

Facilitation Skills - 3 Days

Maximizing Results of Meetings and Business Discussions

Course 905 Overview

You Will Learn How To

- Facilitate goal-oriented results through planning, collaboration and consensus
- Maintain facilitative focus by adopting the right frame of mind
- Create a targeted agenda to make meetings productive
- Start up, manage and close effective meetings
- Resolve disagreement using a range of consensus-building techniques
- Develop and implement a facilitative action plan

Course Benefits

Meetings and business discussions are a vital part of an organization's decision-making process. However, for many, these interactions can be meaningless, lead to interpersonal conflict and frequently equate to wasted time. In this course, you gain facilitation skills proven to dramatically increase productivity, produce better plans, make smarter decisions and derive high-quality information. You also take away templates and worksheets helpful for facilitation back at your office.

Who Should Attend

Managers, supervisors, project managers, business analysts and others who want to improve team performance and solve business problems as well as anyone who has to run meetings.

RealityPlus™

A media-rich simulation immerses you in real-life facilitations for a wide range of formal and informal business meetings and situations. PC-based and video-enhanced activities include:

- Assessing personal facilitation skills and characteristics
- Remaining calm in heated situations
- Facilitating to consensus
- Planning a facilitated meeting
- Asking the right premeeting questions
- Defining meeting roles and responsibilities
- Creating empathy through active listening
- Turning group responses into facilitative questions
- Identifying disagreement levels and applying consensus tools
- Defining and resolving problem attendee behaviors

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Course 905 Outline

Introduction

The roots of facilitation

- Creating a safe, facilitative environment
- Defining where facilitation works
- Antidotes for pet peeves

The facilitation cycle

- Focusing on outcomes and objectives
- Delivering clear and concise instructions
- Overcoming common obstacles to effective facilitation

Developing Self-Awareness

The centered facilitator

- Assessing facilitative styles
- Achieving coherence: reducing physiological stress
- Keeping yourself in a positive mind-set
- Cultivating bidirectional trust

Overcoming reluctance to facilitate

- Reducing facilitative stress using biofeedback
- Applying techniques to develop emotional neutrality
- Common causes of meeting tension
- Mitigating unconscious reactions
- Remaining focused and centered when the group isn't

Planning a Facilitated Meeting

Identifying critical success factors

- Stages of team development
- Defining participant roles and responsibilities
- Collecting data beforehand for a successful outcome
- Setting the stage for a neutral approach
- Controlling the flow, not the content

Developing your meeting agenda

- Preparing for different types of meetings
- Interviewing stakeholders
- Applying critical planning and analysis techniques
- Predicting potential meeting dysfunction

Facilitating the Meeting

Opening and closing: a key to great meetings

- Making an assertive start
- Establishing ground rules
- Transitioning to meeting objectives

- Achieving the meeting outcomes
- Closing at the appropriate juncture

Active listening

- Managing individual and group emotions
- Listening for emotional content
- Restating and reframing for clarity
- Turning active listening into facilitative questions

Facilitative questioning techniques

- Creating a great starting question
- Guiding meeting context through questions
- Progressing from indirect to direct inquiries
- Crafting questions that adjust attitude

Facilitating to Consensus

Building consensus

- Consensus vs. agreement
- Moving from simple- to super-majority consensus
- Accelerating the process through the five-finger consensus
- Identifying disagreement levels and mapping matching interventions
- Recognizing when consensus can fail

Tools to maintain and build consensus

- Clarifying communication with the Delineation Tool
- Identifying strengths and weaknesses of participant viewpoints
- Synthesizing the best solution

Advanced Facilitative Techniques

Creating a highly productive climate

- Identifying passive indicators
- Managing aggressive behaviors
- Ensuring assertive balance
- Finding your continuum position

Dealing with difficult people

- Analyzing the true source of dysfunction
- Surfacing group dysfunction
- Resolving problem attendee behavior
- Quantifying the typical dysfunctional behaviors

Creating Your Action Plan for Facilitation

- Closing and completing the facilitative cycle

- Implementing checklists to support complete and timely follow up
- Exponentially increasing personal facilitative success
- Developing a personal facilitative action plan