Strategies For Fantastically Flexible Facilitation

Hope I. Hills, Ph.D, BCC
RBADD
October 18, 2016

CIRCLE consulting group
leading from the inside out

Objectives

- Know the difference between a team and a workgroup.
- Understand what facilitation encompasses and its three principles.
- Know the steps to facilitating a successful meeting.
- The TWIST: Apply the

Interpersonal Flexibility Circle

CIRCLE consulting group
leading from the inside out

31
hours

is the amount of time professionals lose each month in unproductive meetings!

CIRCLE consulting group
leading from the inside out

EXERCISE 1

- Use the circle with no titles around the outside. You will be using two of them. *For each of these "maps" you will be squaring the facilitator and circling yourself. You can have words with NO marks, one or the other, or both.*
- 1. Think of the most difficult, frustrating, negative, stuck meeting where you were a participant and someone else was the facilitator. Map it.
- 2. Now think of a GREAT meeting that had great outcomes where you were a participant. Do the same thing. (Using a separate circle)

Climate/Environment

- Sets the general tone for participation
- Issues considered:
  - Comfort
  - Safety
  - Power

  - ***Did the first facilitator set the tone for safety and engagement? Did the second? What did they do differently?***

CIRCLE consulting group
leading from the inside out

Logistics/Room Arrangement

- Provide for:
  - Comfortable seating
  - Places to hang charts
  - Refreshments
  - Audio Visual equipment
  - Etc.

  - ***Was there a difference in these arrangements between the two?***

CIRCLE consulting group
leading from the inside out

Ground Rules

- May be referred to as the “Rules of Engagement”
- Common rules include:
  - One person speaks at a time
  - Raise your hand to be recognized/speak
  - Listen to the person currently talking
  - No mocking, ad hominem attacks, etc.
  - Be on time
  - Respect other team members
  - ***Did the first facilitator take the time to make sure that ground rules were set and that everyone agreed?***

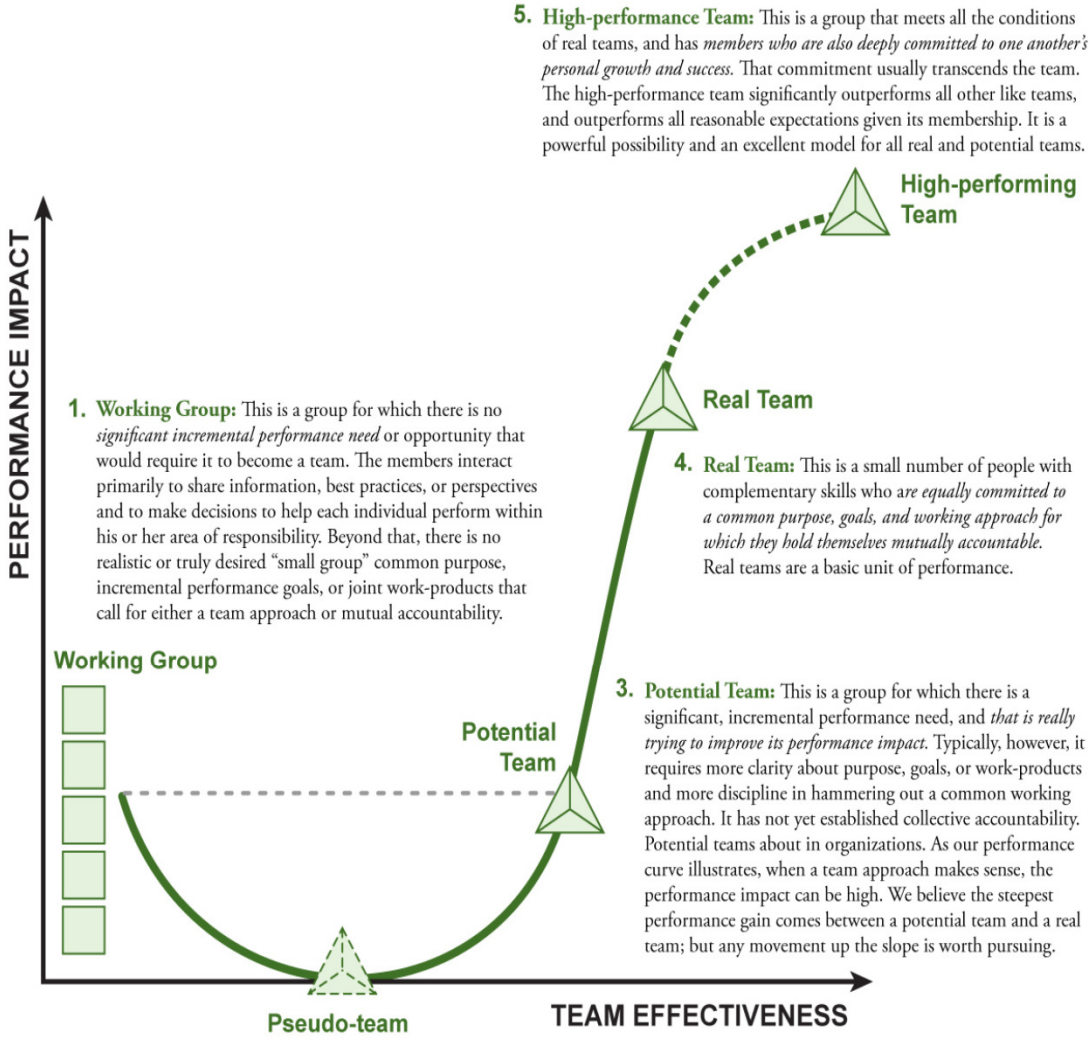
CIRCLE consulting group
leading from the inside out

Facilitation

- Used to ensure successful meetings
  - Works with group processes to ensure meetings are well-run and reach successful consensus
    - Group Processes are a system of behaviors that occur within any social group
- Reaches its most effective form when utilized with high performance teams
  - "[A] small number of people with complementary skills who are committed to a common purpose, performance goals and approach for which they hold themselves mutually accountable."*

CIRCLE consulting group
leading from the inside out

*Source: *The Wisdom of Teams* by Jon R. Katzenbach and Douglas K. Smith



Wisdom of Teams, Creating the High-Performance Organization John R. Katzenbach and Douglas K. Smith

CIRCLE consulting group
leading from the inside out

AGREEMENTS

***Team Name*_____**

***Date*_____**

REAL TEAM: This is a small number of people with complementary skills who are equally committed to a common purpose, goals, and working approach for which they hold themselves mutually accountable.

HIGH PERFORMING TEAM: A group that meets all the conditions of a real team and has members who are also deeply committed to one another's personal growth and success.

AGREEMENT TO BECOME_____

Key Issues:
COMMON PURPOSE:

COMMON GOALS:

WORKING APPROACH:

HOW TO HOLD OURSELVES ACCOUNTABLE and SERVE EACH OTHER:

Signatures:

The Three Principles of Facilitation

1. The facilitator is there to move the process along, not to be the center of attention. The facilitator does not offer opinions, but draws out others.

2. The facilitator focuses on *how* people participate, not on the material of the meeting.

3. The facilitator is a *neutral* party.

CIRCLE consulting group
leading from the inside out

Flexibility is the Key to Leadership

Good leaders are a healthy blend of principle and flexibility. There is power in being principled -- a clear symmetry of structure, consistency and unwavering values. There is also power in being flexible -- open, adaptable and resilient.

The paradox is that you need both to create true, sustainable power.

-Dr. Dusty Staub

Power is not being dominant. Power is getting the outcomes you want.

--Dr. Hope Hills

CIRCLE consulting group
leading from the inside out

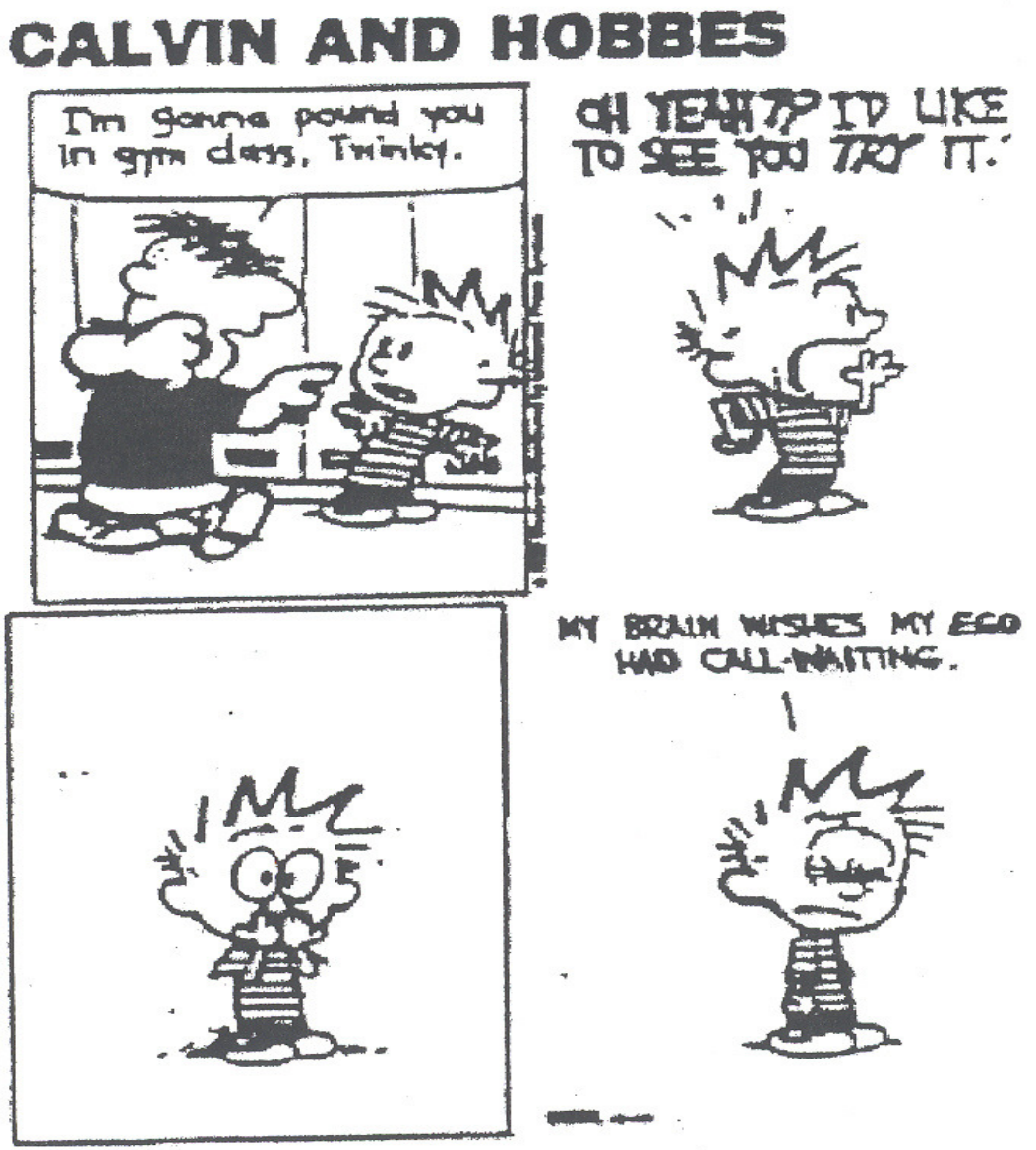
Real Power

Getting the outcomes you want in your business and personal life.

- *Using the Interpersonal Flexibility Circle enables you to develop "strategic self awareness"*
- *Understanding and using the model will help you to be more INTENTIONAL and less AUTOMATIC.*
- *You will be able to get unstuck and unhooked from old interpersonal patterns* ***with BIG BRIGHT BUTTONS for Everyone to PUSH!!***

CIRCLE consulting group
leading from the inside out

Live from *CHOICE*, Not **Habit**



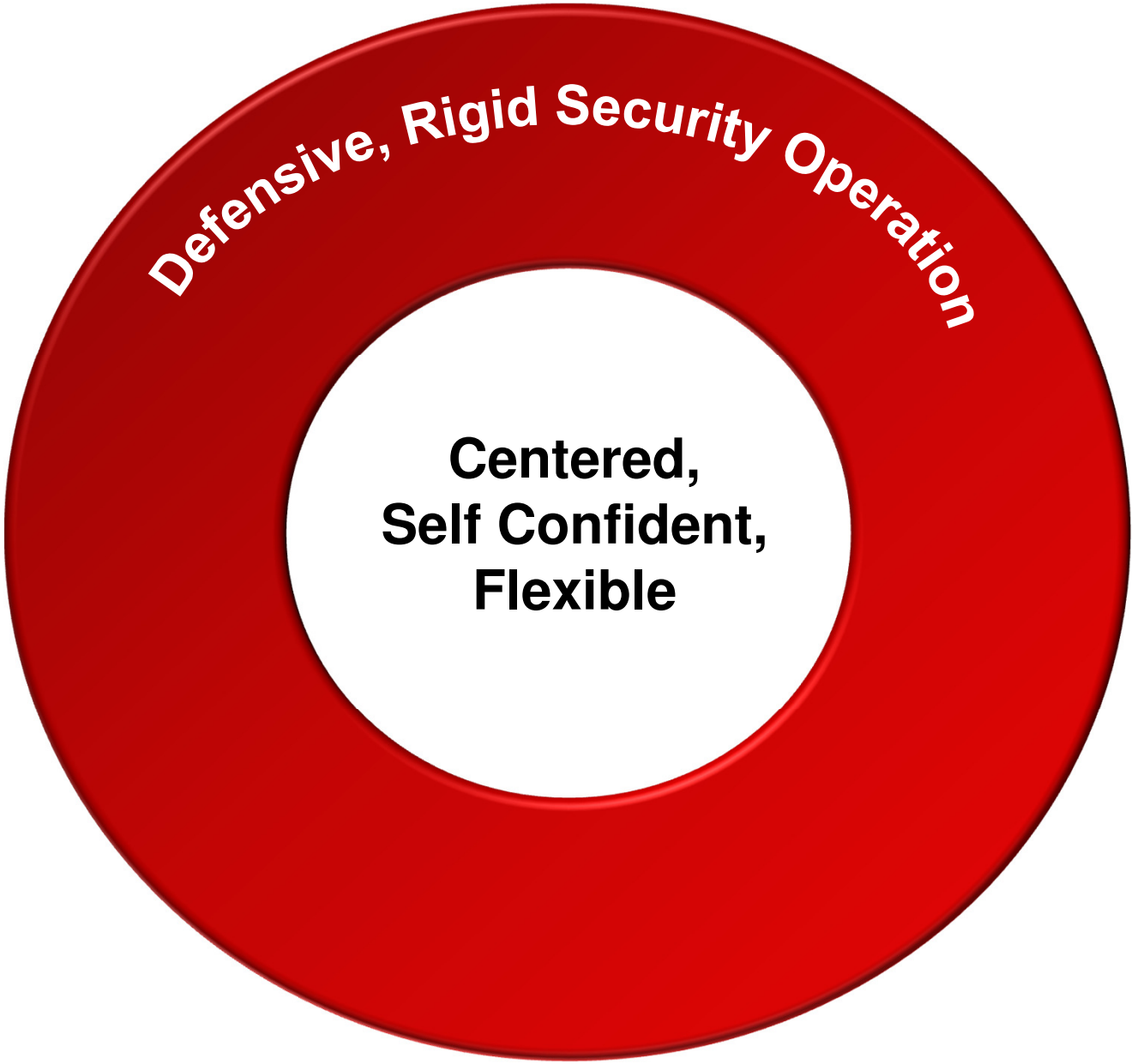
Leadership = Interpersonal behavior

- ***A leader is not great because of who they are or what they know, but rather because of what people become in their presence. ~Author Unknown***
- *Our purpose is to become more aware and strategic about how we effect others and how they effect us to be better leaders/ facilitators.*
- *We can then create healthy organizations/ teams where people can thrive.*

Exercise 2

- Use one of the circles you were given that has no titles around the outside.
- Draw **circles** around all the words that apply to you when you feel confident, at peace, strong and engaged with life.
- Draw **squares** around all the words that apply to you when you feel anxious, unsure of yourself, and defensive.
- **Notice the two patterns. In the next few minutes we will see how these patterns work in our lives.**

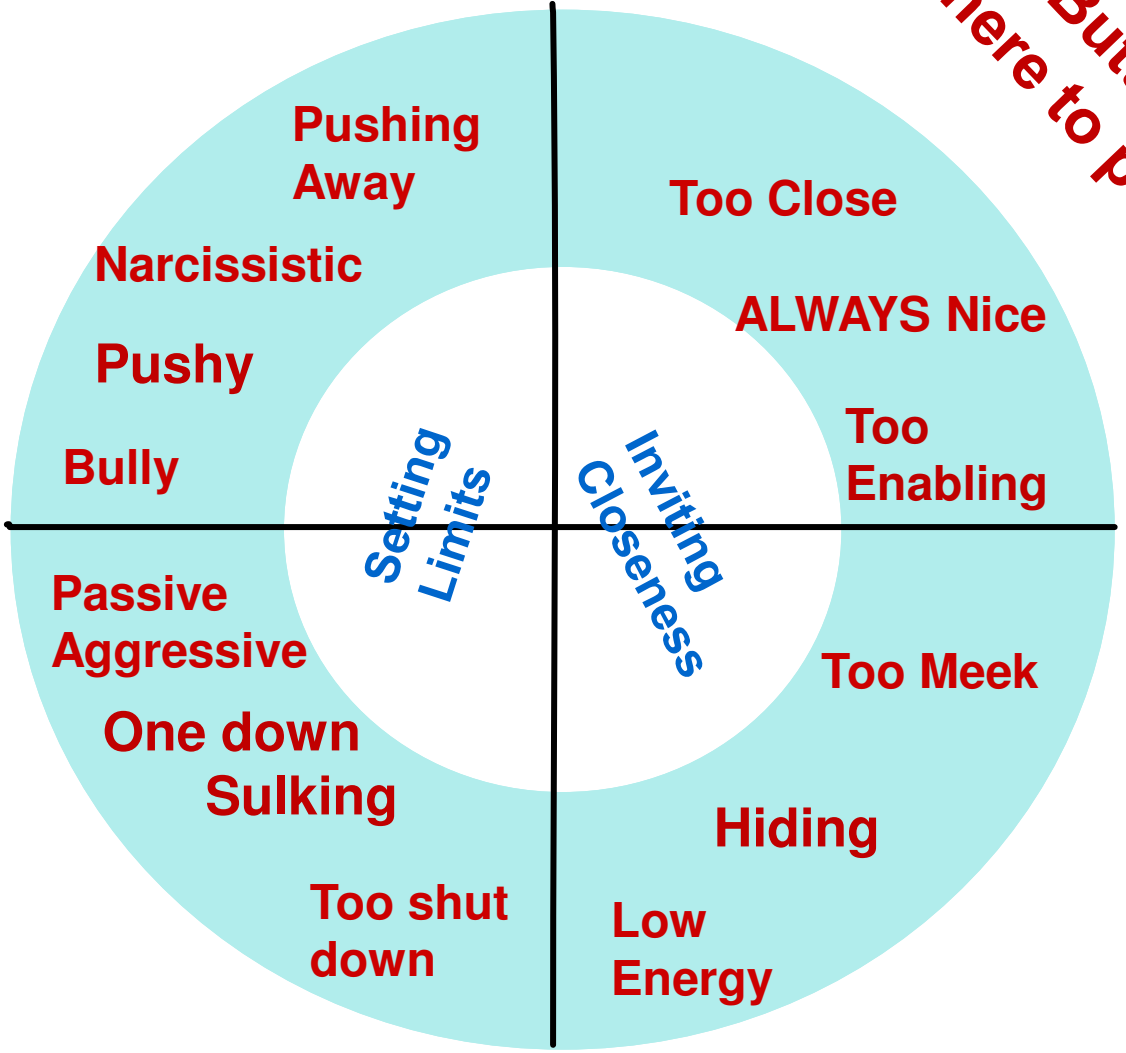
Now look at all three of the circles you have mapped as we look at what it all means.



FOUR (2X2) INTENSITY LEVELS

CIRCLE consulting group
leading from the inside out

INTENSITY LEVELS
OUTSIDE- Defensive

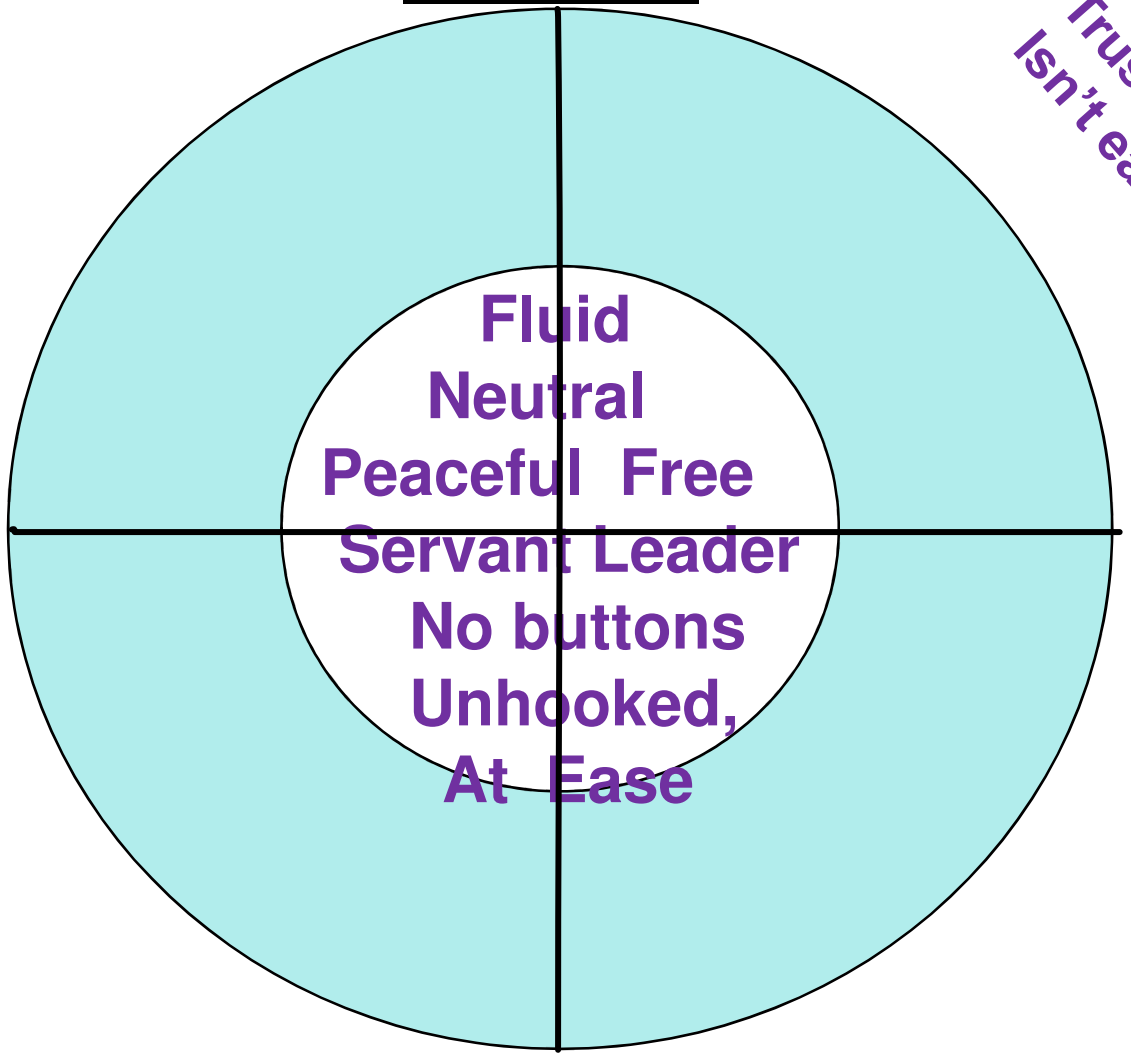


Hostile
Cold
Closed

Friendly
Warm
Open

OUTER Circles
Hot Buttons-people know where to push, HOOKED

INTENSITY LEVELS
Inside, Healthy Defenses

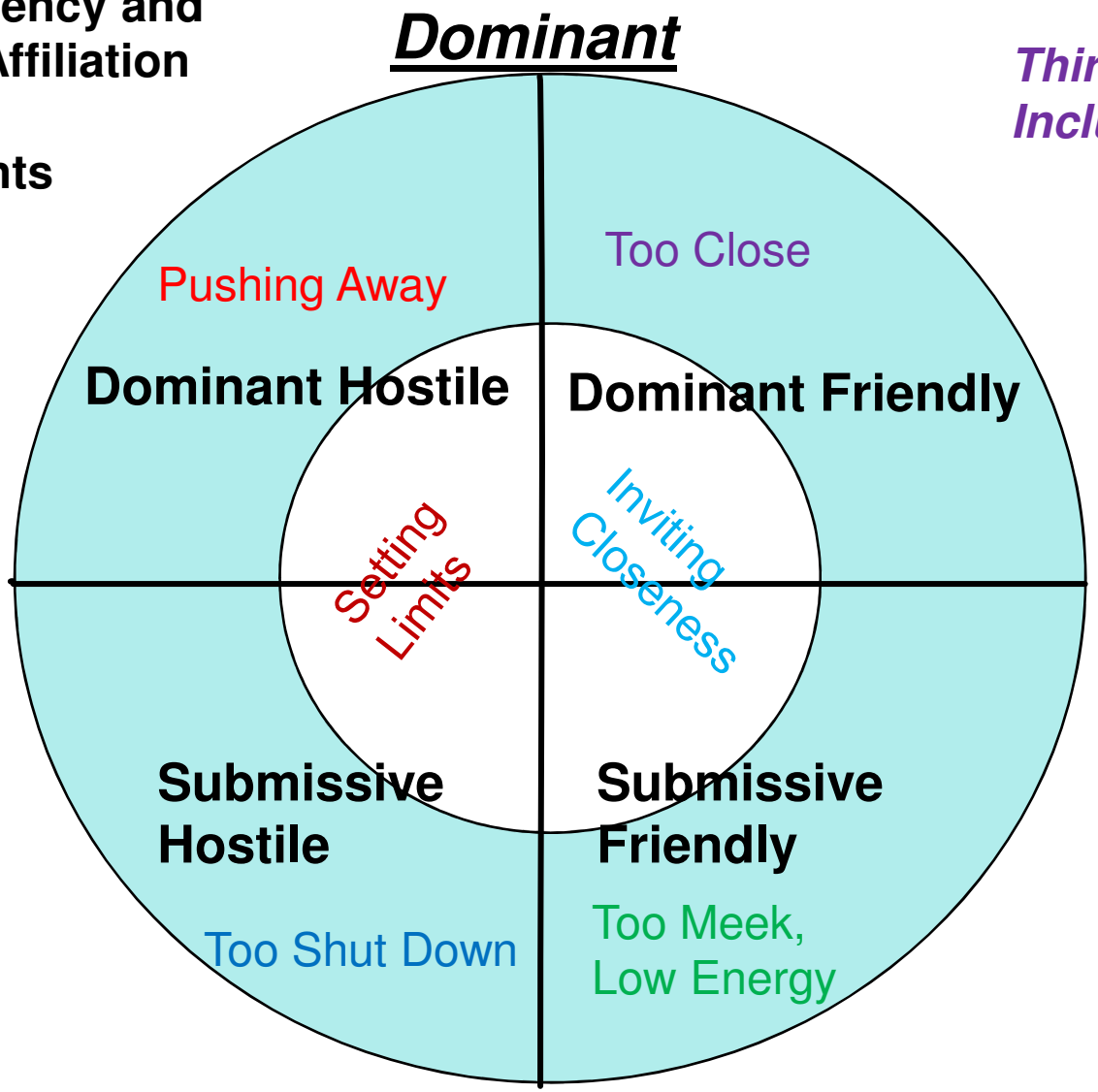


INNER Circles
Flexible,
Trusting Of Self, Spirit,
Isn't easily manipulated

CIRCLE consulting group
leading from the inside out

TWO Dynamics:
Control or Agency and
Affection or Affiliation

Four Quadrants



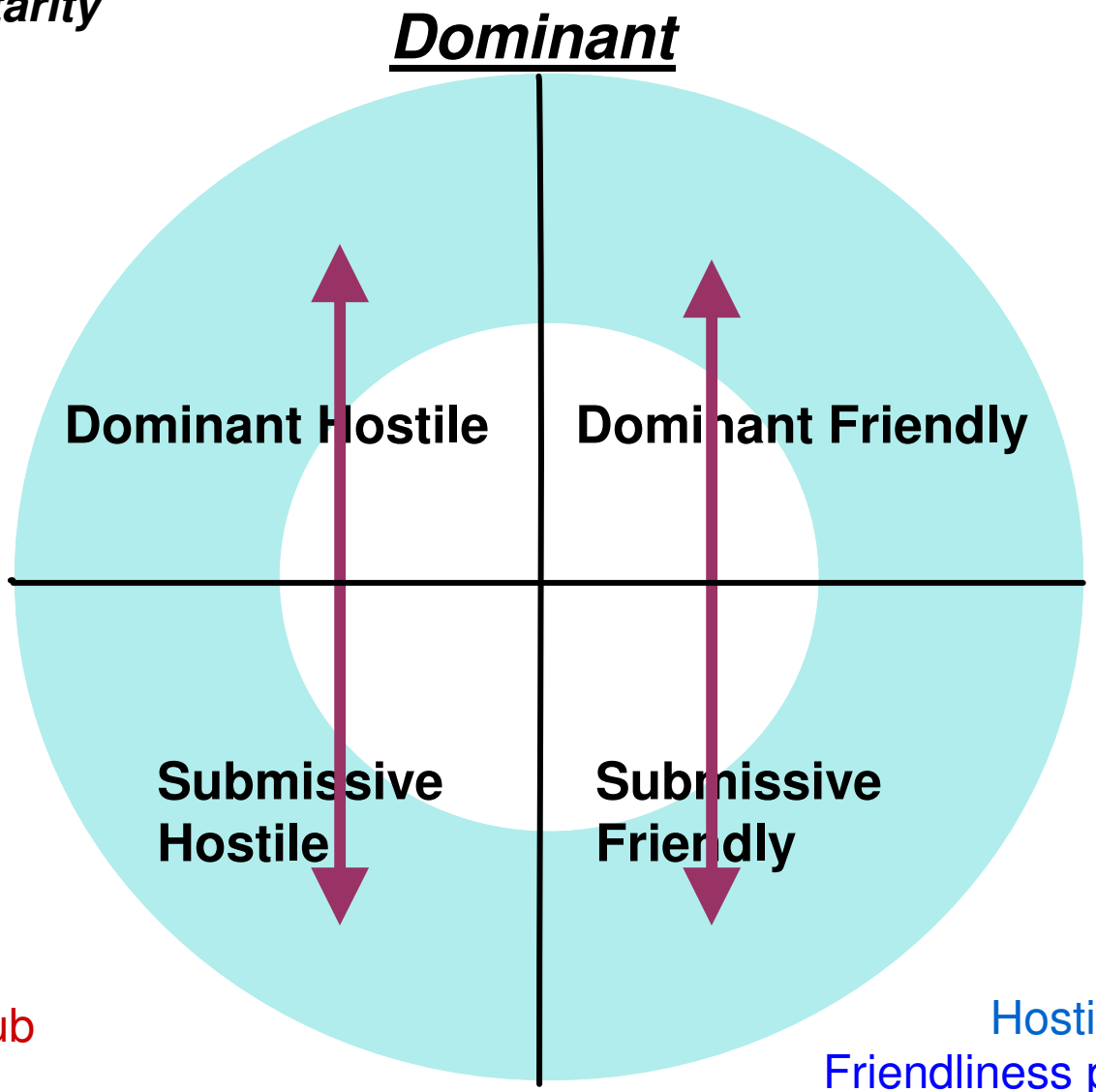
Third dimension: Inclusion

Hostile
Cold
Closed

Friendly
Warm,
Open

CIRCLE consulting group
leading from the inside out

Automatic Response
Complementarity



Dom ◄► Sub

Hostility pulls Hostility
Friendliness pulls Friendliness

CIRCLE consulting group
leading from the inside out

Dominance Pulls/ Evokes Submission

and

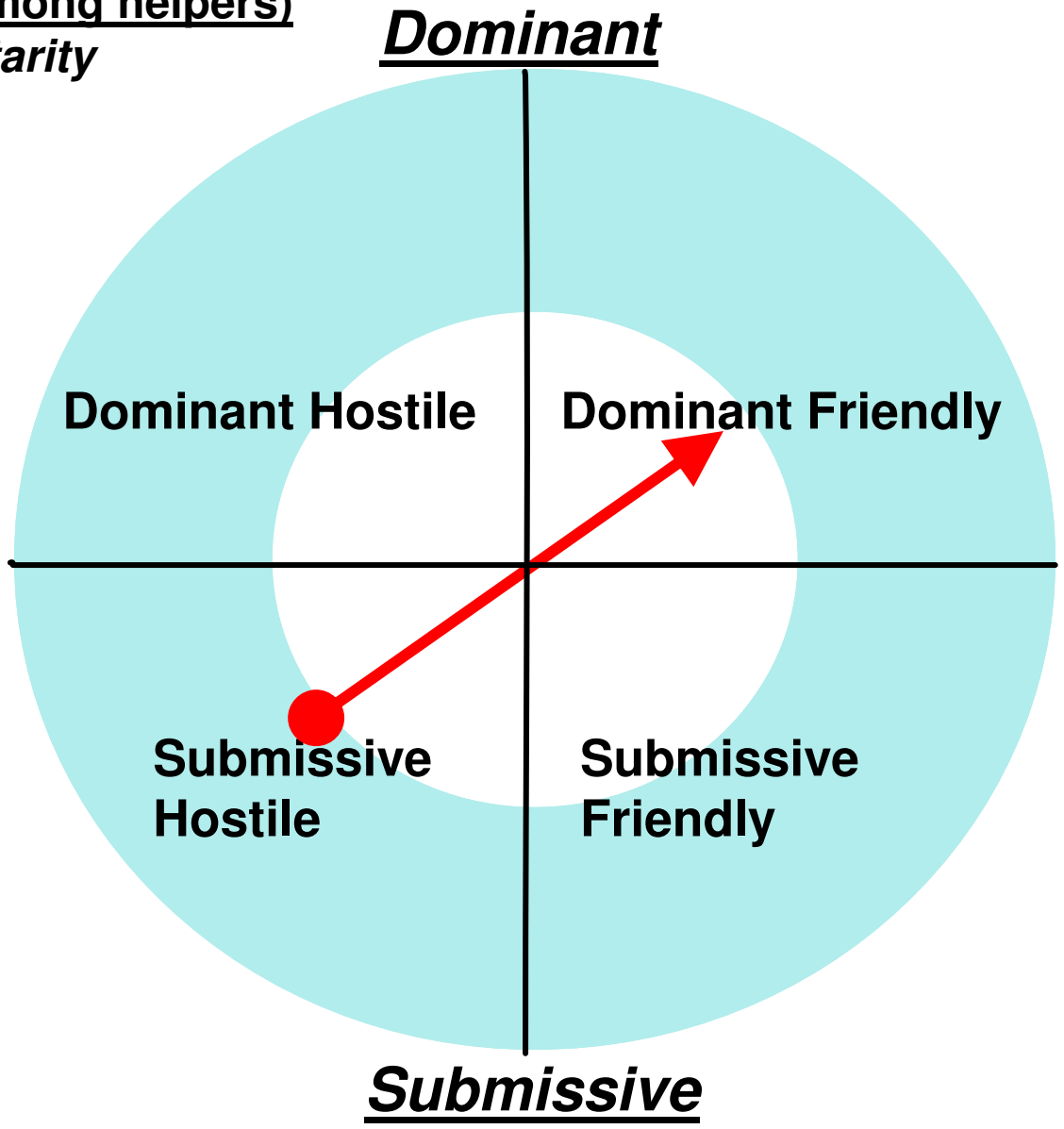
Just as Powerfully

Submission Pulls/ Evokes Dominance

POWER is NOT being Dominant

Power is getting the outcome you want.

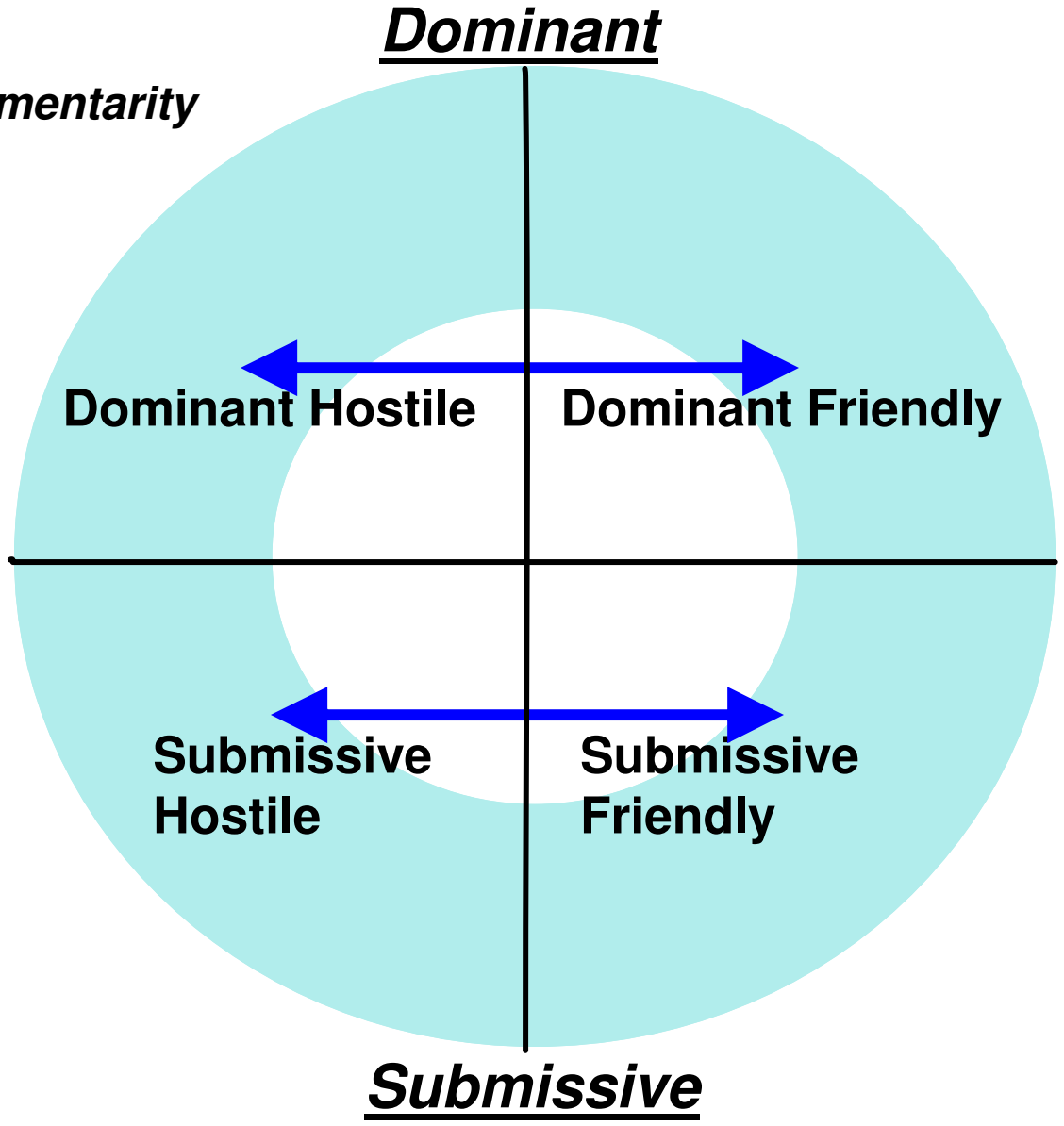
Another automatic, common pattern (especially among helpers)
Acomplimentarity



CIRCLE consulting group
leading from the inside out

Choiceful/ Change Response

Anticomplementarity



CIRCLE consulting group
leading from the inside out

Exercise 3

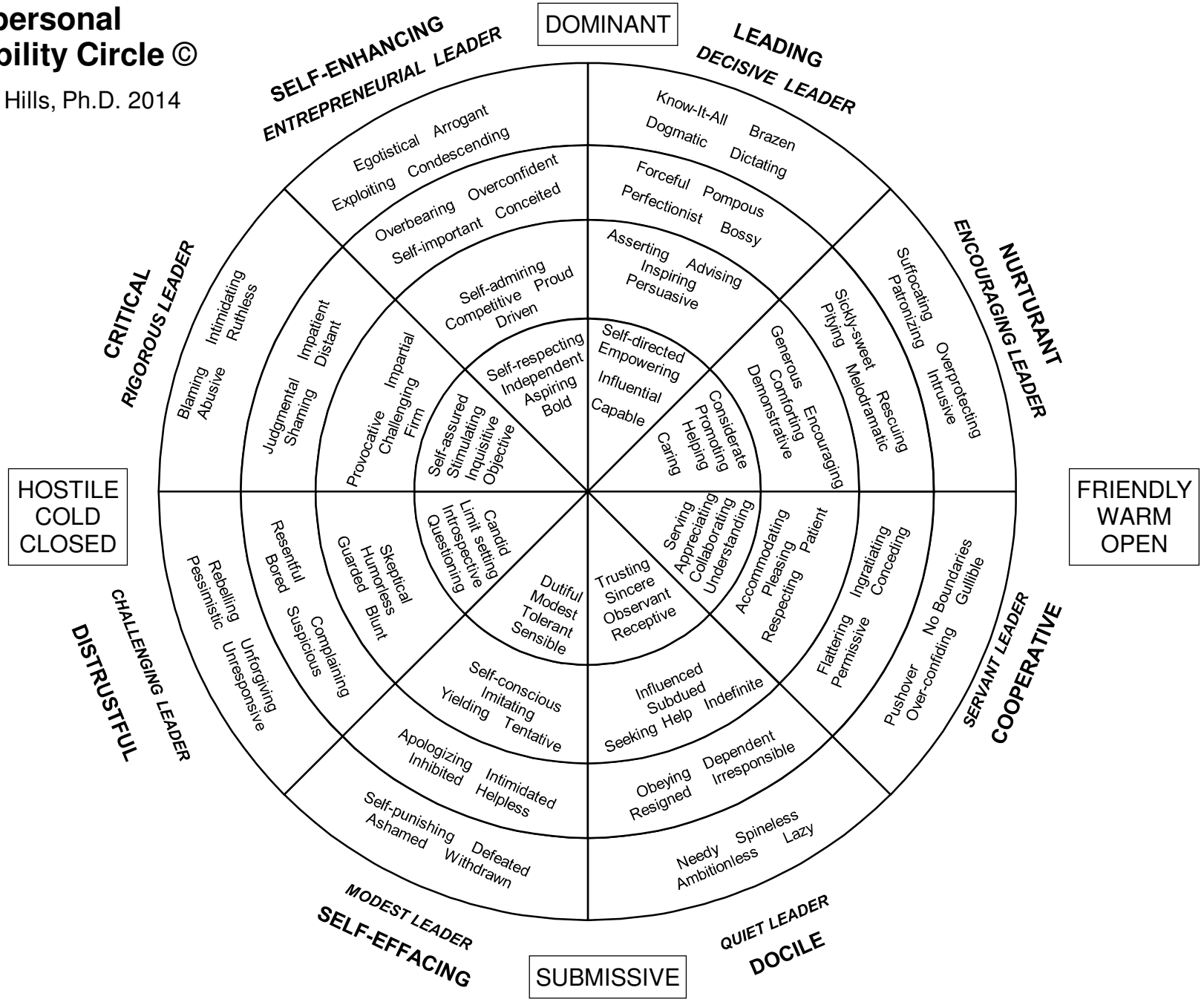
Work with 2-3 people around you.

1. Checking the Three Principles of Facilitation……what do you see going on in the two examples you have.
2. What outcomes did the team want? Did they match the facilitator's?
3. Look at the Intensity Circles. Where were you and the facilitator in each?
4. Where could you go to change the dynamic in the meeting?
5. One person share what your team saw.

Where are each of these tips on the circle?

Interpersonal Flexibility Circle ©

Hope I. Hills, Ph.D. 2014

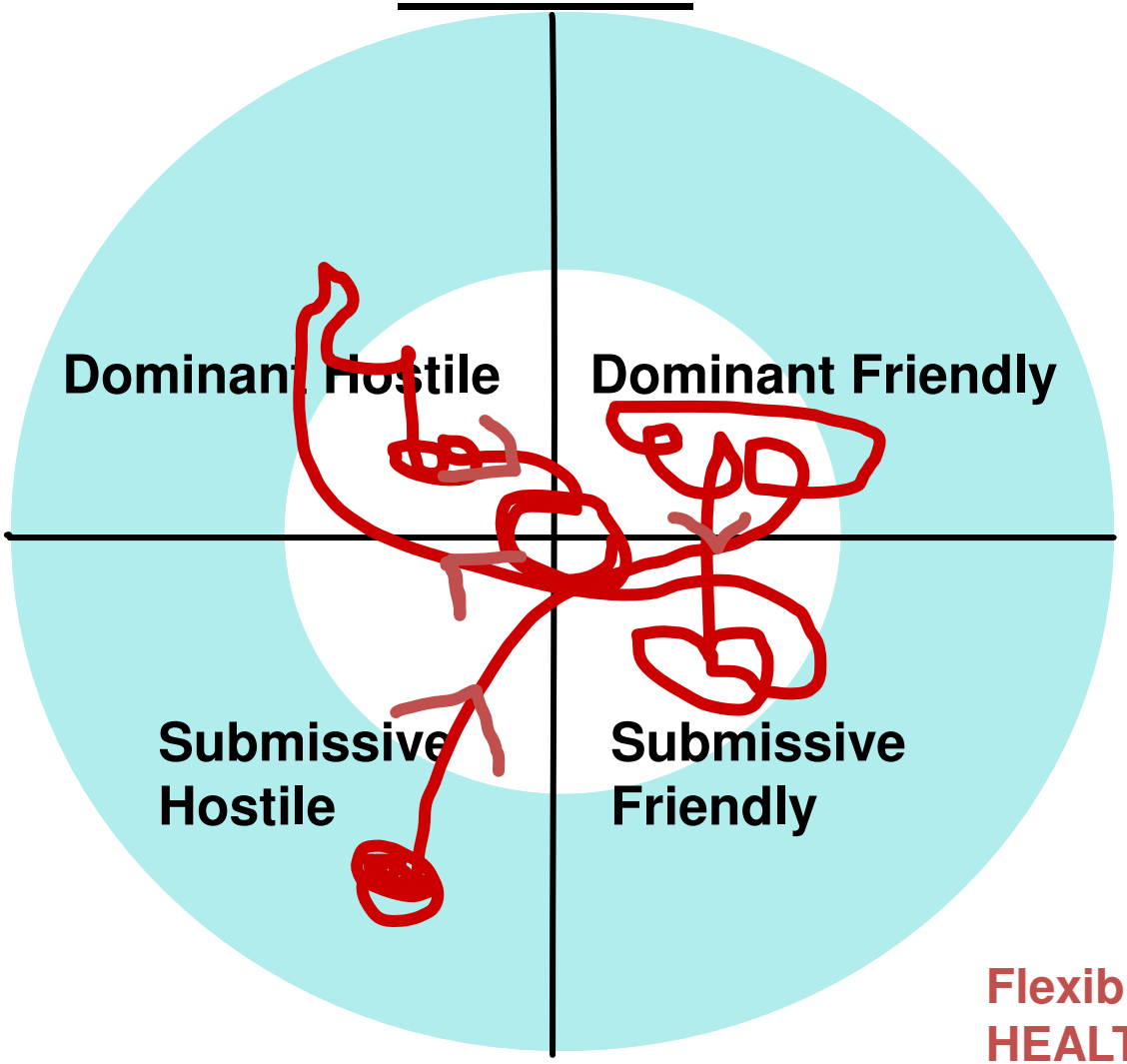


Unsaved Document / 4/25/2011 / 13:49

Be FLEXIBLE. Move all the way around the circle. It is easier from the center.

Dominant

Hostile
Cold
Closed



Friendly
Warm
Open

Submissive

Flexibility is the HEALTHY response. DANCE!!!!

CIRCLE consulting group
leading from the inside out

Benefits/ Outcomes

Understanding the circle helps us to become *scientists* of our own and other's behavior.

An Interpersonal GPS to guide us through the land mines.

We will then be able to:

1. Take a breath
2. Assess where we are
3. Assess where the other person is
4. Choose our outcome
5. Go to where that outcome becomes more probable.

CIRCLE consulting group
leading from the inside out

This has been a brief outline of the IFC.

In your businesses, the *Interpersonal Flexibility Circle*

can provide a leadership template, a central organizing model for all managers and leaders, as it explains why other leadership models work!

It can help to eliminate the "model of the month" and create a *common language of leadership*.

Come and talk with me about your personal leadership or learn about how it can be used in your company at the the Circle Consulting Group Table.

CIRCLE consulting group
leading from the inside out

If you would like a copy of this power point:

- E-mail me with your:
  - Name
  - Company
  - E-mail Address
  - Phone
- Hope I. Hills, Ph.D. BCC
- hope@circleconsultinggroup.com
- *I will send one to everyone who has left a card at my table.*

CIRCLE consulting group
leading from the inside out

Have a great time being

Fantastically Flexible Facilitators!!

Happy Halloween!!

Thanks, Hope