



SYSTEMIC DESIGN AND FACILITATION OF MEETINGS AND WORKSHOPS

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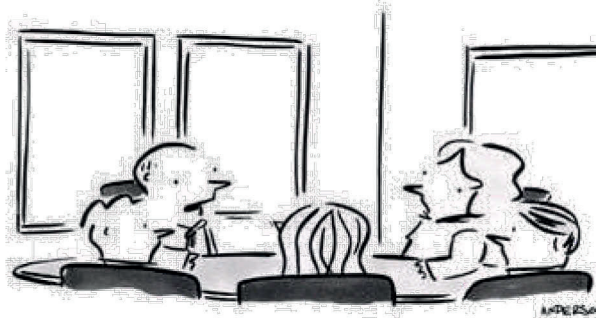
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0. INTRODUCTION



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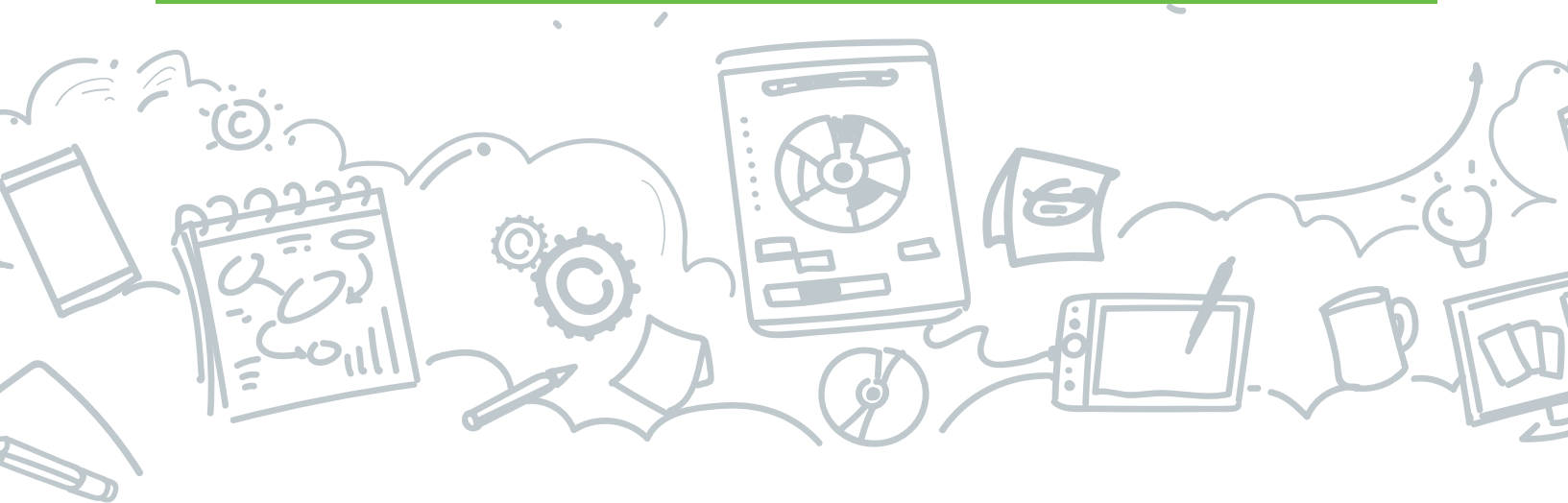
"OK, now that we all agree, let's all go back to our desks and discuss why this won't work."



"There's no way we can come to a decision yet - this meeting has only lasted 30 minutes."



1. THE FACILITATORS' ROLE



INTRODUCTION

WHY DO MANAGERS MEET?

Different purposes of meetings and workshops:

- Exchanging information
- Discussing differing points of view
- Working on concepts
- Elaborating decision alternatives, solve problems
- Developing a common way of looking at things
- Implementing decisions
- Raising the commitment to decisions
- Monitoring and controlling progress
- Fighting for budgets
- Filling their calendars
- Preparing the communication of decisions
- ...



SOME ASPECTS

FACILITATION STYLES





THE FACILITATOR AS A SUPER HERO



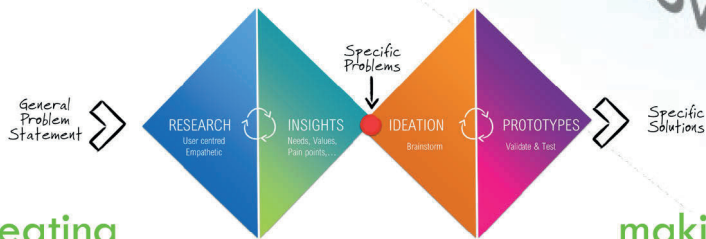
TIME KEEPER
DISCUSSION LEADER
ENTERTAINER
MINUTE TAKER
ORGANIZER
LEADER
DECISION MAKER
REFEREE



THE SYSTEMIC | AGILE FACILITATOR



DESIGNER
 FEEDBACK PROVIDER
 REFLECTOR
 SENSOR & RESPONDER
 TRANSPARENCY ADVOCATE
 CONTAINER/HOST
 BALANCER OF STRUCTURE & PROCESS
 ORCHESTRATOR
 CHOICE PROVIDER



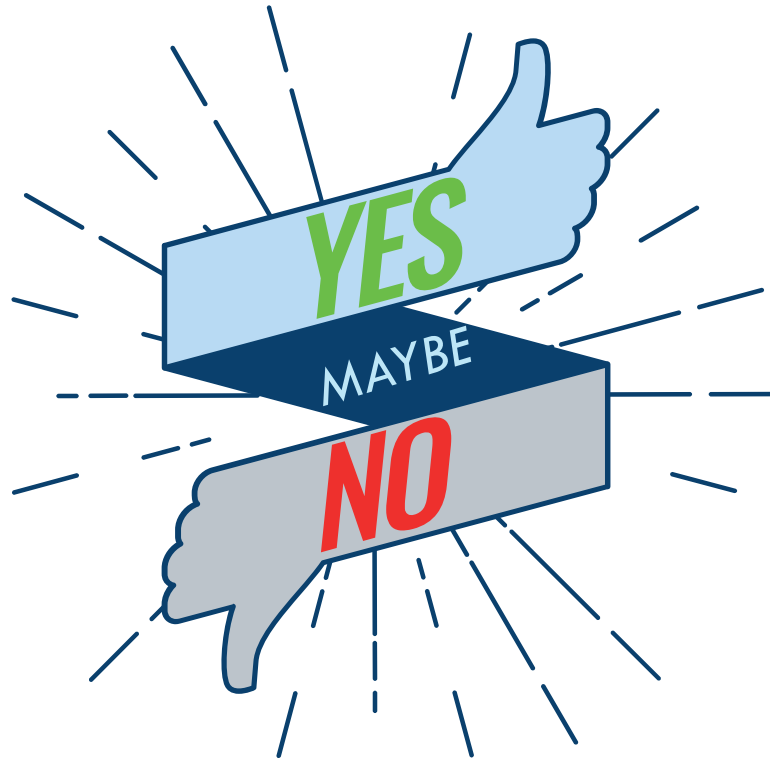
creating
choices

Discover Define Develop Deliver

making
choices

SYSTEMIC FACILITATION – WHAT DOES IT MEAN?

Facilitation does NOT mean: „deciding“

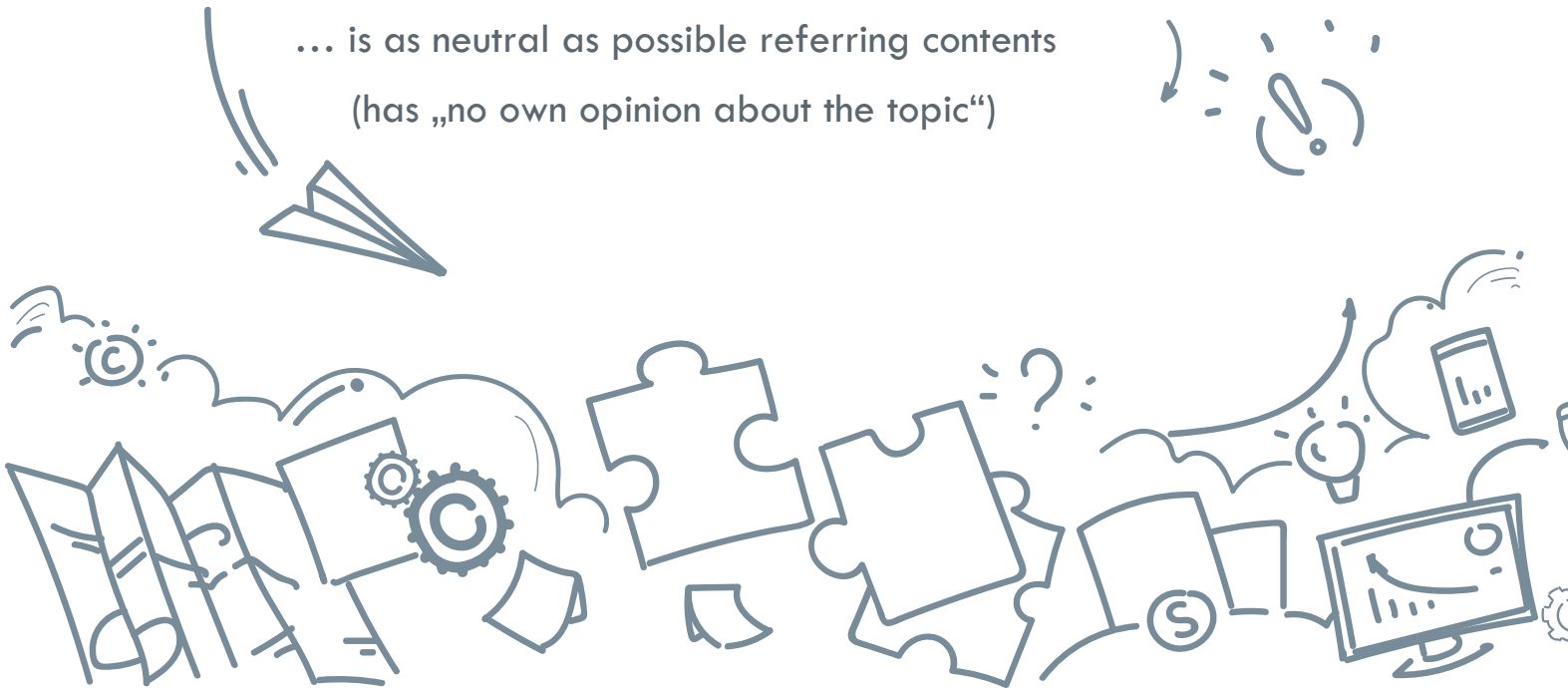


Facilitation means: creating space



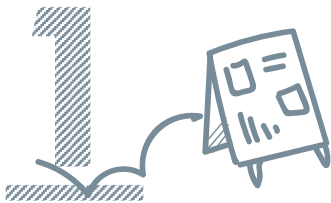
ROLE: THE SYSTEMIC FACILITATOR ...

- ... is an expert with regard to the method, not the content
- ... accompanies and facilitates the process, steers it
- ... is structured and steers throughout the process
- ... makes sure that the rules of the game are observed
- ... is as neutral as possible referring contents
(has „no own opinion about the topic“)





THE TASKS



Content work:

Development of a meeting concept, designing the dramaturgy of the meeting, collecting and defining of goals and opinions, monitoring progress, visualization of results.



Group dynamics:

Instruction of participants, monitoring the process and the keeping of rules, observation of deviation from the goal and refocusing, motivation of participants, „facilitator“ vs „escalator“.



Preparation/ facilitation/ follow up:

The facilitation starts with the first planning and ends with the communication of the results and its' follow up.



PROCESS: FACILITATION MEANS ...



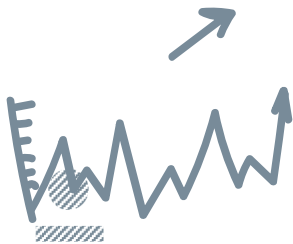
Leading

- Time / schedule
- Quality of the discussion



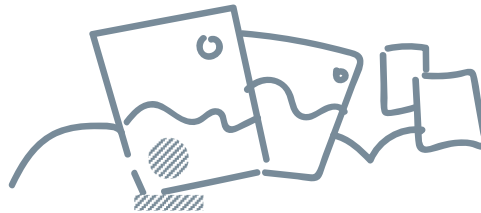
Creating balance and ensuring participation:

- Diversity of opinions
- Openness
- Comprehensibility and mutual understanding



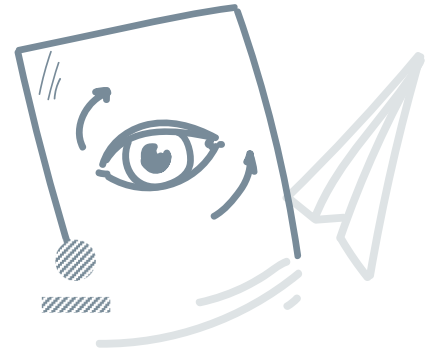
Ensure success monitoring:

- Induce decisions
- Summarize to do's:
Who, what, until when?
- Check the feasibility of
the agreements



**Opening up/ increasing
creativity:**

- Individually
- As a group



Close down/ focus:

- On the content level
- On a time level
- On a social level

CO-FACILITATION



DO I HAVE TO DO IT ALL BY MYSELF?

- Co-facilitation means sharing the facilitation tasks, bringing in variety of perspectives and allowing also a temporary delegation of the facilitation role.
- Example: The roles of the minute taker and timekeeper can be delegated to participants.
- Rotation of the facilitation role ensures that the meeting participants have all been wearing the „facilitation hat“, thus creating more acceptance and understanding for the facilitation role itself.
- **This is important especially for “self-facilitated” management teams (without internal or external consultants)!!!**



THE FACILITATORS' NEUTRALITY

HOW NEUTRAL CAN OR SHOULD A FACILITATOR BE?

- In general the facilitator should be as neutral as possible.
- There are situations in meetings in which the neutrality can get in danger, e.g.
 - during content related discussions in which the facilitator is content expert.
 - decision making situations in which the facilitator has a vote as well.
 - in situations of conflict in which the facilitator should jump in as a leader of the team.

HOW TO DEAL WITH IT:

- Make transparent in which role you are acting - whether you are switching from facilitator to expert, team member or leader.
- Delegate the facilitation role for this part of the session.

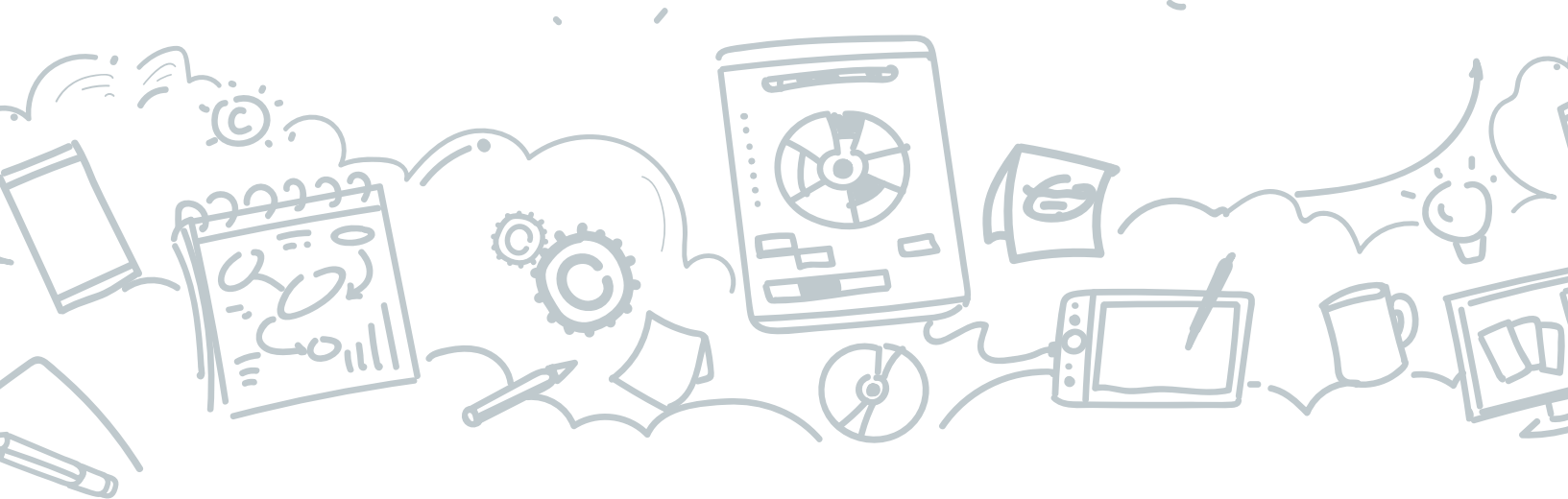


MY NOTES





2. FACILITATION PROCESS AND TOOLS



FACILITATION PROCESS

