

Group Facilitation Skills-Evening No 2

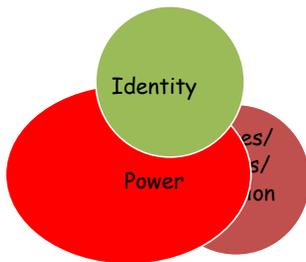


Learning Objectives Eve 2

Power in facilitation (linking into eve no. 1)
 Planning, planning and re-planning
 SWOT and other information gathering models
 Working with Complicated / Complex Issues
 (Edward De Bono's six thinking hats method)
 Co-facilitation



Power (from eve no.1)



Your Power as a Facilitator

In your position as a facilitator you hold power in the group

Think of a time (either in a personal or a work situation) when a person has used their power to influence:

In a good way

In a manipulate way - either knowingly or unknowingly?

The Power of the Facilitator

Power in the sense of influencing the thoughts and behaviours of others

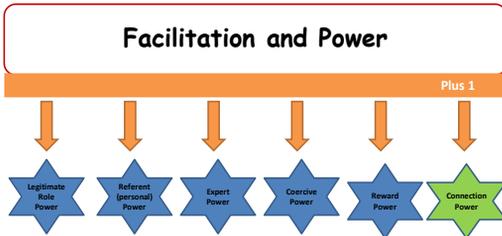


Where does power come from?
 Can power be positive?

Power over; power to; power with; power within...

Power over	Not used in facilitation WHY? Power over is seen as domination or control of one person and / or group over another
Power to	Individual's ability to act - each person has the power to make a difference
Power with	Collective action, the ability to act together. Builds bridges across different experiences and knowledge and bring together strategies and resources
Power within	Is this empowerment? Individuals build their capacities to raise aspiration for change.

Power - A practical guide for facilitating change - Carnegie UK Trust

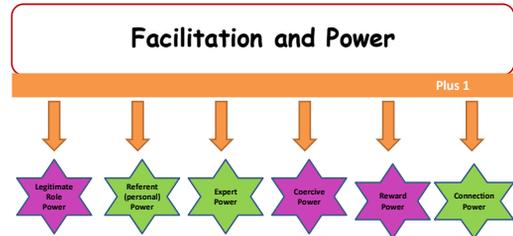


Looking at these power types:

Which ones are position power

Which ones are personal power

Based on work by French & Raven 1959 Five Sources of Power



Ask yourself the following questions:

Which sources of power do you have access to when facilitating a group?

Are you overusing any of these sources of power?

Which sources are you currently using wisely?

How can you increase your power to achieve positive results?

Sources of Power

	Derives from your role & status and the perception that you have the right to exercise influence because of this. It is linked to the hierarchical structure of an organisation, group, community etc and defines the scope of your authority.
	Based on the influence that comes from your personal 'attractiveness' to others. It comes from your personal characteristics and charisma, your reputation, the respect of others and the esteem in which you are held. Referent power refers to the psychological identification of other with you.
	Based on your competencies or specialised knowledge of a given area. Expert power is based on credibility and the value attached to the particular field in which you show competence.
	Coercive power is based on fear. It depends on other people believing that you can punish them if you do not comply. These may include the withdrawal of promotion, dismissal, not awarding a qualification, loss of privileges. More subtle forms include: disapproval, withdrawal of friendship, exclusion from meeting, social events.
	This is strongly linked to coercion (coercive power) the carrot to go with the stick. Reward power is based on perception that you have the ability and the resources to reward the person. There are many ways of rewarding people including praise, recognition, granting of privileges. More formal ways are pay promotion and the allocation of desirable work.
	This is not one of French & Raven 1959 Five Sources of Power but has become increasingly important due to the modern networked world. It is derived from networks and relationship (both physical and increasingly virtual). This kind of power is used to build 'political' knowledge, gather information, gain personal support & feedback and to build alliances.

Planning, planning and re-planning

What preparation work can you do?

Over 50% of the success of a **facilitation session** lies in the preparation



Meeting with the organisers

Agree location – visit if possible / if it is a long session look for natural light / room for break out session/ other comfort needs

Equipment – what do you need / who is providing it?

Duration

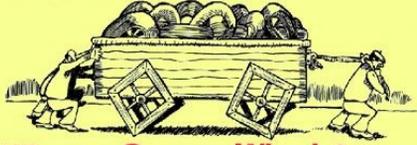
Ask about process / what if any process has been used previously, explain the process you wish to use / look for additional help if necessary.

Meeting with the organisers

- What is the purpose / the objective of the facilitated session
- Find out as much information as you can regarding the group you are working with
- If you are not in charge of the process itself meet with the relevant people to find out their purpose
- Agree if possible proposed outcomes bearing in mind that this is facilitated session
- Agree an outline / agenda of the facilitation session that can be sent in advance to the participants
- The number of people expected

Make your life easier as a facilitator - design your own tools

Step back. Ask:



Why use Square Wheels?
ROUND WHEELS are available!

Meeting with yourself / co facilitator?

Own toolkit - what practical items do you need in your toolbox?



Room checklist including evacuation / breaks / toilets etc

Own facilitation plan / framework with timing etc leaving time for an introduction and a summing up whilst ensuring that the objectives are met

Is there any pre-work for the participants / any post work that you need to send out?

Overview of time in a session

Am 1	AM2	B R E A K	AM 3	AM 4
Intro	Part 1		Part 2	Part 3
L	U	N C	H	
PM 1	PM 2		PM 3	PM 4
Part 1	Part 2	R E A K	Part 3	Part 4

Facilitation session plan

Where?	_____	Date	_____
No of people attending	_____	Additional needs	_____
Room set up	_____	Other	_____
Equipment needed	_____		
Timing	Activity	Supports	Rationale / Reason

Usual opening for facilitated session

Introduction of participants and facilitator

Purpose of the facilitated session

Ground rules / session agreement

How it will be recorded / written up? Yes / no this affects the point below...

Who will receive the information from the facilitated session

Chatham House Rules

What are they?



The Chatham House Rule
When a meeting or part thereof is held under the Chatham House Rule, participants are free to use the information received, but neither the identity nor the affiliation of the speaker(s), nor that of any other participant, may be revealed.

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What is Co - Facilitation?



Co-facilitation is a dynamic working relationship focused on the task of facilitating a group, involving strong, self-reliant individuals who share a commitment to each other, the task of co-facilitation and the profession.

Co-facilitators develop and implement processes for working together, as well as processes for working with the group, in order to help the group achieve identified outcomes in a professional way that is greater than the sum of the energies of all of the individuals involved.

Marie Martin
www.iaf-oceania.org

When would you Co - Facilitate?

- Large group
- Complex issue
- The sessions is likely to be stormy / emotional
- If you are an internal facilitator you may want an outside facilitator to take over part of the facilitation session - or visa versa
- Do not understand that political landscape
- Gender is an issue
- Specialised field
- Interpreter is needed

When you are asked to:

- Work with venerable adults
- When training another person



Co - facilitation (the good, the bad & the ugly)

Learn to love working with your co-facilitator. They can be a huge asset to you and if you share the responsibility with your co-facilitator, that means less stress for you, and a more thorough and in-depth training for the group.



Co - Facilitation (the good, the bad & the ugly)

Two heads are better than one. Unfortunately, this isn't always the case for co-facilitation. Co-facilitation can go horribly wrong.



Models of Co-Facilitation	
Models of co facilitation	Role of the (co) facilitators
Seamless	Both facilitators share responsibility for all aspects of facilitation
Equal	One facilitator focuses on the task (content) while the other focuses on the group relationships (process)
Team	Roles and responsibilities are assigned to match the facilitators skills, experience and expertise in line with group needs
Tandem	Facilitators take it in turn to work with the group. When they are not 'on' they sit quietly without intervention
Unequal	The facilitators have different levels of responsibilities
Recorder	One person facilitates the entire process. The other records the outcomes and decision

Please note that the facilitators plan the session together, both facilitators debrief after the sessions and determines the next step / direction (as in as far as possible) of the group

Co - facilitation - Making it easy

1. Have a pre-meeting / a number of pre-meetings with your co-facilitator
2. Agree a mapped running order of the session if possible
3. Stay present & focused when the other person is 'on'
4. Understand & demonstrate the 'language' of co-facilitation
5. Communicate / back up each other during the facilitation process
6. Give and get feedback from each other



Co - facilitation Additional Awareness

Benefits of Co-Facilitation	Co Facilitation comes with a warning
Diversity: Collaboration between facilitators of different gender, ethnicity, nationality, age, etc. Sends a positive message about the value of diversity in leadership and brings a broader perspective to the group's processes thinking & behaviours	Don't co-facilitate with a stranger: If you don't know a proposed co-facilitator, try to observe him facilitate and establish a collegial relationship before agreeing to co-facilitate. At a minimum, meet with the person in advance to get to know more about his experience and facilitation style. Discussing roles and mutual expectations can avoid unpleasant surprises for both the two of you and the group.
Helps the facilitators stress levels: Long facilitation sessions can be truly exhausting for one facilitator. Rotating the facilitation duty is a good way to care for yourself and your group.	Don't take over: If you are a very experienced facilitator working with a relative newcomer, resist the temptation to jump in and take over. Simply serve as the assistant and, if you catch the person during the meeting, do so quietly. <i>Remember sometimes there is a lead facilitator</i>
Backup: If one facilitator becomes overwhelmed, ill, injured or is called away for an emergency, the meeting can continue with the other facilitator(s).	Don't trade off too often: It is important that the group have a sense of stability and continuity during the meeting. Changing facilitators too often can be confusing, especially if their styles are very different. If you are a member of the group, resist the temptation to jump out of the facilitator's role to participate in the discussion.
Build confidence: Working with a more experienced facilitator, watching how they work and participating what you can do to make her job easier is a good way to gain confidence, especially in potentially intimidating situations, such as large or conflictive meetings.	Never publicly criticise or argue with your co-facilitator during a facilitation session: This behaviour will only serve to damage your relationship and lose the trust of the group. If necessary, talk to the facilitator or a break or quietly ask them to take a break, so you can discuss an issue.
One Leader for communications: To simplify communications, designate one person as the contact person	
Clarify Roles/Tasks: Co-facilitators should meet well before the meeting to plan how they will work together. Who will facilitate first? What tasks will the others perform when not facilitating? How often will we exchange roles? What unobtrusive signals will we use to communicate our needs to each other during the meeting?	
Post Meeting Evaluation: Get together after the meeting to discuss what went well and what could be improved in the future.	

Take away from today...

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SWOT and other information gathering models

Working with Complicated / Complex Issues
(Edward De Bono's six thinking hats method)

Co-facilitation

