GROUP NORMS

- Be open: open your mind, ears and heart
- Be comfortable: move around, stand, sit, do yoga
- Be respectful
- Mix it up! Sit with new people
- Time: We start and end meetings and breaks on time
- Most importantly: Have fun!

How does good facilitation make a difference?
What is a facilitator?

A facilitator is a neutral discussion leader who:

• Helps a group decipher their common goals
• Assists with creating an action plan
• Assumes responsibility for guiding the group’s journey
• Empowers participants to take initiative and assume responsibility
• Balances the process and the people
• Creates a safe place to discuss, learn and move to action

What makes a GOOD facilitator?

...but a GREAT facilitator drives connection

Facilitation Styles

• Sets the group up for success through creating an environment for growth and development
• Manage group dynamics and formation
• Engages as an active listener
• Effective communication
• Managing conflict

FACILITATION STYLES
..and how your personality affects it
What's your style?

PROCESS     TECHNIQUE
• Sets the group up for success through creating an environment for growth and development
• Manage group dynamics and formation
• Engages as an active listener
• Effective communication
• Managing conflict

Your personality is much more than the MBTI ‘room’ that you fit into – but it’s a common language

Refresh: Your Preferences

• Extraversion --- Introversion
• Sensing --- INtuition
• Thinking --- Feeling
• Judgment --- Perception

Activity

• Using the flip charts on opposite sides of the room, answer two questions about your preference:
  1. How does ______ preference shape my facilitation style?
  2. If you are in a facilitator role, how would you address the needs of participants who are an opposite preference?
E/I Preferences

**Extroversion**
- Attention focused outward: people, things, action
- Using trial and error with confidence
- Relaxed and confident
- Scanning the environment for stimulation
- Seeks variety and action
- Wants to be with others
- Live it, then understand it

**Introversion**
- Attention focused inward: concepts, ideas, inner impressions, feelings
- Considering deeply before acting
- Reserved and questioning
- Probing inwardly for stimulation
- Seeks quiet for concentration
- Wants time to be alone
- Understands it, then live it

S/N Preferences

**Sensing**
- Perceiving with the Five Senses
- Reliance on experience and actual data
- Practicality
- In touch with physical realities
- Attending to the present moment
- Live life as it is
- Prefers using learned skills
- Pays attention to details
- Makes few factual errors

**Intuition**
- Perceiving with memory and associations (Sixth Sense)
- Seeing patterns and meanings
- Innovation
- Seeing possibilities
- Future Achievement
- Projecting possibilities for the future
- Change, rearrange life
- Prefers adding new skills
- Looks at "big picture"
- Identifies complex patterns

T/F Preferences

**Thinking**
- Decisions based on the logic of the situation
- Uses cause and effect reasoning
- Strive for an objective standard of truth
- Can be "tough-minded"
- Fair – want everyone treated equally

**Feeling**
- 1. Decisions based on impact on people
- 2. Guided by personal values
- 3. Strive for harmony and positive interactions
- 4. May appear tenderhearted
- 5. Fair – want everyone treated as an individual

J/P Preferences

**Judging**
- Focuses on completing task
- Deciding and planning
- Organizing and scheduling
- Controlling and regulating
- Goal oriented
- Wanting closure even when data are incomplete
- Wants only the essentials of the job

**Perceiving**
- Focuses on starting tasks
- Taking in information
- Adapting and changing
- Curious and interested
- Open-minded
- Resisting closure in order to obtain more data
- Wants to find out about the job
Setting Groups up for Success

Qualities of Effective Groups

• The right participants at the table
• Shared participation and roles
• Balance of influence
• Agreed upon decision-making methods
• Safe, open atmosphere
• Shared experiences and time investment

Group Formation & Development

FORMING

• Getting to know each other
• Individuals form identity within group
• Group starts to shape identity
• Testing each other out, hesitant participation
• Not much work actually done

STORMING

• Members test ability of leaders and each other
• Marked by passion and emotions
• Enough confidence for conflict
• Unrealistic goals and expectations
• Not much work actually done
NORMING

• Conflicts are getting resolved
• Group unites
• Order and direction emerges
• Intimacy and personal sharing
• Moderate work accomplished

PERFORMING

• Conflicts are getting resolved
• Group unites
• Order and direction emerges
• Intimacy and personal sharing
• Moderate work accomplished

ADJOURNING

• Completion of project
• Celebrating progress
• End of team work or spinout to phase 2 or next project
• Final reporting & end tasks wrapping up

Group Formation & Development

FORMING

STORMING

PERFORMING

NORMING

ADJOURNING
Active Listening 101

- Focus all of your attention on the speaker
- Allow for silence – *I know this can be uncomfortable*
- Use nonverbal cues to demonstrate interest
- Do *not* give advice
- Do *not* express sympathy or pity
- Do *not* use condescending language
- Consider who has the power? Speaker vs. listener

Facilitation Listening Techniques

- Acknowledging you are listening
- Encouraging participants
- Reflecting back speaker’s emotions
- Clarifying comments
- Paraphrasing statements back
- Asking for examples
- Summarizing complex concepts
- Validating comments

Best Practices for Facilitator Communication

**As a Speaker...**
- Have a clear purpose
- No hidden agendas
- Be direct and concise
- Respond to feedback being offered by active listeners
- Stay focused on what you need to communicate

**As a Listener...**
- Listen with empathy
- No daydreaming
- Listen without pre-judging
- Don’t make assumptions
- Offer feedback if requested
- Listen with the intent to understand instead of to respond

Active Listening

Who feels they excel at active listening?

Activity Instructions

- Divide into two groups
- Group A leaves the room, other group B remains
- After 3 minutes the two groups reunite and participants split into pairs
- Listen to the story that your partner is telling
  *(Second Years & RARE Staff join the listening group)*
How do you respond to external conflict?

Facilitating through Conflict

- Active listening!
- Separating interests from positions
- Reframing an issue
- Assertive communication

"Perhaps one of the most difficult things for a facilitator to do is to allow someone to struggle.

To rescue people from the struggle immediately shuts off an opportunity for them to learn and grow.

Supporting and encouraging them through the struggle is much more rewarding for everyone involved."

—Facilitation by Trevor Bentley

The Stand Off!
Positions are:

- Something one has decided as a solution to settle a conflict or a difference

Interests are:

- The needs, beliefs, and values underlying positions of why something is important

Sample positions:

- We should make community college education free to students able to hold a 3.0 or higher.
- We oppose funding tuition for community college students

Solutions are great, right?

- Positions are predetermined ways to solve problem that limit potential options
- These ideas don’t understand the real interest of parties in dispute

Sample Interests:

- Affordable education
- Workforce and economic development
- Fiscal responsibility
- Private enterprise
Reframing around Interests

- When you change the way you see things, the things you look at change...
  When you change the way you phrase things, the things you discuss change.

- Shifting from positions to interests reduces debating, offers open ended opportunities and finds common ground

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Emotional Intelligence

- Understanding motivations and agendas
- Relating to the room
  - Connection
- Reading participants
  - Engagement
  - Interests
  - Handling bad behavior

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Motivations & Agendas

- Understanding motivations and agendas
- Relating to the room
  - Connection
- Reading participants
  - Engagement
  - Interests
  - Handling bad behavior
**Tips and Tricks: Reading the Room**

- Visual cues
  - Rustling, eye contact, movement, non-verbal engagement, glances
- Auditory
  - Side conversations and comments
  - Evaluate the acoustics
- Verbal Cues
  - Participants' tone, speed, inflection, response rates, topic focus

Who are all the “Feeling” types in the room?

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**Creating Connection**

- Facilitator’s role must create strong connections:
  - Facilitator to Participant
  - Participant to Participant
  - Participant to Purpose

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**Self Interest vs. Mutual Interest**

Walking Meetings!

- Discuss:
  1) What was your self-interest for joining RARE?
  2) Why did you select your placement position?
  3) What shared interest do you have with the organization you joined with?

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**Key Traits of Effective Facilitators**

- Awareness
- Enthusiasm
- Competence
- Respectfulness
- Empathy
Preparation

• Building relationships outside of the room
• Watching out for landmines
• Learning the history of your group
• Design your space
• Setting up an effective meeting

Design Your Space

• Room size and acoustics
• Room set-up
• Light and temperature
• Table contents and food
• Visual aid usage

Hint: Always check the room out before facilitating a meeting!

Effective Meetings

• How many hours per month do you spend in meetings?

• What percentage of that time in meetings led by another person do you think is effective?

Preparing for Effective Meetings

• Agenda and Minutes
• Task List or Gantt Chart
• Communication Platform
• Conference Line
• Reminders & Calendar Invites
• Assigned Roles
Assigning Meeting Roles

CONVENER
• Arranges for the group to get together, helps develop agenda and get the right people in the room

FACILITATOR
• Helps develops agenda, conducts meeting, guides the group

RECORDER
• Keeps minutes and/or records items on flip chart

OTHERS?

Damage Control

• Handling Bad Behavior

Advance

Stop

Redirect

Stop

Parking Lot or Abort

"The facilitator's job is to support everyone to do their best thinking. To do this, the facilitator encourages full participation, promotes mutual understanding, and cultivates shared responsibility."


Thank you!