

Module 7
Train-the-Trainer Certificate Program



ctdn
connecticut training & development network

Welcome to Facilitation



DAS Learning Center CT.gov

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Module 7: Facilitation Dynamics



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Agenda



- Topic 1: Introduction to Facilitation
- Topic 2: Facilitating Effective Meetings
- Topic 3: Making Effective Decisions
- Topic 4: Creating Buy-In and Participation
- Topic 5: Handling Group Conflict

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Topic 1



Introduction to Facilitation

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Facilitator vs. Trainer



- Handout

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What is Facilitation?



- A way of providing leadership without taking control
- Stays neutral and provides structure so the group can make decisions

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Facilitation is...



- Allowing others to assume responsibility and take the lead
- Acting as a referee
- Controlling activities, not decisions
- Moving the group towards its goal

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What Does a Facilitator Do?



- Turn to Page 9 in the Participant Manual

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What Does a Facilitator Believe?



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Differentiating Between Process and Content



The What vs. the How!

- See Participant Manual Page 10

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Partner Facilitation Practice



- See Participant Manual Page 11

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Partner Facilitation Practice



Person A shares his or her experience in meetings, describing:

- The things that are currently effective or working well
- The things that are ineffective or are not working well
- What they personally want to learn about facilitation

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Partner Facilitation Practice



Person B plays the process role and acts as a facilitator to person A by using the five core facilitation tools listed on Page 11.

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Facilitation Practice Debrief



- What was it like being **Person A**?
- What was it like being **Person B**?
- What was most striking about the difference between these two roles?
- What did you find to be the most challenging aspect of the process role?
- Did anyone get any insight into what it's like to be a facilitator?

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Video



Facilitation Modeling



Use Facilitation Core Practices Observation Sheet
Page 12 in your Guide

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Core Practices Review



- Stay neutral on content
- Define roles
- Explain process
- Clarify purpose
- Set expectations
- Call on people
- Set context
- Get closure



See Participant Manual, Page 13

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Core Practices Review



- Turn to Page 13 in the Participant Manual

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Facilitator Behaviors & Strategies



- Turn to Page 15 in the Participant Manual

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Facilitator Behaviors & Strategies



It's not about you, it's about the group!



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Break Time



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Large Group Brainstorm



Discuss

- The best things you have seen facilitators do



- The worst things you have seen facilitators do

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Best Practices



Compare group list to the one on page 16 of your participant guide.



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Worse Practices



Compare group list to the one on page 16 of your participant guide.



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Reflection



Turn to page 17 of your participant guide and take a few minutes to complete the reflection sheet.

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Topic 2



Facilitating Effective Meetings

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Topic 2 Overview and Objectives



- Please refer to page 65 in your participant guide of Overview and Objectives



(continued)

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Assessing Current Meeting Effectiveness



In the next 5 minutes, working individually, complete the Current Meeting Effectiveness on page 66 for Participant Guide



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Effective vs. Ineffective Meetings



Facilitator Needed!



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Assessing Current Meeting Effectiveness



Debrief Effective Vs Ineffective Meetings

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Case Study



Ineffective Meetings: Team in Overtime Case Study

Read "A Team in Overtime" on page 68
of your Bens participant guide



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Video



Ineffective Meetings: Team in Overtime



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Common Elements of Ineffective Meetings



- Please turn to page 67 in your participant guide



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Common Elements of Effective Meetings



- Please refer to page 67 in your participant guide

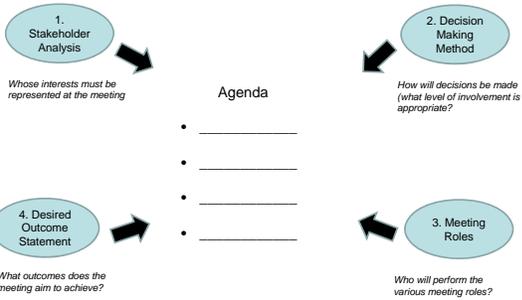


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Key Elements for Planning Your Meetings



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Desired Outcome Statements



Two Kinds of Outcomes:

PRODUCTS

- Lists
- Plans
- Decisions
- Agreements

KNOWLEDGE

- Awareness of... so that...
- Understanding of... so that...

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Desired Outcome Statements

What They Look Like:

- Brief, written statements
- Specific and measurable
- From the perspective of participant
- Nouns not verbs

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Format for Desired Outcome Statements

By the end of this meeting, we will have...

(product)	(knowledge)
✓ A Plan for _____	✓ An awareness of _____
✓ An Agreement on _____	...so that _____
✓ A list of _____	✓ An Understanding of _____
✓ A Process for _____	...so that we can _____

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Purpose of the Meeting

People meet for many reasons...

<p style="writing-mode: vertical-rl; transform: rotate(180deg);">ACTION ORIENTED</p>	<ul style="list-style-type: none"> • Make Decision • Analyze • Plan • Team-Build • Solve Problems • Evaluate Performance • Conciliate 	<ul style="list-style-type: none"> • Socialize • Inform • Affiliate • Track Progress • Celebrate • Report • Learn 	<p style="writing-mode: vertical-rl; transform: rotate(180deg);">INFORMATION ORIENTED</p>
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Video



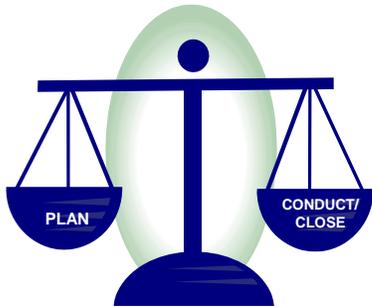
Planning a meeting



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Planning a Meeting



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Fundamentals of Meeting Management



Please refer to pages 72 to 77
in your participant guide



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Agenda Items (What & Why)	Process Notes (How)
Warm up (10 min.) - Joe	<ul style="list-style-type: none"> Have team members share one recent customer contact story
Review agenda items and norms (5 min.) - Joe <ul style="list-style-type: none"> To set context 	<ul style="list-style-type: none"> Ratify the agenda and norms through general discussion. Add any new items and make sure there is clarity about the overall goal of the meeting
Bring forward action items (25 min.) - Entire group <ul style="list-style-type: none"> To monitor implementation 	<ul style="list-style-type: none"> Have all members briefly report back on action plans created at the last meeting. Add any new plans.
Focus group updates (20 min.) Joe, Les & Diane <ul style="list-style-type: none"> To identify areas for improvement 	<ul style="list-style-type: none"> Report on outcomes of six customer focus groups. Use force field analysis to distinguish between what we are doing and what we aren't
Prioritize customer issues (30 min.) - Joe <ul style="list-style-type: none"> To set priorities 	<ul style="list-style-type: none"> Establish criteria to evaluate customer concerns. Use criteria matrix to appraise each issue and determine top priorities for action
Problem-solve priority issues (30 min.) - Entire group <ul style="list-style-type: none"> To create improvement plans 	<ul style="list-style-type: none"> Divide into two sub-teams to problem-solve the top two priority issues. Create detailed action plans for the top issues, then meet as a group to share and ratify ideas

Agenda for: Problem-Solving Meeting

Purpose

To identify and address challenges we will face in initiating quality improvement teams

Desired Outcome

By the end of this meeting, we will have:

- A list of challenges
- Agreement on which challenges to focus on first
- Agreement on root causes
- Agreement on a list of prioritized solutions
- Agreement on next steps

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Roles & Responsibilities

- **Roles**
 - **Facilitator** – designs methodology for meeting/ manages process
 - **Chairperson** – runs meeting according to defined rules
 - **Minute taker** – takes brief and accurate notes
 - **Timekeeper** – keeps track of time – reminds group if they are staying on track
 - **Scribe** – records comments on flipchart

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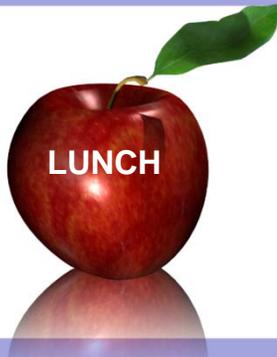
Evaluating Meeting



- **Force Field Analysis**
"What were the strengths of today's meeting?"
"What were the weaknesses?"
"What should we do to correct the weaknesses?"
- **Exit Survey**
Write 3 – 6 questions on a sheet of flipchart paper and post it near the exit
Discuss results at the start of next meeting
- **Formal Survey**
Once a year administer a survey on key meeting elements – look for improvements

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Topic 3



Making Effective Decisions



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Making Effective Decisions



- Create pitfall awareness
- Provide decision-making options
- Provide facilitation practice and feedback
- Encourage better decision-making practices

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Video



Software Dilemma Unstructured Decision Making



Use Ineffective Decision Observation Sheet –
Pages 22 & 23 in Participant Manual

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Video



Decision Making Pitfalls and Other Common Mistakes



See Participant Manual, Pages 25 - 27

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Decision Options Chart			
Option	Pros	Cons	Use When
Spontaneous Agreement	<ul style="list-style-type: none"> Fast and easy Unites the group 	<ul style="list-style-type: none"> May be too fast Lack of discussion 	<ul style="list-style-type: none"> Full discussion isn't critical Issues are trivial
One Person Decides	<ul style="list-style-type: none"> Clear accountability Can be fast 	<ul style="list-style-type: none"> Lack of input when one person is the expert No synergy Low buy-in 	<ul style="list-style-type: none"> One individual is willing to take responsibility
Compromise	<ul style="list-style-type: none"> Encourages discussion Creates a solution 	<ul style="list-style-type: none"> Adversarial Win/lose outcome divides the group 	<ul style="list-style-type: none"> Positions are polarized and consensus is improbable
Multi-voting	<ul style="list-style-type: none"> Systematic Objective Participative Feels like a win 	<ul style="list-style-type: none"> Limits dialogue Influenced choices Real priorities may not surface 	<ul style="list-style-type: none"> Sorting or prioritizing a long list of options
Majority Voting	<ul style="list-style-type: none"> Fast Creates high quality decisions if dialogue precedes voting 	<ul style="list-style-type: none"> May be too fast Winners and losers No dialogue 	<ul style="list-style-type: none"> Issues are trivial There are clear options Division of the group is OK

Decision Options Exercise



Discuss the circumstances surrounding the decision and whether the type of decision making that was used was the most appropriate – need to tweak



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Group Debrief

Decision Type & Circumstances



- Was the decision type used the most appropriate?
- What other decision types would you have recommended?

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Software Dilemma Case Study



See Participant Manual, Pages 30 - 31



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Debrief:



Facilitator Needed!

The purpose of the discussion is to share insights into why people chose various approaches.



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Facilitator Feedback Process



- The person who facilitated talks about what he or she did that felt like it was working.
- One by one the group members tell the facilitator *"What you did that was effective."*
- Then each person in the group offers the facilitator a tip on *"What could have been done better."*



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Video



Six Decision-Making Options

See Participant Manual, Page 33



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Facilitating the Software Dilemma



- How does the facilitator:
 - Set a clear context at the beginning of the session?
 - Handle objections and concerns?
 - See how things are going?
 - Introduce each decision option?

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Process Tools



Decision Matrix

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Process Tools

Pros & Cons

Option 1 (List Option)	Option 2 (List Option)
Pro's (List Pro's of Option 1)	Pro's (List Pro's of Option 2)
Con's (List Con's of Option 1)	Con's (List Con's of Option 2)

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Process Tools

Facilitative Listening

- Stay totally neutral
- Listen actively
- Probe, "Tell me more about that ..."
- Paraphrase, "Am I understanding you ..."
- Summarize views

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Process Tools

Brainstorming

- have group write down their ideas on small pieces of paper
- put them into a box
- each participant selects an equal number of ideas from the box
- one by one, the participants read the ideas

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3 Step Intervention Wording Model



Step 1: Describe what you see

Step 2: Make an impact statement

Step 3: Redirect the person's behavior/s

- ask members about what to do or
- tell members what to do

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Decision Making Tips



See Participant Manual, Page 34

- Explain the process, tools, techniques
- Ask what assumptions they have
- Handle differences of opinion
- Manage conflict within the group
- Urge people not to "fold" just to finish
- Be aware of "group think"

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Decision Making Tips



- If consensus is chosen, stay with it even if the going gets tough
- Beware of wanting to vote, coin toss, or bargain to make things easier
- Achieve closure
- Test for consensus
- Make sure decisions are final before moving on
- If behaviors are ineffective, stop the action

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Decision Making Tips



- Ask:
 - “What are we doing well?”.
 - “What aren’t we doing so well?”
 - “What do we need to do about it?”
- Act on the suggestions

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How Would You Handle This?



Scenario

There are two work groups that do not get along. They have had a long history of not trusting each other. You have been asked to help get them to work together better.

What would you do?

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Reflection



Turn to page 35 of your participant guide and take a few minutes to complete the reflection sheet.

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Break Time



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Topic 4



Creating Buy-in & Participation

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Buy-in & Participation

- Create awareness of participation withdrawal
- Provide a set of high participation techniques
- Demonstrate how these techniques can be used
- Model facilitation tools and techniques for involvement
- Provide opportunities for facilitation
- Encourage implementation of buy-in and participation-generation techniques in your meetings

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Current Buy-In & Participation



Survey

Individually complete the buy-in and participation survey on page 38 of your Participant Guide.

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Video



Low Participation Scenario

Use [Lack of Participation Observation Sheet](#) – Page 39 in your Guide



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Why People Withdraw



Your first step in getting people to participate actively is to understand why they often withdraw

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Video



High Participation Scenario

Use [High Participation Observation Sheet](#) – Page 42 in your Guide



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Buy-in Strategies



WIIFM (What's In It For Me)

- Have group discuss in pairs/groups:
 - What is the gain for the organization in solving this problem or fixing this process?
 - How will I personally benefit if we solve this problem or fix this process?
- Identify what assurances are needed to overcome blocks to participation

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Reflection



Turn to page 48 of your participant guide and take a few minutes to complete the reflection sheet.

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Topic 5



Managing Group Conflict

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Overview and Objectives



- Create awareness dysfunctional meeting elements
- Provide a format for making immediate interventions
- Model facilitation tools and techniques for dealing assertively with conflict in a group
- Provide opportunities for facilitation
- Encourage implementation of new norms and strategies to reduce or handle problems with work groups

(continued)

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Differentiating Between...



Debates

- hearing other's ideas
- listen and respond to ideas
- understand the views of the other person
- stay objective and focus on the facts
- systematic approach to analyzing the situation and looking for solutions

In

Arguments

- assume they're right
- state ideas without responding to others ideas
- no interested in how other people see the situation
- personal attacks and blame
- hot topics get thrashed out in an unstructured way

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Video

Group in Turmoil

Use *Dysfunctional Group Observation Sheet* – Page 52 in your Guide to record your observations.



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Video

Group in Turmoil

See Participant Manual, Pages 53 and 54



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Interventions



What is an intervention?

Any action or set of actions deliberately taken to improve the functioning of the group

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Your Obligation as Facilitator



If the group will be less effective if you do not intervene, then you're obligated, as the facilitator, to take action.

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3 Step Intervention Wording Model



- Step 1:** Describe what you see
- Step 2:** Make an impact statement
- Step 3:** Redirect the person's behavior/s
- asking members for their suggestions about what to do or
 - telling members what to do

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Intervention Language Exercise



Each table will be assigned a scenario from page 58 to analyze

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Video



Effective Conflict Facilitation



Note two things: The dysfunctions noticed and what the facilitator did to remedy each one. Use [Meeting Observation Sheet](#) – Page 59 in your Guide to record your notes

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Facilitator Strategies



Managing Conflict

- Please refer to pages 61 and 62 in your participant guide

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Reflection




Turn to page 63 of your participant guide and take a few minutes to complete the reflection sheet.

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Thank You



Thank you for attending this training and sharing your thoughts, ideas and insights with us today.

We were all teachers and learners.

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