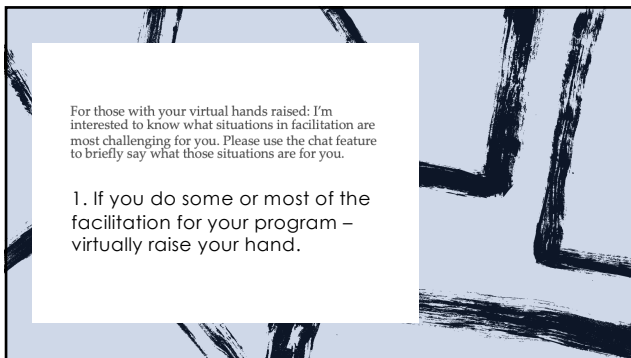




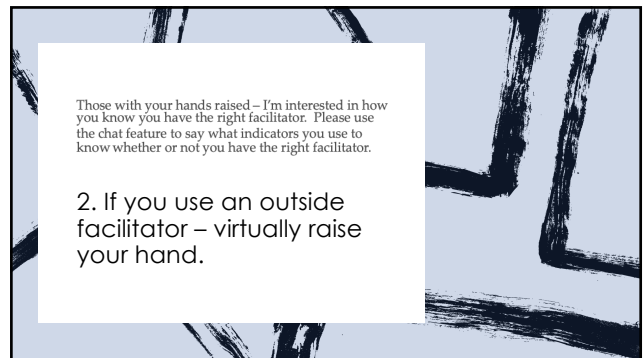
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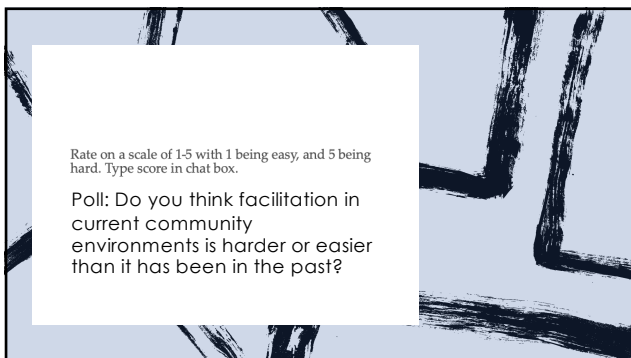
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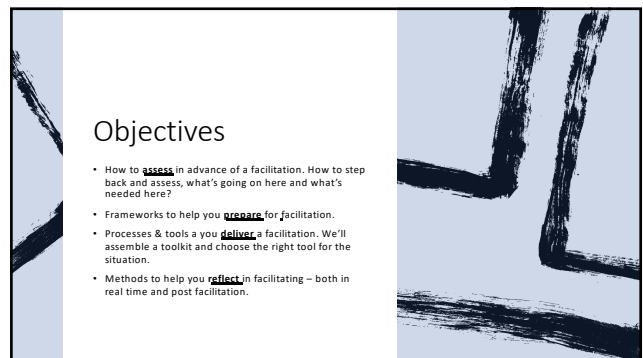
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6

Agenda

1. The 4 points – assess, prepare, deliver, reflect.
2. 10 min break about every 90 minutes.
3. Conclude at 4:30.

We have 41 participants. 24 are part of the CCLP. Today's visuals are intended to cover key facilitation points the I hope will be useful especially for our CCLP participants. Most of our time will be spent in the facilitation delivery section.

7

ASSESSMENT

8

Are We A Group Or A Team?



9

Teams

- Shared task
- Team boundaries are clear – who's in
- Membership is stable
- Often smaller, e.g., 7 - 15

Effective teams have:

- A compelling direction – task
- Enabling structure – roles
- Complementary strengths & skills
- Supportive context
- Good coaching

10

Groups

- Shared interest
- Membership is often fluid
- May be large or small

Effective groups have:


- Shared norms
- Supportive context

* Leading Teams, J. Richard Hackman

11

Why It Matters


- A team's priority is generally performance oriented. As a facilitator, you can investigate, or help the group investigate, if the ingredients for a successful team are present & how to best use them.
- A group's priority may be experience, information sharing & processing, or group comradery or support. As a facilitator, you can help the group harness their own knowledge, resources, and support and help them process.



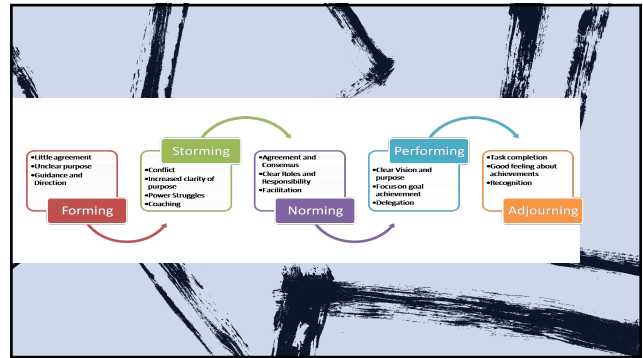
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What Does the Group or Team Need To Do?

- Bond – establishing or strengthening relationships
- Build – helping a team perform more effectively
- Develop – Tuckman model & include learning
- Decide – Project decision or strategic planning are examples.



13



14

In What Ways Can the Facilitator Help?

- Allow a leader to be a participant
- Bring neutral or independent guidance to the process
- Bring a level of expertise, knowledge, or skill that doesn't exist in the group or team

15

Assessing What the Community Needs

- Good facilitation is critical for developing deeper community conversations. These are often more emotional and may be wrestling with a systems view of things – from various perspectives.
- Facilitating these conversations can hold a lot of risk. But the reward is parts of the community can move forward better when the conversations are constructive.

16

Small Group Discussion

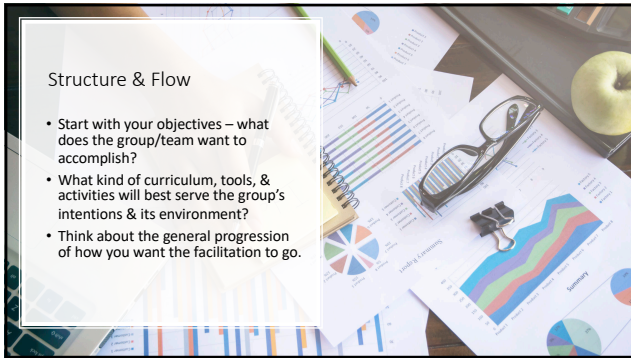
In what ways have your community conversations changed during the past several years?

What risks have you encountered with deep conversations?
What rewards have you seen come from deep conversations?

17

PREPARATION

18



Structure & Flow

- Start with your objectives – what does the group/team want to accomplish?
- What kind of curriculum, tools, & activities will best serve the group's intentions & its environment?
- Think about the general progression of how you want the facilitation to go.

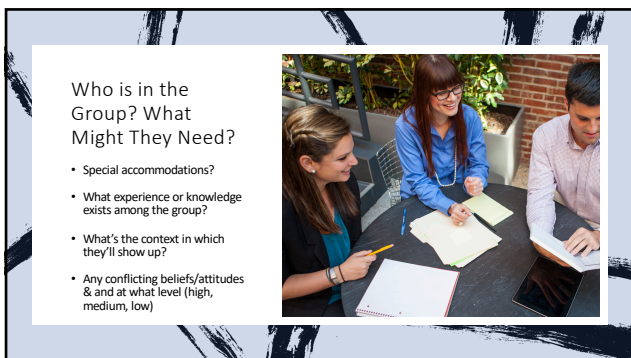
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Examples


1. From a collection of individuals → to a group → to forming a team
2. Meet → Explore → Learn
3. Divergent ideas → Convergent ideas → Decision
4. Hindsight → Insight → Foresight
5. What I used to think → What I now think → What I wonder

20

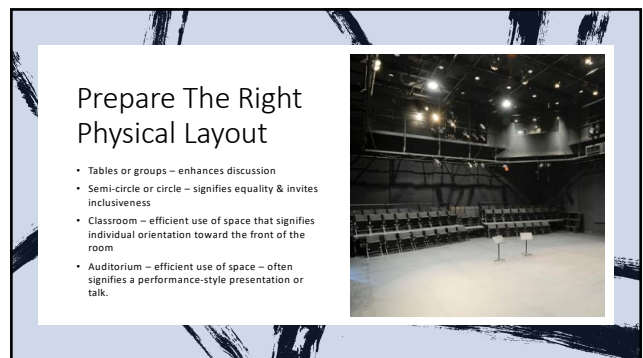


Who is in the Group? What Might They Need?

- Special accommodations?
- What experience or knowledge exists among the group?
- What's the context in which they'll show up?
- Any conflicting beliefs/attitudes & and at what level (high, medium, low)




21

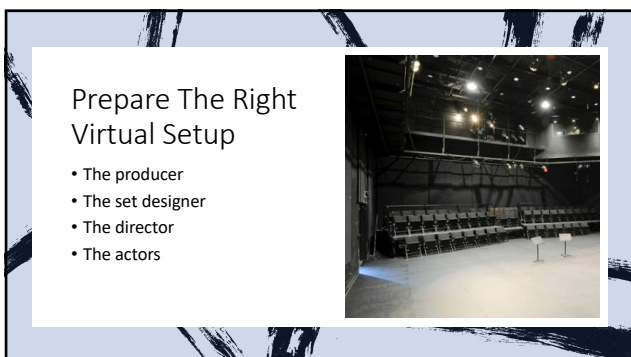


Prepare The Right Physical Layout

- Tables or groups – enhances discussion
- Semi-circle or circle – signifies equality & invites inclusiveness
- Classroom – efficient use of space that signifies individual orientation toward the front of the room
- Auditorium – efficient use of space – often signifies a performance-style presentation or talk.




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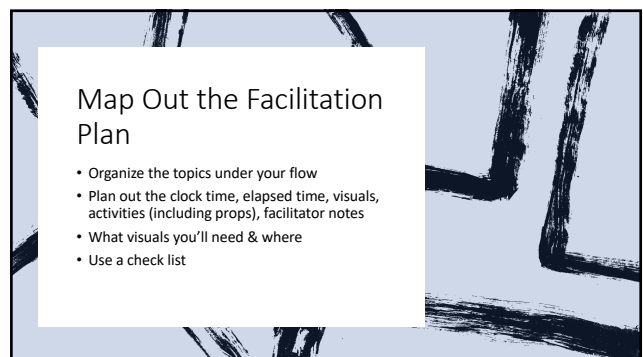


Prepare The Right Virtual Setup

- The producer
- The set designer
- The director
- The actors



23



Map Out the Facilitation Plan

- Organize the topics under your flow
- Plan out the clock time, elapsed time, visuals, activities (including props), facilitator notes
- What visuals you'll need & where
- Use a check list

24

Personal Preparation

- Constant focus on and attend to the group as a whole. It's always about them. Mentally rehearse scenarios you think might play out in the session.
- Your ability to manage ambiguity and information overload can help your group do the same.
- Process your misperceptions and emotional reactions.
- Be aware of your own thoughts and reactions relative to what the group really needs from you.
- Focus on helping the group develop so they can ultimately self-facilitate.

25

DELIVERY

26

Quickly Set the Stage

1. Very general agenda with specific times for start, breaks, lunch, adjournment
2. A few overall expectations of the group
3. Appreciation for the group and organization
4. The group/team should quickly and know why you're there and why you deserve to be there
5. Why I like to quickly get started with an activity.
6. Ground rules – how many?
7. Summarize using Angeles Arrien model:
 - Show up and be fully present
 - Pay attention to what has heart & meaning
 - Tell the truth without blame or judgement
 - Be open to the outcome, not attached to it.

27

Please raise your virtual hand if you have an effective opening, energizer, ice breaker that you can share.

28

Working with challenging behaviors...

1. Intervening when conversations begin to fragment. "How does this relate to our topic?"
2. Identify & intervene if dysfunctional behavior

29

...Working With Challenging Behaviors

3. Challenging behaviors slide - When there's a dominant personality/talker:
 - Observation – looks like we have a mix of extroverts & introverts.
 - Value – I'd like to give the introverts a chance to weigh in here. How about someone who hasn't had a chance to add their comment?
 - Question – When someone seems to be speaking for the whole group. Test with, "How many people..."
 - Request – Would this - table/group/person to give us your opinion

30

Small Group Discussion

What is the most challenging situation you've ever had to facilitate?

- What did you do that worked well?
- As you look back, is there anything you wish you had known about or done differently?

31

...Working With Challenging Behaviors

4. Working with different perceptions & attitudes:
 - Distinguish observation from interpretation
 - Practice & model humility
 - Stay in learning mode
5. Synthesize key points in discussions & key questions to help the group go deeper
6. Bring attention to the end result/actions

32

Deeper Conversations & Critical Moments

- Setting up psychological safety
- Prompting & challenging when the group is more comfortable with surface discussion
- Practice being in continual learning mode
- Extremely tough conversations - Knowing what you can and cannot adequately address
- Pausing and honoring a critical moment
- Helping the group to be aware of its dynamics and how to work with them

33

Small Group Discussion

How have you successfully prompted a group to dig deeper in their conversation?

- What did you do that worked well?
- As you look back, is there anything you wish you had known about or done differently?

34

Contingency Plans

When things don't go as planned

- Back pocket exercises & discussion questions
- Small group discussion questions
- Group activity

35

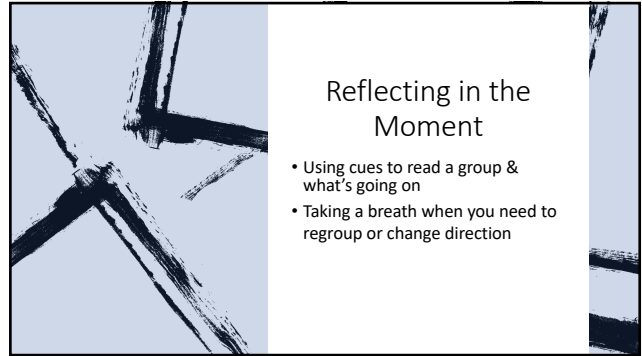
Virtual Tools

- Jam board
- White board
- Menti meter

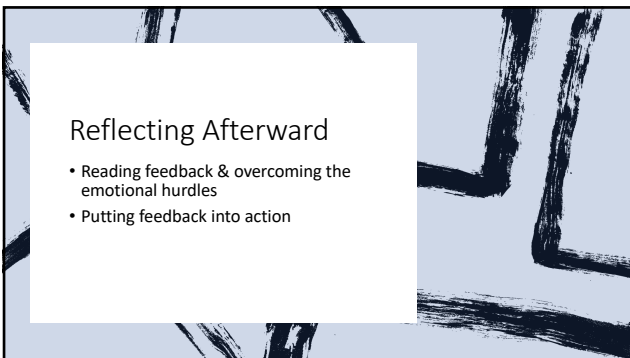
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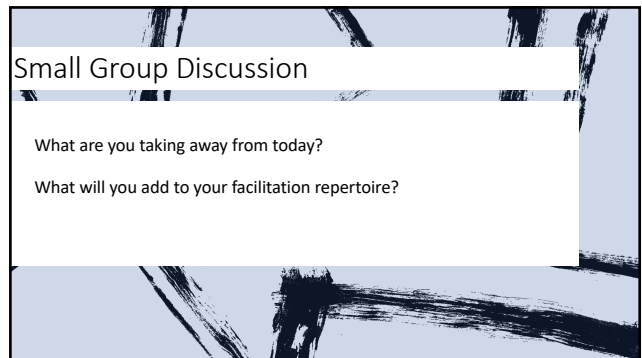
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