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| The Facilitation Process | |
| Ground Rules for Participants   * Respect   + Everyone’s view is equally valid   + One person to speak at a time without interruption   + Values each other’s time – don’t be late   + Pay attention and don’t allow distractions such as mobile devices * Participation   + Only you can speak for you – so be heard   + Share your reasoning so that others may understand * Safety   + What is said in the session is said in confidence unless the group agrees otherwise   + Attack the issue not the person   + We support and respect disagreement | Preparation Questions   * What is the purpose of the session? * What needs to be produced from the session? * Who will be the participants? * What are the probable issues that will arise? * What is the process to follow? |
| When starting a session, state…   1. The purpose of the session 2. What process will be followed. This includes how decisions will be made and how participants will be expected to contribute 3. What the agenda is (there may be a number of points or sub points that need to be covered) 4. How issues that are not part of the discussion will be dealt with (e.g. a parking lot) [this still validates the contribution] 5. Timeframe for the session |
| Rules for Effective Facilitation   * Test assumptions and inferences. * Share all relevant information. * Use specific examples, and agree on what important words mean. * Explain your reasoning and intent. * Focus on interests, not positions. * Combine advocacy and inquiry. * Jointly design steps and ways to test disagreements. * Discuss undiscussable issues. * Use a decision-making rule that generates the level of commitment needed | Getting Groups to make decisions   * Identify the decision that needs to be made   + What is driving the decision?   + Why does this decision need to be made? * Gather Information   + What is relevant/irrelevant?   + What information is needed to make an 'informed' decision?   + Who or what can provide the information? * Identify Alternatives   + What options do you have?   + Use a creative process to generate options * Evaluate Alternatives   + Establish criteria to evaluate alternatives   + Consider: feasibility, acceptability and desirability   + Rank / prioritise alternatives * Select and evaluate in detail the preferred alternative(s)   + What are the risks?   + What adverse consequences could be created? * Take Action   + Develop a plan   + Commit resources   + Establish commitment |
| De Bono’s Six Thinking Hats  White - Focus on facts available. No assumptions or judgements.  Black - Focus on flaws, weaknesses and cons. Negative judgements.  Yellow - Focus on benefits and opportunities. Positive judgements.  Red - Focus on instinctive or ‘gut’ reaction. No justification given.  Green - Focus on alternatives and possibilities. Provocation of ideas.  Blue - Focus on how the above process is progressing. |
| Diagnosing and Intervening   * Observe behaviour * Infer meaning * Decide whether, how and why to intervene * Describe behaviour and test for different views * Share your inference and test for different views * Help the group decide whether to change its behaviour   The Power of the Pen   * Write first, discuss second * Write what was said, not what you hear |