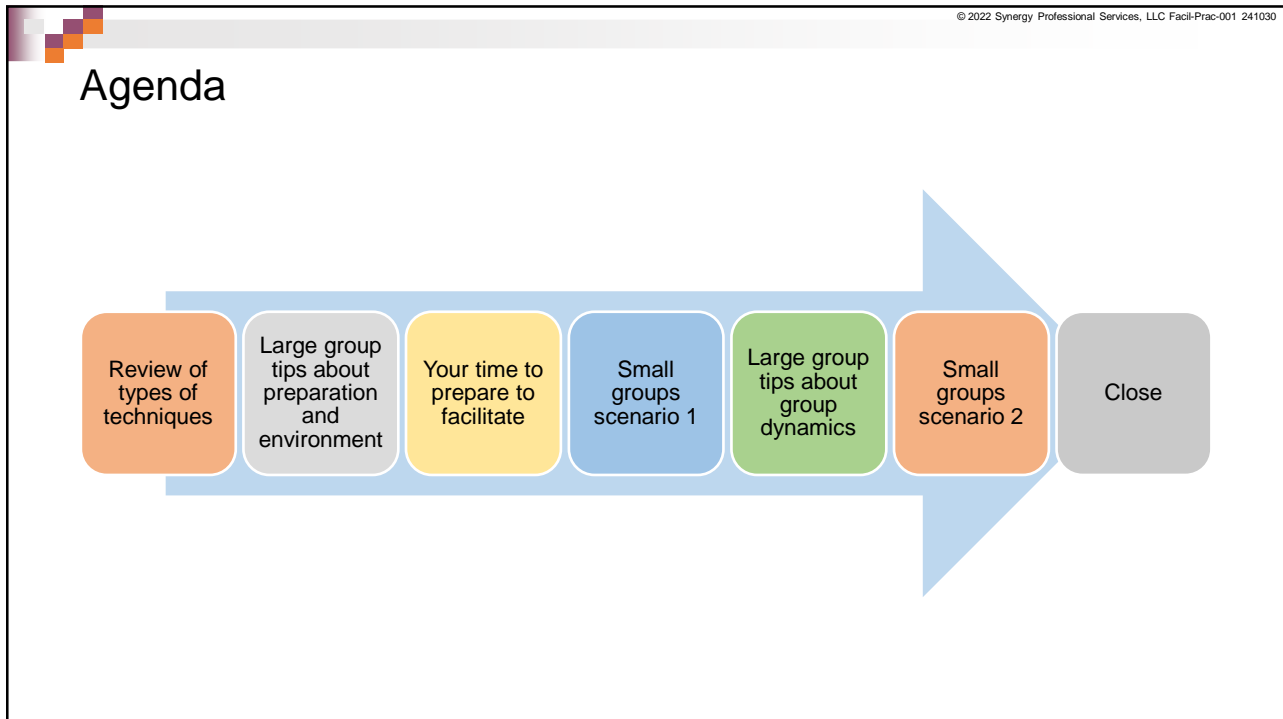
1. What are your key takeaways about facilitating conflict?
2. What will you apply to your work?

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Activity: As a facilitator, how do you ...

1. Keep discussion on course, constructive, and on time

2. Reduce domineering behaviors and get full participation from all

3. Get participants to prepare so they have the expertise and understanding to engage well

4. Build safety so participants are free to contribute their best

Instructions


1. 3 rounds of about 5 minutes each
2. For each round,
 - a. Pick a question and gather around its flipchart
 - b. Discuss what it means
 - c. Write potential solutions (leave blank space for other rounds)
3. When rounds are done
 - a. Visit all flipcharts
 - b. Add a checkmark to the top 1 – 3 ideas on each chart that you'd like to try

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Scenario




The eighth graders are planning a 5-day cultural trip ...




... to Washington DC next June.



You are on the board of the parent-teacher association ...




... which has been asked to raise \$2000 per student for 30 students by the end of February.



The kids want to visit The International Spy Museum


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Aardvark

- **Scenario:** You will be team facilitating the **first** PTO meeting
- **Deliverable:** Create 3 solid, analyzed fundraising ideas that are likely to meet the need
- **Must do:** Get a broad range of ideas, analyze those ideas, and narrow to a shortlist
- **Time for facilitated session:** 25 min.




Butterfly

- **Scenario:** You will be team facilitating the **second** PTO meeting
- **Deliverable:** Using the ideas from PTO meeting 1, agree on an action plan that will get the fundraising job done
- **Must do:** Ensure that the action plan is SMART, with clear responsibility assignments
- **Time for facilitated session:** 25 min.



Cockatiel

- **Scenario:** You will be facilitating debriefs of each PTO meeting
- **Deliverable:** Consolidate actionable learnings
- **Must do:** Discuss what went well and what can people can apply from this
- **Time for facilitated session:** 5 min.

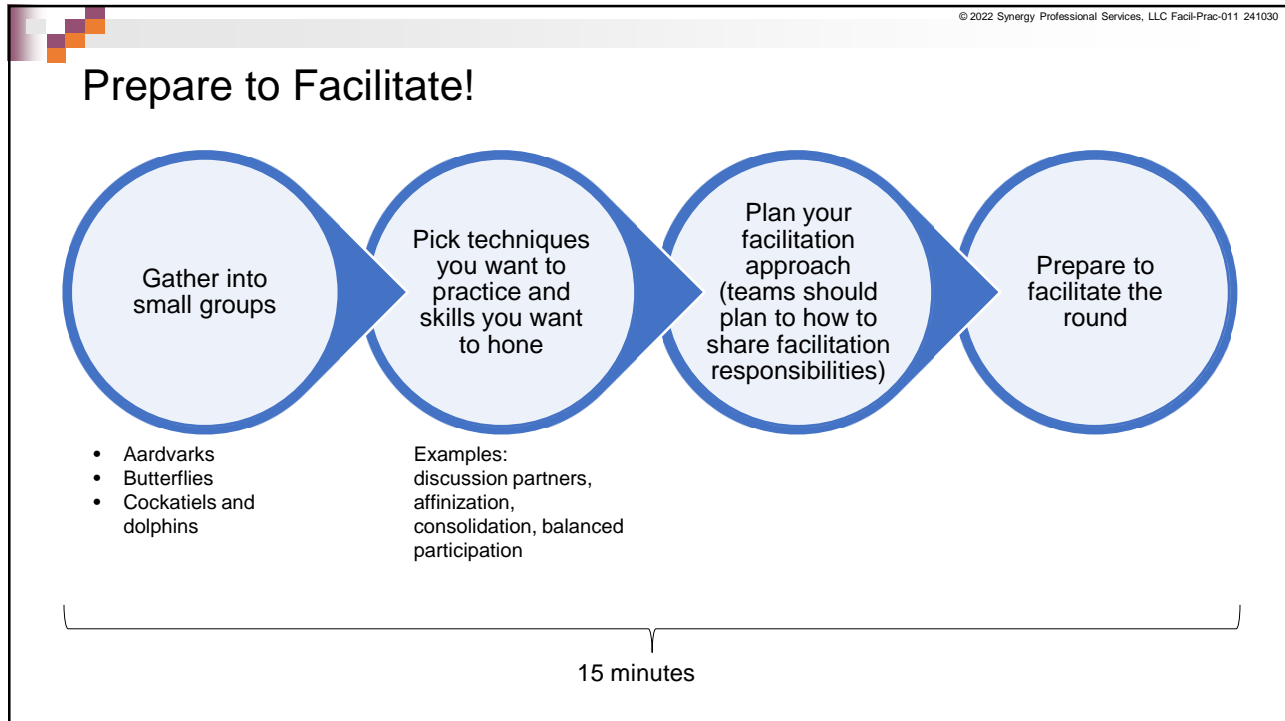


Dolphin

- **Scenario:** You will be facilitating one large group tip sharing session
- **Deliverable:** Capture tips in writing
- **Must do:** Discuss tips for managing group dynamics and getting full participation (examples on handout)
- **Time for facilitated session:** 10 min.

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Example Topics for Facilitated Large Group Tip Sharing

How
do
you
...

Manage power dynamics that inhibit good participation and progress

Draw out people who are reticent

Manage people who tend to dominate

Use icebreakers

Facilitate participants who have diverse styles

Keep discussion on track and moving toward the goal

Dolphin

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Best wishes on your cat herding!



knowledge transfer
strategic facilitation
consulting
training
project coaching
change management

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How to Facilitate Like a Master

Core Techniques

- ✓ Meeting management
- ✓ Process facilitation
 - Preparing
 - Holding a session
 - Herding cats
 - Following up

Advanced Techniques

- ✓ Group dynamics
 - Know your participants
 - How to increase participation
- ✓ Managing conflict

Practice and tip sharing

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