



SYSTEMIC DESIGN & FACILITATION OF MEETINGS & WORKSHOPS

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Keep developing
VON NIX KOMMT NIX.

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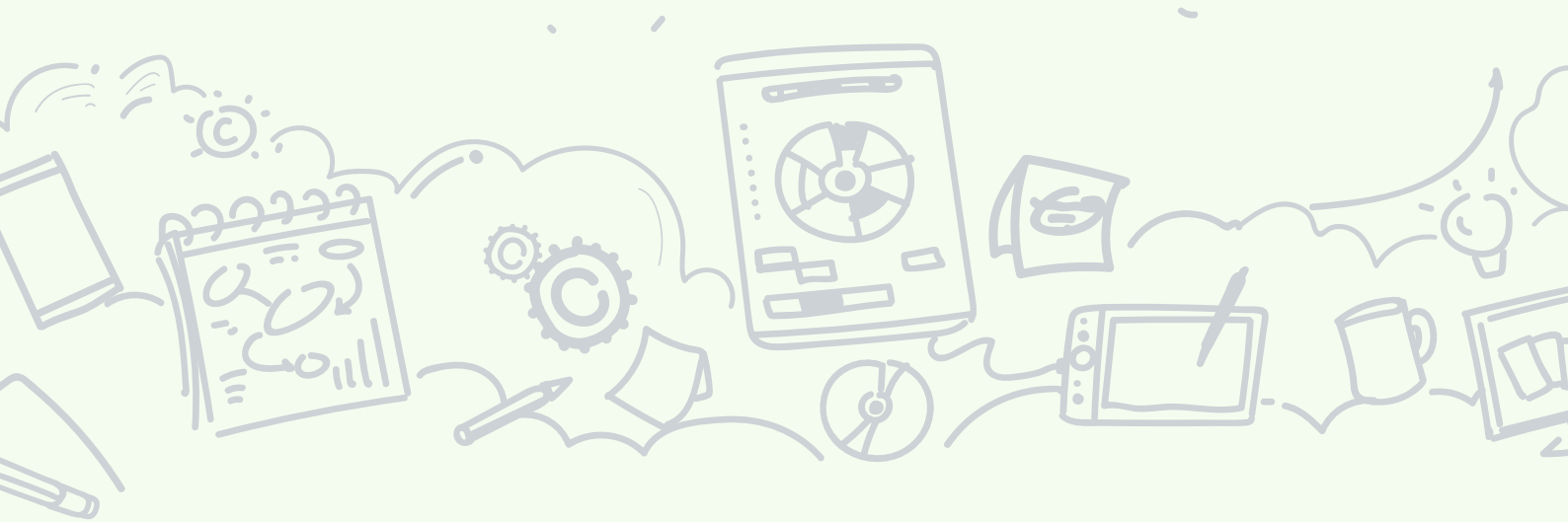
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1. THE FACILITATORS' ROLE



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
- ...



FACILITATION STYLES

SOME ASPECTS

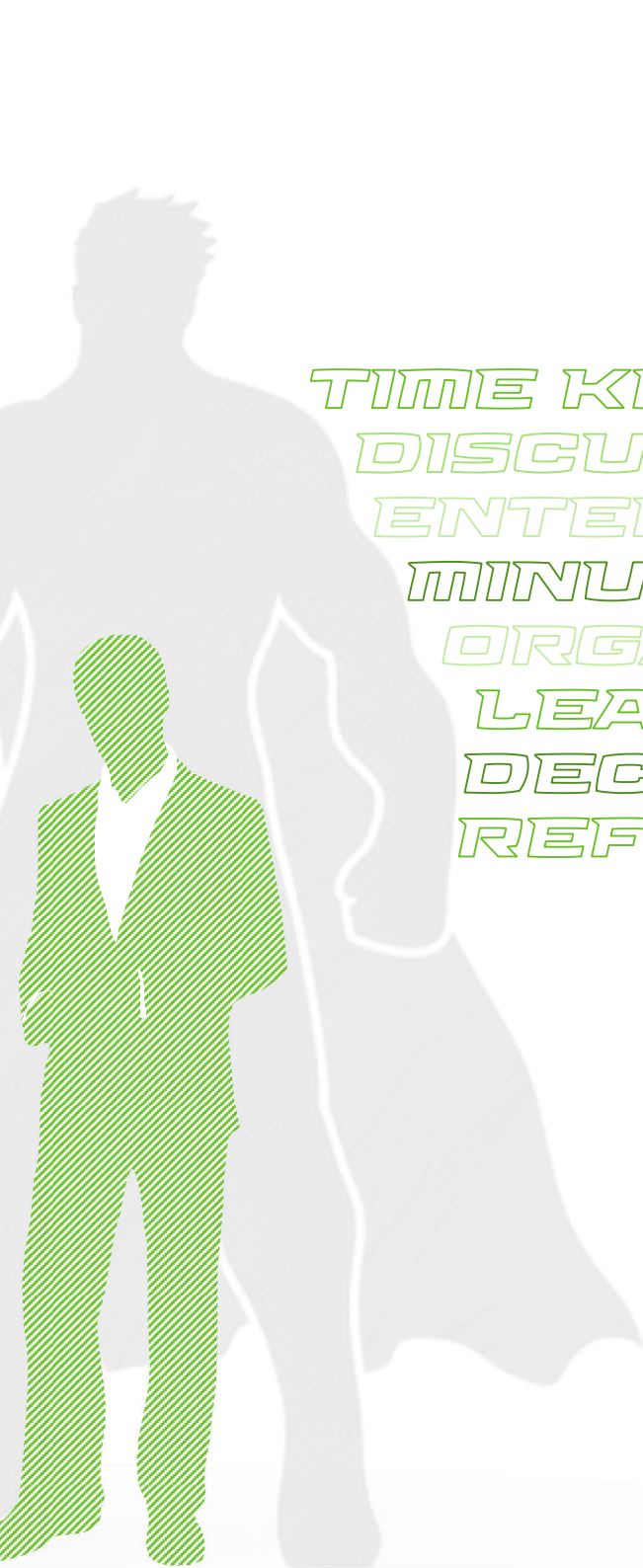




THE FACILITATOR AS A SUPERHERO

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



The background features two silhouettes. On the left, a large, light gray silhouette of a superhero with a cape. In front of it, a smaller, green silhouette of a businessman in a suit, filled with a diagonal line pattern.

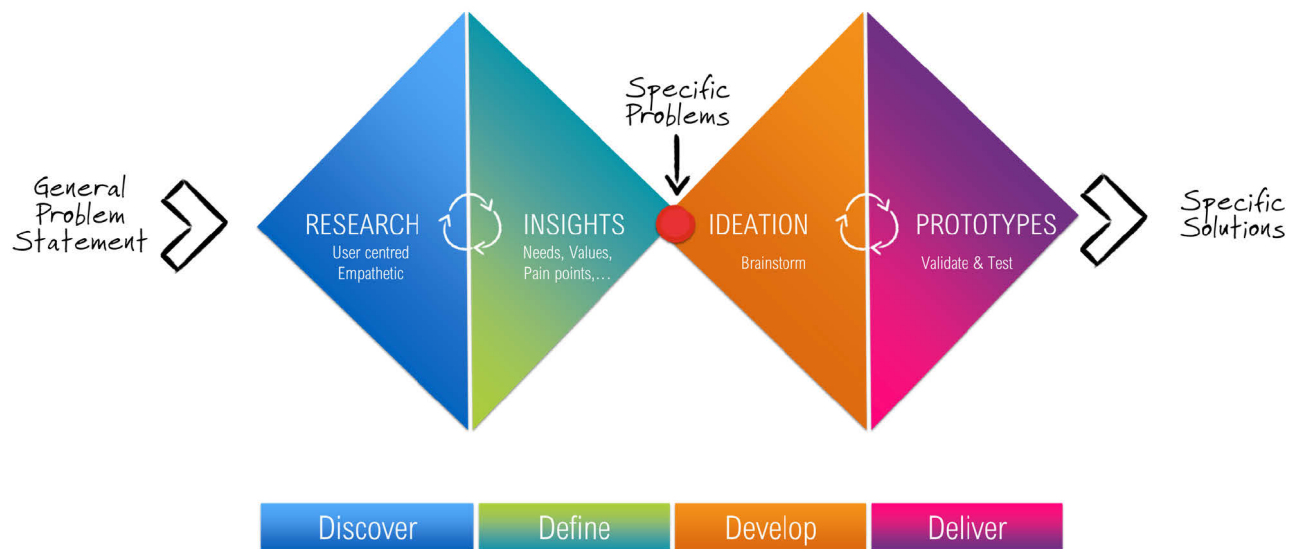
*TIME KEEPER
DISCUSSION LEADER
ENTERTAINER
MINUTE TAKER
ORGANIZER
LEADER
DECISION MAKER
REFEREE*

THE SYSTEMIC / AGILE FACILITATOR



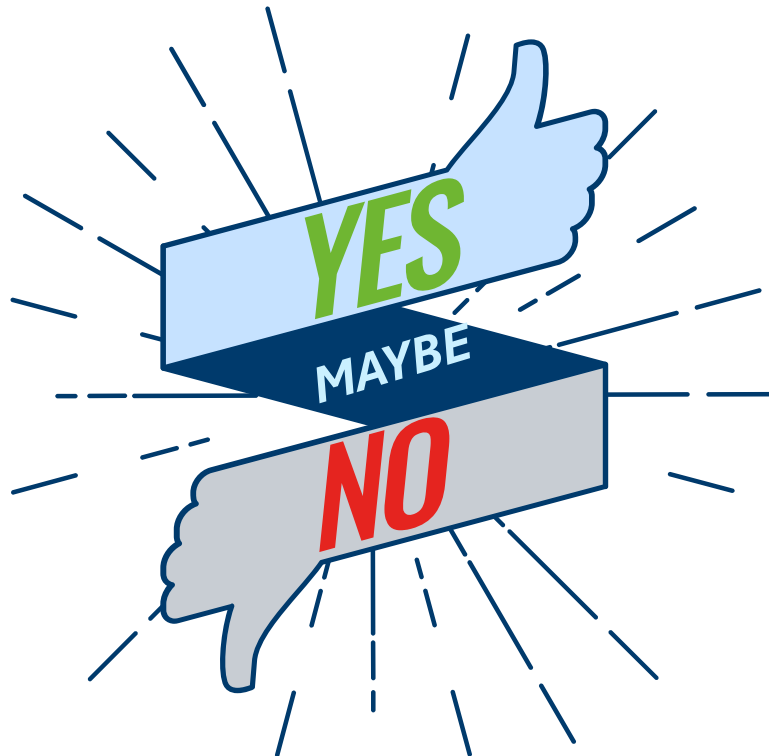
CREATING CHOICES

MAKING CHOICES



SYSTEMIC FACILITATION – WHAT DOES IT MEAN?

Facilitation does NOT mean: „deciding“

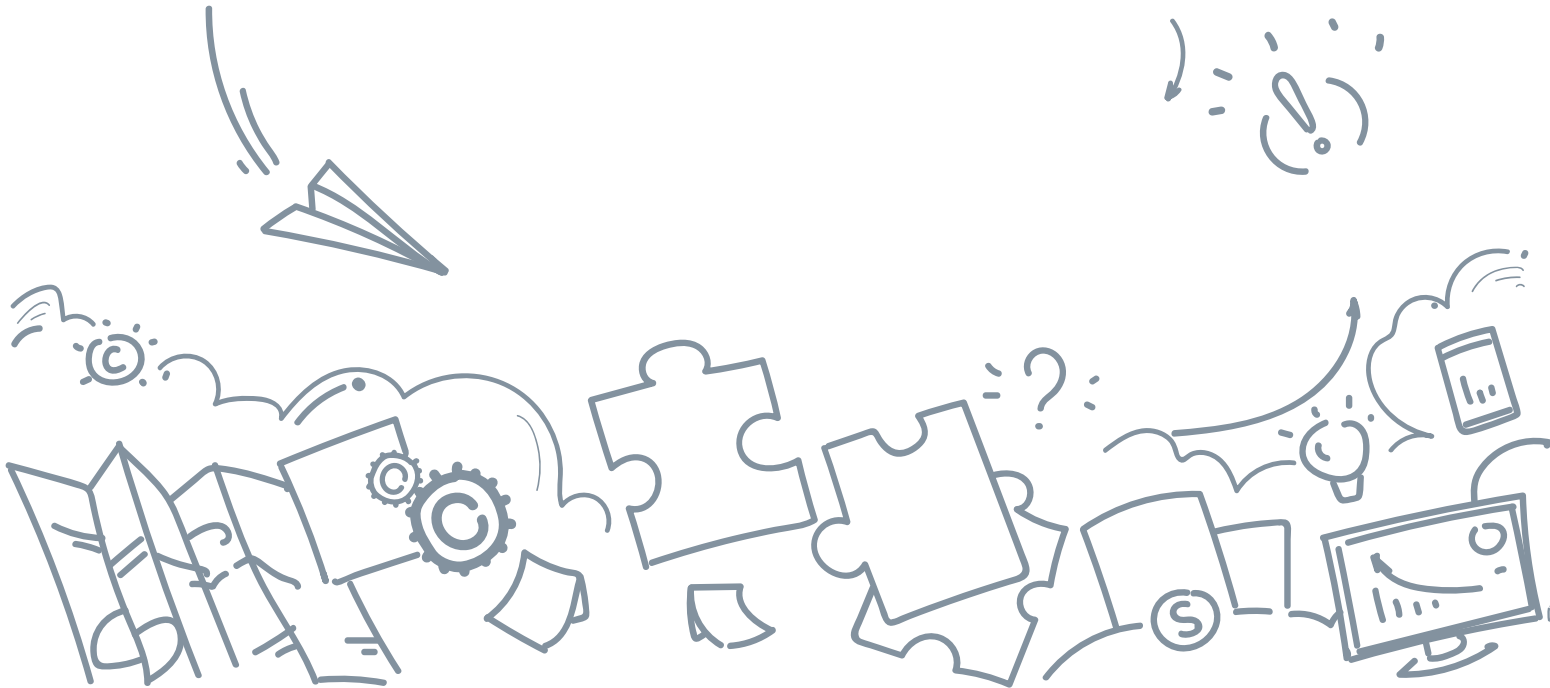


Facilitation means: creating space



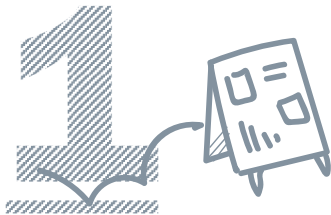
ROLE: THE SYSTEMIC FACILITATOR ...

- ... is an expert regarding 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



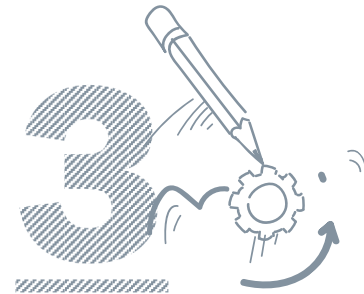
Content work:

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 the follow up.



PROCESS: FACILITATION MEANS ...



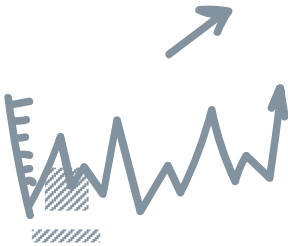
Leading

- 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 a 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.

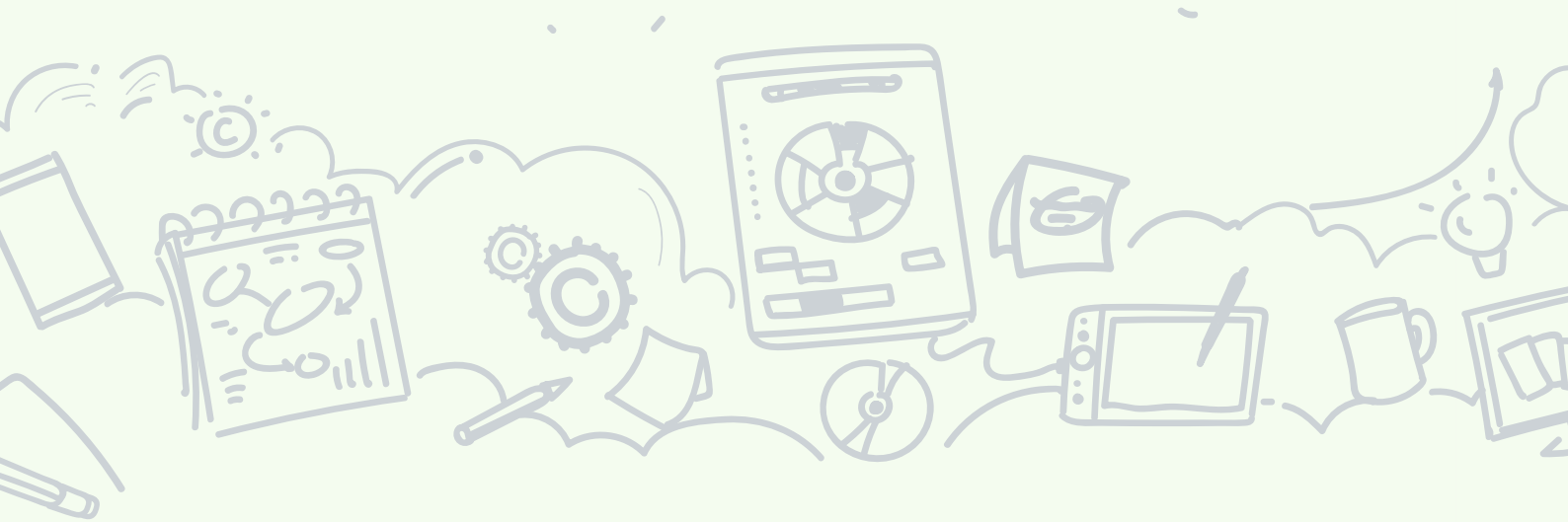


MY NOTES





2. FACILITATION PROCESS AND TOOLS



FACILITATION PROCESS

