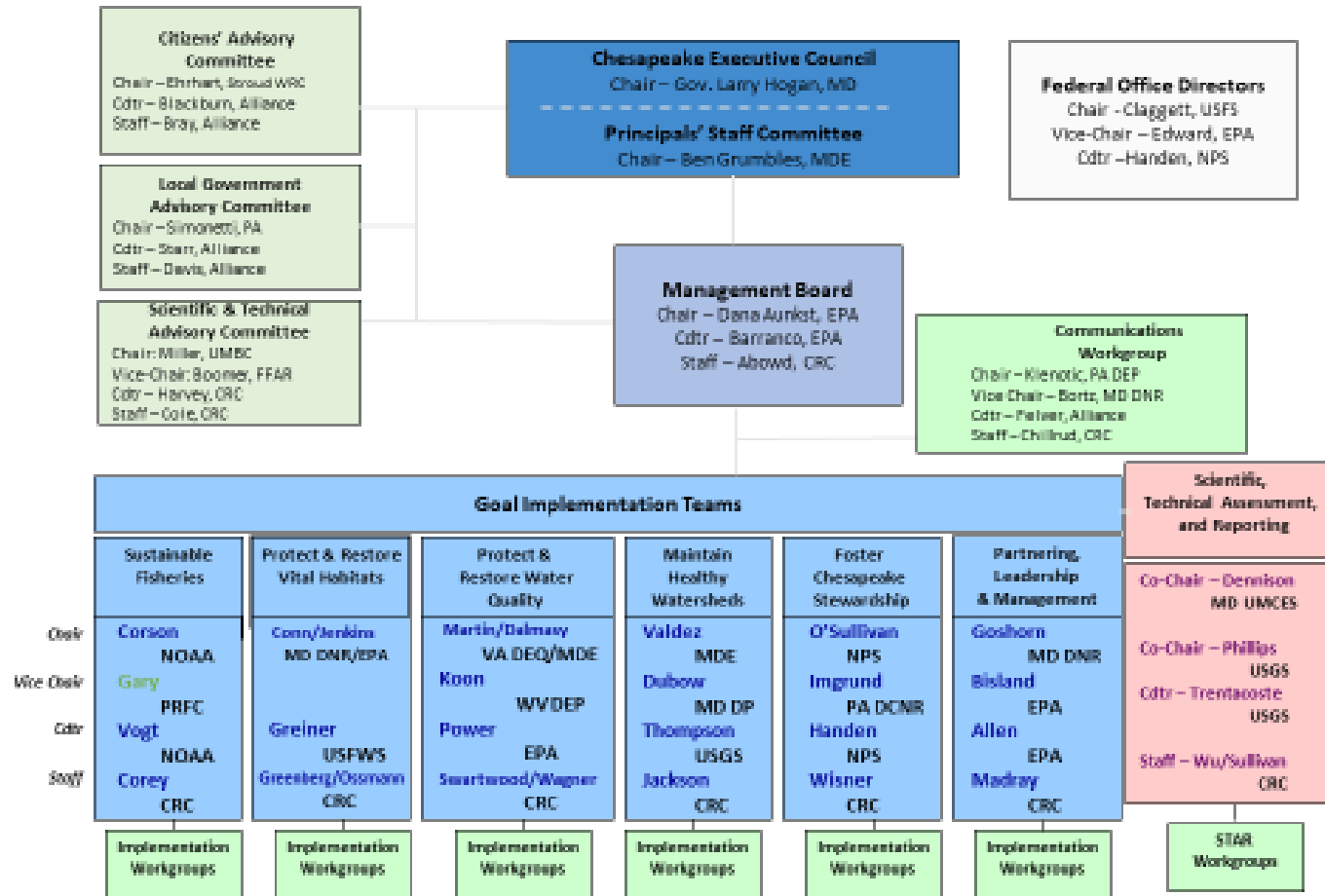# Facilitative Leadership & Management

Quarterly Facilitation Training
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CBP Organizational Structure and Leadership 9/3/19

coaching

quality

example

trust

planning

manager

teamwork

mentor

quality

lead

confidence

people

proactive

development

powerful

strategy

champion

LEADERSHIP

winner

positive

vision

leader

difference

attitude

success

charisma

goals

organization

win

role

value

manage

confident

energy

strong

courage

skills

GROUP

strategizing

leadership

project management

CHAIR

facilitation

COORDINATOR

outreach

group management

SRS process

reporting

planning

documentation

communication

analysis

follow up

support

research

STAFFER

An effective facilitator must know when to take a leadership role and when to be neutral

Group Facilitator (Coordinator)	Group Leader (Chair, Vice-Chair, Co-Chair)
Brings people together to **develop** a vision/goal	Is visionary; has ability to **understand the vision** and knows how to get there
Helps the group reach the goals	Sees the **big picture**
Often **asks**	Often **tells**
Help group **work creatively, constructively and productively** to get good results; finding **ways to make it easy** for groups achieve results	**Build engagement and commitment** to goals, manage team relationships, get people to take action that results in productive performance
Manages the plan and **follows the process** (project management)	**Leads the group** to achieve that vision
Provides the work environment that allows the group make progress and reach the goals	Most **focused on where the group is going**
Operational	**Strategic**
Sometimes **takes on the leadership role**	Sometimes **takes on the facilitator role**

Observe how the group works together; help teams share information, make goals/priorities/decisions; help teams stay focused, maintain moment, and achieve teamwork.

Facilitative Leadership

- Leaders help groups work creatively, constructively and productively together to get good results.

- Facilitation is about finding ways to make it easier for groups to do whatever it is they set out to do.

- Leaders often act in ways that resembles what a facilitator does.
  - Help teams stay focused, keep on-track with tasks, maintain momentum and challenge behaviors that obstruct good teamwork.
  - They build engagement and commitment to common goals, manage team relationships and get people taking action that ends in productive performance.

Facilitation: implementation of a set of processes and tools for leading, communicating and working with groups, and overcoming obstacles

Obstacles

- Groups dominated by outspoken members
- Lack of engagement or interest
- Lack of clarity over the goals and priorities
- Poor processes for sharing information or making decisions
- Decisions or actions not supported
- Tangential conversations that divert the agenda
- Group discussions or debate where nothing gets resolved

Processes & Tools

- Set goals, shape shared visions and agree on strategies and directions
- Collect, generate and share ideas and information
- Allow for more equal participation, commitment and involvement
- Make better decisions and consider alternatives
- Overcome blockages when group gets stuck
- Allow for ways to better interact and talk with each other
- Identify and plan what actions to take, maintain momentum, stay focused and keep on track

Benefits of Facilitative Leadership

- Fosters **group creativity** and collective problem-solving
- Improves **teamwork, relationships, and accountability**
- Increases **self-responsibility**
- Helps teams **handle their own work challenges**
- Achieves **group buy-in** into decisions and actions
- Provides **clarification** of the goals and priorities
- Allows for **constructive conversations**, where ideas or opening shared
- Generates **new ideas and options**
- Allows for a **greater sense of ownership**
- Creates a more **open outgoing work environment**

Servant Leadership

- A leader's main goal and responsibility is to **provide service to their people**.
  - **Focus is on the people** below them, vs. the organization as a whole.
  - Leader ensures that the **people are growing**.
  - In turn, the group is skilled, talented, knowledgeable and motivated, improving the overall operations and management of the organization.
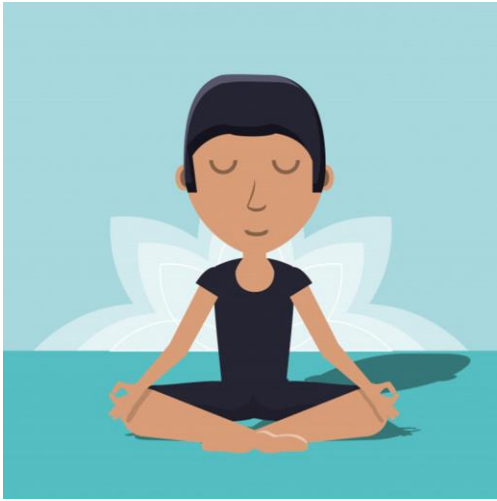
ATTRIBUTE OF SERVANT LEADERSHIP	
Listening	Always listen to your members before you speak your mind, **know what your members think and how they feel**, give them your full attention
Empathy	**Understand members' intentions and perspectives**; put your viewpoint aside and value others' perspectives; approach situations with an open mind
Healing	Focus on emotional health and feeling of completeness, make sure your members have **access to knowledge and resources** to create a healthy, peaceful working environment
Self-Awareness	Know your strengths and weaknesses, get feedback from members on them, **consider how your actions and behavior affect others**
Persuasion	Provide **motivation and encouragement** for members to take action; build **consensus**
Conceptualization	Create a **vision and mission** statement to provide a sense of direction for the group, **make it clear how member's roles tie into the group** and the organization's long-term objectives
Foresight	Anticipate future impacts by learning from past experiences, identifying what is going on currently, and an **understanding of the consequences of your decisions**
Stewardship	**Take responsibility** for actions, behaviors and performance for your group; be accountable for the role your members play in the organization; demonstrate the values and behaviors you want to see in others; stand up to members when they act in a way that is misaligned
Commit to the Growth of People	Focus on your members, be **fully committed to their growth and development**, assess and fulfil their needs
Building Community	Provide **opportunities for members to interact** across the organization, organize social events, encourage members **to take responsibility** and **remind them of their contributions**

Management of your Workgroup or Goal Team

- Roles and responsibilities
- Shared goals and vision
- Rules of engagement and operating principles
- Process, plans and actions
- Key work products
- Check ins/progress reviews
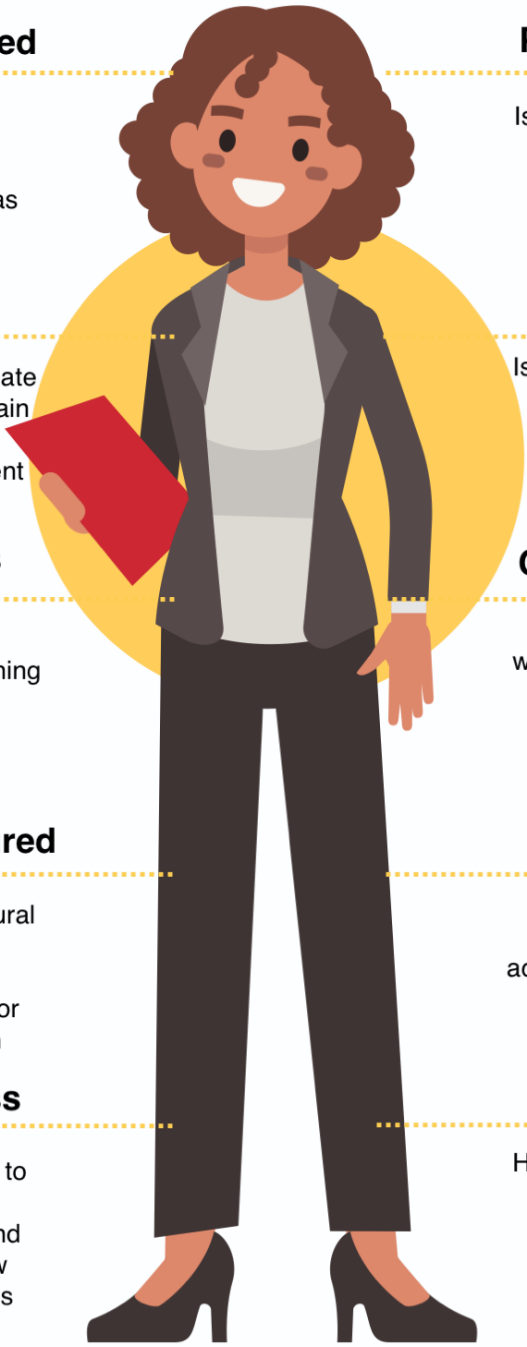- Project management
- Communications

Unbiased

1 Ability to stimulate interaction without bias

Safe

2 Skill to create and maintain a safe environment

Listens

3 Practices good listening habits

Structured

4 Has a natural gift for providing structure for discussion

Fearless

5 Questions to challenge thinking and create new possibilities

Proactive

6 Is not reactive in groups

Flexible

7 Is not too rigid to allow necessary conversation
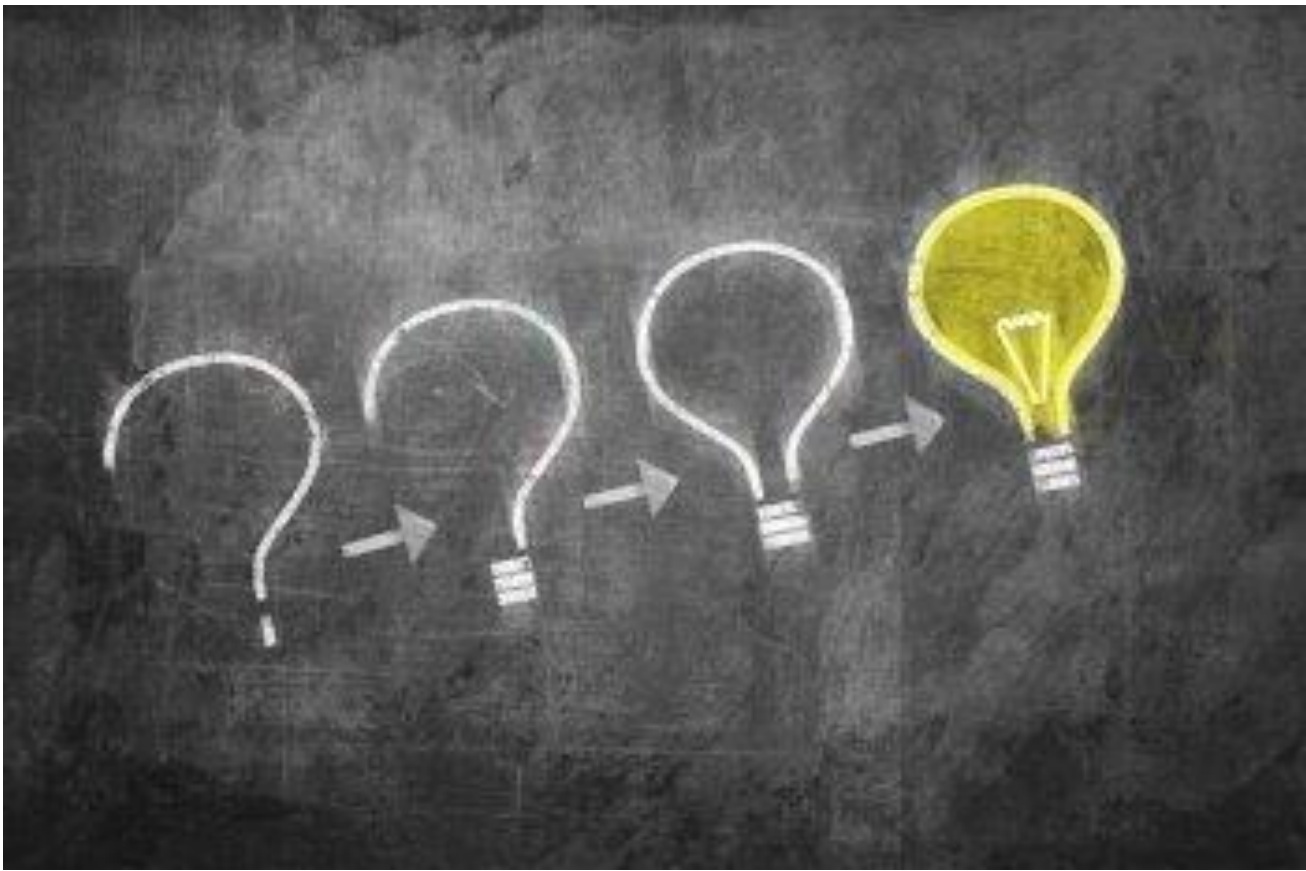
Connects

8 Can connect with the group

Timely

9 Will hold the group accountable to the clock

Social

10 Has high level of social intelligence

MEETING ROLES	
Meeting Planner	Works with leader to: (1) identify meeting purpose and outcomes, and (2) develop agenda; reserve room, ensure equipment and supplies, support participant requests/needs (i.e., travel information), schedules meeting, sends meeting invitation and supporting documentation in advance
Meeting Leader	Develops meeting purpose/outcomes/agenda; owns meeting; sets tone; determines location/time/attendees; maintains positive and safe environment; communicates conclusions and next steps; assigns responsibilities and action items; sets next meeting date
Meeting Facilitator	Manages meeting; guides process; applies techniques; explains and enforces all the roles; manages the documenter/documentation; ensures all participants have opportunity to participate; keeps group on track; listens actively; observes group interactions and makes adjustments; question to achieve clarity and understanding among participants; manages conflict; manages visual aids
Facilitator Helper	Assists facilitator with pre-identified needs, i.e., time keeping, making sure everyone is heard, capturing gaps/issues/questions/parking lot, reads faces, takes photos, manages logistics during meeting
Scribe	Records key decisions and action items; compiles notes into standard formatting; distributes notes
Tech Support	Sets up the technology; provides any technology assistance prior or during meeting; tests system in advance if needed; assists with technology visuals; has back up plans in case of technology failures
Documenter	Sets up documentation and tools; documents outputs; distributes meeting notes; manages edits; document version control; archives documents; helps codify the deliverable; updates shared folder
Participant	Provides expertise; generates ideas; makes decisions; prepares for meeting; understands agenda and purpose of meeting; contributes to a positive and safe atmosphere; presents ideas concisely with awareness of meeting's time constraints; follows ground rules; is responsible for action items

Future Training Considerations

- Core interpersonal skills for facilitators

- Core group skills for facilitators

- Managing conversations

- Improving your facilitation skills

- Relationship-building opportunities

- Effective communication skills

- Building the best team

- Building participation, dealing with resistance

- *What else?*

Facilitator Training