



KEEP IT FRESH

- 1. Get proficient one principle at a time.** Choose a principle. Read it from beginning to end once a week or so. Practice the techniques until you feel proficient. Then, move on to another principle.
- 2. Facilitate every opportunity you get!** When asked to facilitate, do it if at all possible. Real improvement can't come without opportunities to practice.
- 3. Seek quality feedback.** Following every facilitated session, hold a review session. Consider using the class feedback form as a guide, especially if there are others in the session who have taken The Effective Facilitator.
- 4. Use the principles informally.** In conversations, use the question types and checkpoints. In meetings, make sure the purpose and process are clear. Use consensus building strategies to address disagreements.
- 5. Consider joining a facilitation association.** There are regional groups in the Southeast, Northeast, Midwest, Southwest and West. The International Association of Facilitators meets annually.
- 6. Sharpen your skills through our advanced class, Advanced Facilitation Skills.** This three-day course builds on the principles and helps you identify and address your specific areas for improvement.
- 7. Complement your skills with The Facilitative Consultant.** Key topics include: defining your client's need, building winning proposals, managing expectations, assessing risk, and developing recommendations.

WHAT'S NEXT?

MEETING FACILITATION SERVICES

Avoid wasting valuable time! Our professional facilitators provide the expertise and techniques for focused retreats and planning sessions.

- Meeting Facilitation
- Strategic Planning
- Systems Analysis
- Team Building
- Issue Resolution
- Process Improvement

We offer a free, one-hour briefing on "The Level-3 Organization." Call for more information.

LEADERSHIP TRAINING

Give your key people the training they need! Our dynamic instructors will provide your people with detailed tools and techniques for success.

- | | |
|--|---|
| Facilitation Series
Principles of Facilitation
The Effective Facilitator
Making Meetings Work! | Management Series
Managing Excellence
The Facilitative Consultant
The Effective Communicator
Effective Presentation Skills |
| Virtual Facilitation
Facilitating Virtual Meetings:
Essentials
Facilitating Virtual Meetings:
Comprehensive | Planning Series
Strategic Planning
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THE EFFECTIVE FACILITATOR

THE PRINCIPLES & PRACTICES OF EFFECTIVE FACILITATORS

MINI MANUAL

1 PREPARING FOR SUCCESS

Cover All the Bases

- The **most important base** to cover: **KNOW YOUR Session Purpose**

- The three mechanisms for making sure this base is covered:

- IDA**
- Interview**
- Deliverable**
- Agenda**

The other bases:

THE METHOD

- Purpose
- Product
- Process/Agenda
- Probable Issues
- Business Area

THE PEOPLE

- Sponsor
- Planning Team
- Participants

LOGISTICS

- Location
- Schedule
- Materials
- Meeting Notice

KNOW THE PROCESS COLD

Order of the facilitation processes

Process technique to gather info
Starting **Q**uestion for each process

Recording method to document info

Supplies required for process

Timing and duration for each process

2 GETTING THE SESSION STARTED

Inform, Excite, Empower, Involve

INFORM - Purpose & Product
Inform the participants about what is going to happen.

EXCITE - Benefits

Get them excited about the process by giving them a clear vision of the overall result to be achieved and the benefits.

EMPOWER - Their Role

Empower them by discussing the important role they play in the process and the authority that has been given to them.

INVOLVE - Their Objectives

Get them involved in the process by having them speak as early as possible (e.g., their objectives, concerns).

GROUND RULES

- Use ground rules to make the group **SELF-CORRECTING**

- Everyone speaks*
- Respect the speaker*
- Titles left outside the door*
- No idea is dumb*
- The Parking Boards*
- Avoid "Bar Discussion"*
- "Choo Choo"*
- Start on time/ end on time*

THE PARKING BOARDS

- Issues
- Decisions
- Actions

HOW TO USE THIS MINI MANUAL

THE FACILITATION CYCLE
These principles are applied/repeated for every facilitated process or agenda item throughout a facilitated session.

GROUP DYNAMICS
These principles involve common group dynamics that occur during a facilitated session as well as strategies to manage them.

PREPARING/CLOSING THE SESSION
These principles are applied once for every facilitated session and involve preparing for a session, starting it, and closing it.

THE FACILITATION CYCLE

3 FOCUSING THE GROUP

Establish the Course, Avoid Detours

CHECKPOINT

Take a checkpoint at the beginning of each major activity.

- **REVIEW** what has been done.
- **PREVIEW** what is happening next.
- **BIG VIEW** - Explain how the activity fits into the objective.

WARM UP THE GROUP

Ask at least two **pre-questions** which require a **NON-VERBAL** response.

PeDeQs DIRECTIONS

- **Purpose** for the activity
- **Example:** You start it, they finish it.
- General **Directions**
- Specific **Exceptions**
- Ask for **Questions**
- Ask your **Starting Question**

USING BREAKOUT GROUPS

1. Let them know it's coming
2. Complete the first element as a group
3. Determine number of teams
4. Divide into teams
5. Give final directions: deliverable, quality, process, deadline
6. Monitor activity
7. Have each team report results

4 THE POWER OF THE PEN

Use It, Don't Abuse It, Make It Theirs

USE IT, DON'T ABUSE IT

- Write **FIRST**, discuss **SECOND**.
- Write what is **SAID**, not what is **HEARD**.
- Ask speaker to **HEADLINE IT**.

MAKE IT THEIRS

- Write so they can **READ** it.
- Edit by **ADDING**; use a different **PEN**.
- If more than one person tries to speak, give an **ORDER** to the **SPEAKERS**

SEVEN DEADLY FACILITATION SINS

1. Choosing which comments are worthy to record
2. Recording your interpretation of what is said
3. Permitting the group to wander extensively
4. Permitting the ground rules to be broken without taking action
5. Losing neutrality
6. Speaking emotionally-charged words
7. Losing trust or respect for participants

5 INFORMATION GATHERING

Know Your Tools and How to Use Them

QUESTION TYPES

DIRECT PROBE

Why is that important?
You don't think what was said is correct, or you need additional explanation.

INDIRECT PROBE

Is the reason you do that because...?
Additional explanation is needed. You think you may know the answer.

REDIRECTION

Good point. Can we put it on the issues list?
The point is not relevant to the discussion.

PLAYBACK

It sounds like you are saying... Is that right?
Give the speaker assurance that you understand the point.

LEADING QUESTION

Are there solutions in the area of...?
You want to guide the group to other solutions.

PROMPT QUESTION

What else...?
The group has temporarily stalled.

TAG QUESTION

That's important, isn't it?
You are warming up the group.

FLOAT AN IDEA

What about...? What are the benefits?
A potential solution has been overlooked.

TOOLS

- Listing** - to gather detail
- Brainstorming** - to generate ideas
- Grouping** - to categorize
- Prioritizing** - to identify importance

GROUP DYNAMICS

6 DYSFUNCTIONAL BEHAVIOR

Conscious Prevention, Early Detection, Clean Resolution

- Dysfunctional behavior is **any activity** by a participant which is consciously or unconsciously a **substitution** for expressing a **displeasure** with the session content, the facilitation process, or an outside factor.

- Be sure to separate the **SYMPTOM** from the **ROOT CAUSE**.

PREVENTION STRATEGIES

- Based on issues identified in the preparation stage, consider:
 - Assigning seats
 - Adding ground rules
 - Making sure you interact with particular people
 - Paying close attention to particular reactions
 - Holding informal meetings during breaks

DETECTION STRATEGIES

- **Dysfunction check** - actively looking for **SIGNS OF DYSFUNCTION**:
 - Participants who are not speaking
 - Folded arms, legs crossed away
 - Side conversations

RESOLUTION STRATEGIES

- Approach privately or **GENERALLY**.
- Empathize with the **SYMPTOM**.
- Address the **ROOT CAUSE**.
- Get agreement on the **SOLUTION**.

7 CONSENSUS BUILDING

Generate a Consensus-Focused Process

CONSENSUS DEFINITION

"I can live with that and support it."

- Consensus building starts the minute the session begins:
 - Ground Rules
 - Consensus Check

WHY PEOPLE DISAGREE

- Haven't **HEARD** one another
- Different **VALUES**
- Past **HISTORY**

WHEN DISAGREEMENTS OCCUR

- Is agreement necessary? If not, redirect the discussion.
- Allow the participants to resolve.
- **Jump in if...**
 - Taking too much **TIME**
 - Discussion loses **FOCUS**
 - Only two or three are **INVOLVED**
 - Discussion is becoming **EMOTIONALLY CHARGED**

CONSENSUS STRATEGIES

- Delineation
- Strengths and Weaknesses
- Merging Alternatives
- Ranking/Weighting
- Converging Solution

8 KEEPING THE ENERGY HIGH

Set the Pace, Anticipate Lulls, React Accordingly

- Your **OPENING WORDS** establish the baseline energy level for the session. Set it high!

- Following each **BREAK**, re-establish the energy level.

"LULLABY TIMES"

- Mid-morning
- Just after lunch
- Mid-afternoon
- End of the day

- Arrange the agenda to schedule one of the following during the standard lull times:

- Team building exercise
- Small group breakout
- Facilitated process requiring movement

- Avoid the following during these times:

- Lecture or long monologues
- Reading
- Individually-assigned exercises

- Alter the way a process is done to incorporate body movement, standing, etc.

RECHARGE ACTIVITY

- Establish a simple method for recharging the group. Some examples:
CHOO CHOO!
THE WAVE

9 CLOSING THE SESSION

Review, Evaluate, Close, Debrief

REVIEW

- The **ACTIVITIES** performed during the session
- The **SESSION PURPOSE**
- The participants' **KEY TOPICS**
- The parking boards: **ISSUES, DECISIONS, ACTIONS**

EVALUATE

- The **PROCESS** used
- The **RESULTS** obtained
- Performance against **KEY TOPICS**

CLOSE

- **THANK** the participants
- Remind them of the **NEXT STEP**
- Formally **END** the session

DEBRIEF with the Project Team

10 AGENDA SETTING

Adapt Your Agenda to Address the Need

AGENDA FROM SCRATCH

1. Identify the critical question
2. Develop the preparation questions
3. Order the preparation questions
4. Convert questions to agenda items
5. Prepare the detailed agenda

AGENDA MODELS

- Strategic Planning
- Project Status
- Process Improvement
- Needs Analysis
- Process Modeling
- Project Planning
- Issue Resolution
- Re-engineering
- Procedure Design
- Data Modeling