

# Meeting Facilitation



# What is Facilitation?

Mind Reader

Bridge Builder

Peacemaker

Motivator

Task Master

Director

Praiser





# Preventions



# Preventions – Before the Meeting

- Develop agenda
- Select participants
  - Right Ones
  - Core Team Subject Matter Experts (SMEs)
  - Resource SMEs
- Schedule the participants (Outlook)
- Notify attendees of the place, time, send preliminary agenda
- Data necessary is available before or at the beginning

# Preventions – Beginning of the Meeting

- Agenda
- Desired Outcomes
- Ground Rules
- Decision Making Method
- Parking Lot
- Roles

# Meeting Ground Rules

- Start/Stop on time
- Use the parking lot to maintain meeting focus
- Everyone fully participates
- One person speaking at a time
- No personal attacks
- No individual work during the meeting (iPads, laptops)
- Cell phones silent & emergencies only

# Decision Making Methods



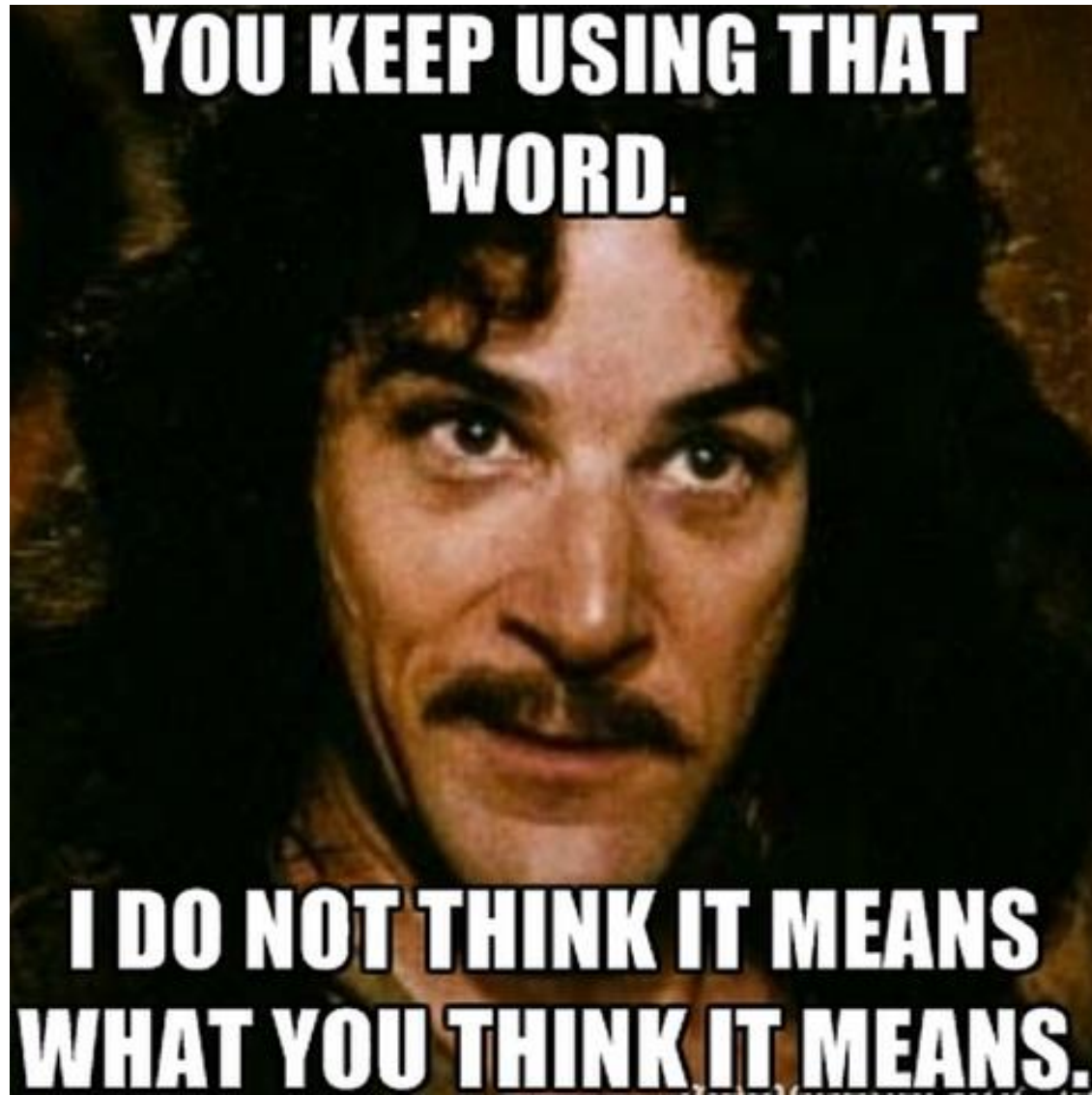
# Authoritarian



# Consultative



# Consensus



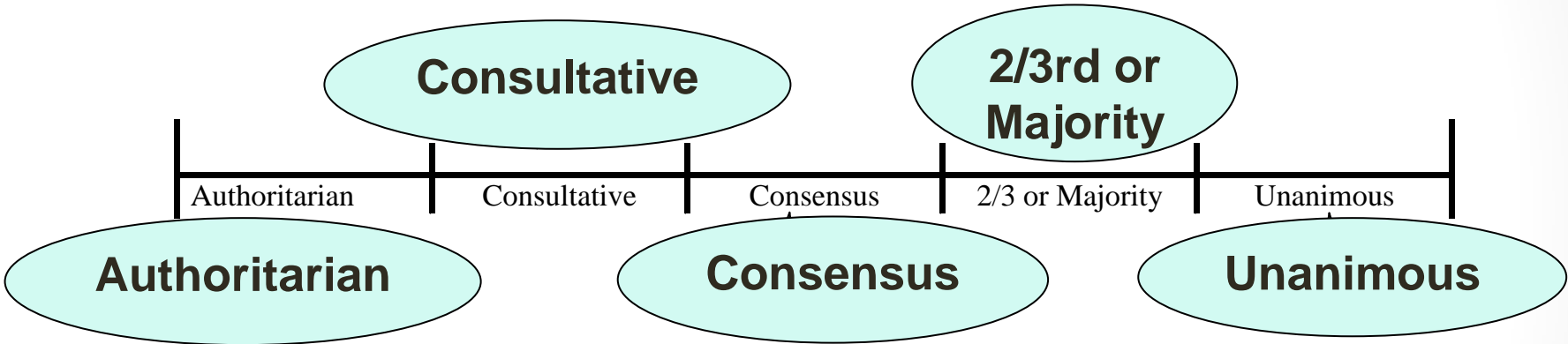
# 2/3<sup>rd</sup> or Majority



# Unanimous



# Decision Making Continuum



# Key Roles

- Leader
- Facilitator
- Scribe
- Time Keeper
- Parking Lot Attendant



# Parking Lot

- Agree to use in order to:
  - Refocus group if topic does not belong in meeting
  - If further discussion is needed and time is an issue
- Be sure to:
  - Address parking lot at end of meeting
  - Assign/capture in action plan if necessary



# Facilitator Behavior

- Use flip charts or boards to record comments and keep focus
- Encourage full participation and fresh ideas
- Use questions, not statements, to probe and challenge.
- Use consensus building techniques to facilitate decision making
- Detect and resolve dysfunctional behavior
- Maintain a perception of neutrality
- Know when to use an outside/neutral facilitator

# Question types for gathering information

Type	Purpose	Example
Direct probe	Challenge or Probe	Why is that important? How does that address the issue? What causes that? (Open ended)
Indirect Probe	Probe/Clarify	Is the reason you do that is ? (closed ended - give the answer)
Redirection	Get back on track	That's a good point. Can we put that on the issues list.
Playback	Confirm	It sounds like what you are saying is... is that right?
Leading Question	Encourage other thoughts	What other alternatives are there? Is there a way to...
Prompt Question	Keep the ideas flowing	What else...We have (X),(Y),(Z), what others are there?
Tag Question	Get acknowledgement	That's important, isn't it?
Float an Idea	Give a possible solution	What about...? What are the benefits...?

# Preventions Summarized

- Agenda
- Ground Rules
- Roles & Responsibilities
- Decision Making Rules
- Parking Lot
- Contracting

# Dysfunctional Behavior & Levels of Intervention

# Dysfunctional Behavior

High



- Physically attacking someone
- Leaving the room in disgust
- Verbal attack directed at a participant
- Negative comments about a participant
- Audible sighs of displeasure
- Negative physical reaction to the discussion
- Side conversations
- Folded arms + (facing a door, window, etc.)
- Silence, lack of participation
- Arriving late, leaving early

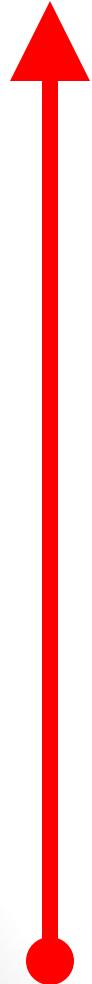


Low



# Levels of Interventions

High



Low

- Confront – before whole group
- Confront – on a break
- Talk directly to
- Ask – what do you think
- Walk by them, make eye contact
- Process Check
- Walk halfway
- Stand up
- Make eye contact



# Dealing with Dysfunctional Behavior

Dysfunction	Suggested Action
Late Arriver/Early Leaver	Remind team of ground rules; (start/stop on time)invoke a penalty as a reminder
The Loudmouth	Remind group of ground rules Discuss privately during break
The Storyteller	Announce, let's hear from some people who have been quiet At the break, solicit the person's assistance to get other peoples input
The Drop-out	Remind group of ground rules (everyone participates) Silent brainstorming Discuss privately during break
The Whisperer (side conversations)	Remind group of ground rules (one person at a time) Stand next to them Discuss privately during break

# Dealing with Dysfunctional Behavior

Dysfunction	Suggested Action
The Workaholic	Stand next to the person and make eye contact Discuss privately during break
The Nay-Sayer	Seek buy-in by asking “How can this be made better?” Say “It appears we have some concerns, what are the issues?” Discuss privately during break
The Verbal Attacker	Move between people to cut off discussion Consider taking a break Consider removing the person from the room
The Door Slammer	Consider taking a break Get the project sponsor to discuss the issue and resolve. Spend a few minutes with group debriefing the event before continuing



# Intervention Techniques

- Boomerang
- Enforce Ground Rules
- Avoid Process Battles
- Conduct Perception Checks
- Conduct Process Checks
- Paraphrase
- Refocus

# Seven Deadly Sins of Facilitation

## The Facilitator . . .

- 1 Chooses which comments are worthy to be recorded on the flip charts.
- 2 Interprets the words that are spoken and records the interpretations, instead of recording what is said.
- 3 Permits the group to wander away from the stated objective for extended periods of time.
- 4 Permits the ground rules to be broken without taking visible, corrective action.
- 5 Is perceived as losing neutrality and favoring one position over another
- 6 Speaks emotionally charged words at a session attendee or permits a session attendee to do the same to another, and does not take visible, corrective action.
- 7 Allow an atmosphere of distrust or disrespect to build between himself/herself and the session attendees.

# Closing Out

# Action Plan

- Pick up Parking Lot items that the team owns
- Describe the following (where additional information is needed to assign responsibility to the logical person)
  - Action Steps
  - Materials Needed
  - Training Needed
  - Schedules
  - Costs

# Feedback

- Giving Feedback
  - Talk to the behavior, not the person
  - When you...I feel...because
  - Create and suggest alternatives
- Receiving Feedback
  - Listen Reflectively
  - Remember body language is important
  - Nonverbals are as important as verbals
  - Seek first to understand

**And Remember:  
“Feedback is a gift.”**

# Plus/Deltas (+/-)

