Strategies For Fantastically Flexible Facilitation

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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*
31 hours is the amount of time professionals lose each month in unproductive meetings!
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?
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?
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?
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.”*

*Source: *The Wisdom of Teams* by Jon R. Katzenbach and Douglas K. Smith
5. **High-performance Team**: This is a group that meets all the conditions of real teams, and has members who are also deeply committed to one another's personal growth and success. That commitment usually transcends the team. The high-performance team significantly outperforms all other like teams, and outperforms all reasonable expectations given its membership. It is a powerful possibility and an excellent model for all real and potential teams.

3. **Potential Team**: This is a group for which there is a significant, incremental performance need, and that is really trying to improve its performance impact. Typically, however, it requires more clarity about purpose, goals, or work-products and more discipline in hammering out a common working approach. It has not yet established collective accountability. Potential teams about in organizations. As our performance curve illustrates, when a team approach makes sense, the performance impact can be high. We believe the steepest performance gain comes between a potential team and a real team; but any movement up the slope is worth pursuing.

2. **Pseudo-team**: This is a group for which there could be a significant, incremental performance need or opportunity, but it has not focused on collective performance and is not really trying to achieve it. It has no interest in shaping a common purpose or set of performance goals, even though it may call itself a team. Pseudo-teams are often the weakest of all groups in terms of performance impact. They almost always contribute less to company performance goals than working groups because their interactions detract from each member's individual performance without delivering any joint benefit. In pseudo-teams, the sum of the whole is less than the potential of the individual parts.

1. **Working Group**: This is a group for which there is no significant incremental performance need or opportunity that would require it to become a team. The members interact primarily to share information, best practices, or perspectives and to make decisions to help each individual perform within his or her area of responsibility. Beyond that, there is no realistic or truly desired "small group" common purpose, incremental performance goals, or joint work-products that call for either a team approach or mutual accountability.

4. **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. Real teams are a basic unit of performance.
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.
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
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!!
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.
Defensive, Rigid Security Operation

Centered, Self Confident, Flexible

FOUR (2X2) INTENSITY LEVELS
INTENSITY LEVELS
Inside, Healthy Defenses

Dominant

Fluid
Neutral
Peaceful Free
Servant Leader
No buttons Unhooked, At Ease

Submissive

Hostile Cold Closed

Friendly Warm, Open

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

Hostile

Cold

Closed

Submissive

Hostile

Too Shut Down

Dominant Hostile

 Dominant Friendly

Setting Limits

Too Close

Inviting Closeness

Submissive Friendly

Friendly

Warm, Open

Third dimension: Inclusion

TWO Dynamics:
Control or Agency and
Affection or Affiliation

Four Quadrants
Automatic Response
Complementarity

Dominant

Hostile
Cold
Closed

Friendly
Warm
Open

Dom ⇔ Sub

Submissive Hostile
Submissive Friendly

Hostility pulls Hostility
Friendliness pulls Friendliness
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
Dominant

Submissive

Hostile Hostile

Friendly Friendly

Hostile

Cold

Closed

Friendly

Warm

Open

Choiceful/ Change Response

Anticomplementarity
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?

- Use First names
- Define the role of a facilitator
- Encourage people to speak and express themselves
- Use Visuals
- Make Eye contact
- Trust the wisdom of each participant
- Use Humour
- Give Positive feedback
- Respect the differences in opinions
Be FLEXIBLE. Move all the way around the circle. It is easier from the center.

DANCE!!!!
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.
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 Circle Consulting Group Table.
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.*
Have a great time being Fantastically Flexible Facilitators!!
Happy Halloween!!
Thanks, Hope