SYSTEMIC DESIGN AND FACILITATION OF MEETINGS AND WORKSHOPS

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- FACILITATING DIFFICULT SITUATIONS
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- DOMINANT BOSS
- HANDLING OF COUNTERPOLES/ARGUMENTS
- HANDLING RESISTANCE/BLOCKING OF A TOPIC
- HANDLING AGGRESSIVE ATMOSPHERE
- HOW TO ACTIVATE PARTICIPANTS?
- HANDLING LACK OF DISCIPLINE – PREPARATION, UNPUNCTUALITY, BREAKING OF RULES
- HANDLING MONOLOGUES AND ENDLESS DISCUSSIONS

4. LARGE GROUP EVENTS

- OVERVIEW
- FUTURE CONFERENCE
- REAL TIME STRATEGIC CHANGE (RTSC)
- APPRECIATIVE INQUIRY SUMMIT
- OPEN SPACE
- WORLD CAFE

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"At last we’ve reached a consensus! This meeting is boring!"
"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
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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
- ...
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SOME ASPECTS

FACILITATION STYLES
THE FACILITATOR AS A SUPER HERO

- Facilitator
- Organizer
- Time Keeper
- Decision Maker
- Leader
- Referee
- Entertainer
- Discussion Leader
THE FACILITATOR AS A SUPER HERO

ENTERTAINER

ORGANIZER

TIME KEEPER

DECISION MAKER

MINUTE TAKER

LEADER

REFEREE

DISCUSSION LEADER
THE SYSTEMIC AGILE FACILITATOR
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“ )
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- 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
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THE TASKS

1. 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.

2. 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“.

3. Preparation/ facilitation/ follow up:
The facilitation starts with the first planning and ends with the communication of the results and its’ follow up.
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   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)!!!
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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.
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MY NOTES
2. FACILITATION PROCESS AND TOOLS
FACILITATION PROCESS

Preparation

Warm up
Meeting Preparation

Content
Time
Social
Place/
Rooms

Wrap up / Closing

Follow up

Meeting