

# Facilitation Helpful Hints

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# What facilitation is

- ◆ **Facilitation is a way of behaving that will:**
  - ❖ free a person or a group of people from difficulties or obstacles
  - ❖ make an event or a situation easy or easier
  - ❖ carry out a set of functions or activities before, during and after a meeting to help the group achieve its own objectives

# The benefits of facilitation

- ◆ Individual motivation, commitment and confidence
- ◆ Group motivation, commitment and confidence
- ◆ Improved productivity
- ◆ Improved quality of life
- ◆ Strength in diversity

# Facilitation competences

## ◆ The event

- ❖ Client engagement and management
- ❖ Planning, designing and organising Meetings, Workshops and One to one.
- ❖ Facilitative techniques
- ❖ Environment

## ◆ The process and tools

- ❖ Resolving and managing conflict - negotiating
- ❖ Participative and creative - decision-making, visioning
- ❖ Flexibility to meet the changing needs of the group

## ◆ Your learning

- ❖ Current organisational and cultural developments (concepts and trends)
- ❖ Group lifecycles and development
- ❖ Problem solving techniques and their use

## ◆ Groups and Individuals

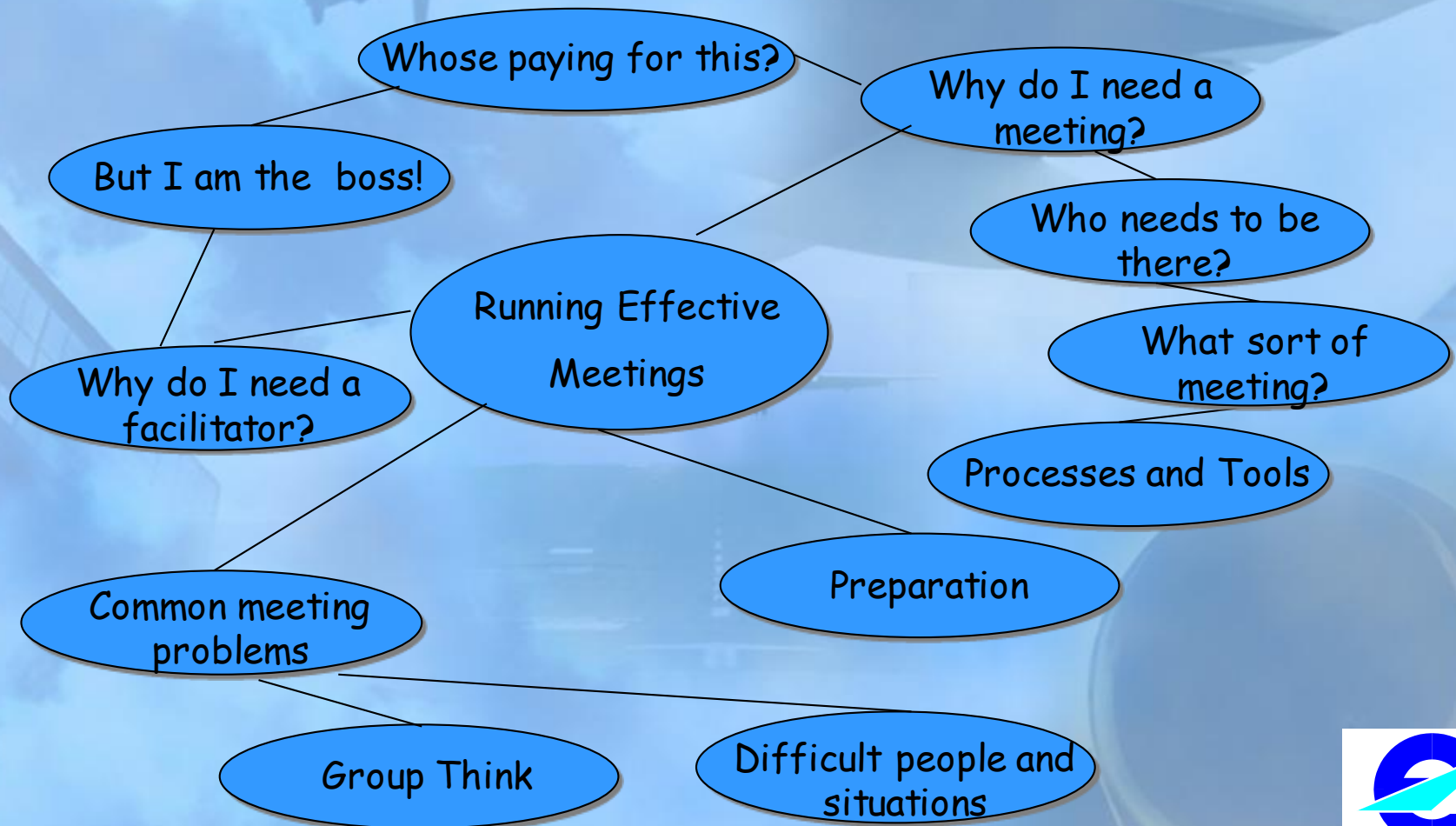
- ❖ Effective communication
- ❖ Objectivity
- ❖ A safe learning environment



# Manage yourself

- ◆ Be willing and able to learn
- ◆ Develop and practice self awareness
- ◆ Develop and use support networks
- ◆ Know how to handle uncertainty

# Facilitating Meetings



# Why do I need a meeting?

- ◆ **I need a meeting to obtain:**
  - ❖ Buy-in to decisions
  - ❖ High quality plans
  - ❖ Commitment to follow up actions
  - ❖ Keep high staff morale
  - ❖ Share views to avoid silos
- ◆ **To communicate direction and intention**
- ◆ **To explore different ideas and points of view**
- ◆ **To benefit from the knowledge of the people and the time dedicated to a subject, and the ability to go into depth without interruption, (out of every day framework)**
- ◆ **Other forms of communication will be less effective to achieve the above**



# What sort of meeting?

## ◆ Meeting types (typical)

### ◆ Consensus seeking

- ❖ Informal presentations
- ❖ Free expression
- ❖ No official chairing
- ❖ Careful time delimitations
- ❖ Problems solved bilaterally

### ◆ Task accomplishment

- ❖ Meeting prepared in advance
- ❖ Tightly run agenda
- ❖ Decisions are debated
- ❖ Meeting chaired by facilitator
- ❖ Problems sorted out during meeting

### ◆ Reinforce group loyalty and structure

- ❖ Formal presentations
- ❖ Chaired by boss
- ❖ Agenda controlled, few time limits
- ❖ Problems are not solved during the meeting

# Functional Hazard Assessment

- ◆ **Task accomplishment is typically used**
  - ❖ Meeting prepared in advance
  - ❖ Tightly run agenda
  - ❖ Decisions are debated
  - ❖ Meeting chaired by facilitator
  - ❖ Problems sorted out during meeting
  
- ◆ **Plus Free expression**

# Why do I need a facilitator?

- ◆ Its impossible to be neutral
- ◆ Its not possible to be the team quarterback, the referee and the score at the same time without having an unmanageable conflict of interest.
- ◆ To get the best out of a group of participants you need to get a high level of participation and open discussion. To do this you must stand down from the position of chairperson also known as the facilitator

# I am the boss - authority and decision making

- ◆ **A common concern of the owner of an FHA session is that, as the decision maker, they really have to be the chairperson, in charge, all the time. The owner is responsible for the following activities:**
  - ❖ Agenda setting
  - ❖ Attendee selection
  - ❖ Participant's meeting roles
  - ❖ Form of meeting; idea gathering, problem solving, decision making.
  - ❖ Scope and ground rules of the meeting
  - ❖ Open, close and manage transitions from one meeting to another
  - ❖ Specify how the decisions will be made; consensus, vote, unilaterally by you after listening to opinions

# The role of the facilitator

- ◆ **Leadership**
- ◆ **Referee**
- ◆ **Neutral**
- ◆ **Communicator**
- ◆ **Consultant**
- ◆ **Flexible**
- ◆ **Tenacious**
- ◆ **Perceptive**
- ◆ **Creativity (how to leave “never ending discussions” or conflicts)**
- ◆ **Credibility - pros and cons of not being a specialist**



# Preparation

## ◆ Before the FHA:

- ❖ Meet with your client, the owner of the facilitation need
- ❖ Review and agree on meeting process and agenda
- ❖ Determine time requirements
- ❖ Determine follow-up mechanism and time frame
- ❖ Prepare flip charts / information materials
- ❖ Check logistics - rooms / projectors
- ❖ Issue agenda
- ❖ Agree pre-positioning required

# Do

- ◆ **Allow attendees to draw their thoughts together**
- ◆ **Draw in the quiet team members**
- ◆ **Allow silence**
- ◆ **Paraphrase - help people make them by asking the participants to help, always check the paraphrase is alright with the originator**
- ◆ **Write it down verbatim to acknowledge the person's contribution and value of the idea**
- ◆ **Encourage clarity - say more about that**
- ◆ **Use ground rules**
- ◆ **Ask the group to make process observations**
- ◆ **Order the input (you then you)**
- ◆ **Respect the principles of the FHA**
  - ❖ definition of hazard
  - ❖ risk classification scheme
  - ❖ safety objective

# Don't

- ◆ **Step out of your facilitator's role - if you do, tell people what you are doing**
- ◆ **Talk to much**
- ◆ **Overly structure an experienced group**
- ◆ **Surprise the group**
- ◆ **Insist too much on “I wish / How to”**

# During

- ◆ Review background
- ◆ Set a time contract for the session
- ◆ Review the meeting process you intend to follow
- ◆ Review the meeting ground rules - especially with inexperienced groups
- ◆ Generate a list of benefits and concerns about the meeting
- ◆ Show how to overcome those concerns through next steps action planning
- ◆ Distinguish between the final solution (Safety case) and the steps towards it (FHA, PSSA, SSA)
- ◆ Assign resources to next steps with a timeline and progress tracking mechanism

# After

- ◆ **Publish minutes from the flip charts**
- ◆ **Review with the client the follow-up requirements**



# Facilitating an FHA Effectively

- ◆ **Meeting objectives must be clear and respected**
  - ❖ there are not unmanaged transitions from one type of meeting to another. For example when a briefing meeting inadvertently turns into a problem solving meeting for which few of the participants are prepared.
- ◆ **Arguments or rationale for a debate or a decision will be visibly and constructively captured because everyone will get heard**
- ◆ **Issues are captured for resolution and not lost, nor recurring**
- ◆ **The means to resolve the issues that are discussed is known and agreed**
- ◆ **Decisions are taken with participation, support and explanation to optimise buy-in**
- ◆ **The facilitator is neutral - honest broker**

# Common meeting problems

## ◆ **Difficult people and situations**

- ❖ Group Think
- ❖ Cape Cod Syndrome
- ❖ Abilene Paradox

## ◆ **- Behaviours to watch for**

- ❖ Not listening
- ❖ Talking too much
- ❖ Not keeping to the agenda
- ❖ Overly critical - destructive
- ❖ Not talking enough

# Unproductive meetings

- ◆ Are unclear about the meeting's goals or have their own goals
- ◆ Are unclear about expectations for the group
- ◆ Have individually defined responsibilities and tightly defined jobs
- ◆ Play “political” games
- ◆ Do not have access to all the leader's information
- ◆ Do not trust each other
- ◆ Follow no procedures (or poor ones)
- ◆ Do not support decisions because they were not involved or consulted
- ◆ Adopt win/lose attitudes or avoid conflict management
- ◆ Do not focus on improving the situation
- ◆ Rely on one leader
- ◆ Have no opportunity to hear individuals
- ◆ Have poor relations with other groups

# Common FHA problems

- ◆ What is a function?
- ◆ What is a safety objective?
- ◆ Confusion between the hazard, its effect(s) and its cause(s)
- ◆ Confusion between the severity of a hazard (does not exist), the severity of hazard effect and the likelihood that it can occur
- ◆ Finding the safety balance
  - ❖ Open disclosure of risk is particularly difficult for the risk bearer to cope with



- ◆ How to visibly show all the complexity of an FHA
  - ❖ Diagramming techniques



# Common FHA solutions

- ◆ **A good facilitator will ensure the application of these and other solutions as appropriate:**
  - ❖ Clearly defined roles
  - ❖ Use of a good checklist
  - ❖ Use of techniques for problem solving
  - ❖ Feedback on all aspects of meeting performance



# Effective FHA meetings

- ◆ **Clear objectives (what a FHA is used for), agreed goals and commitment to these (how we will use it)**
- ◆ **Common agreement on high expectations for the team**
- ◆ **Assumed responsibility for the work to be done**
- ◆ **Open and honest communication**
- ◆ **Common access to information**
- ◆ **Support and trust**
- ◆ **Sound procedures**
- ◆ **Support for decisions (consensus)**
- ◆ **Win/win approach to conflict management**
- ◆ **Focus on process as well as results**
- ◆ **Appropriate leadership**
- ◆ **Opportunity to hear individuals**
- ◆ **Good relations with other groups and teams**

# Ground rules for success

- ◆ **Recognise the barriers to success**
- ◆ **Recognise the desire to improve and to succeed**
- ◆ **Be prepared to share power**
- ◆ **Focus on work improvement**
- ◆ **Commit to the long-term**
- ◆ **Use a facilitator**
- ◆ **Measure progress**

# References

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  - ❖ Facilitator competences
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