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Structure

The purpose of Facilitation services is to help people adopt cultural improvements in their organization by creating a high yield learning environment.

A. Accountability for Facilitation Services

The following descriptions apply to all facilitation projects. In some cases, the Sponsor and Client may be the same person. These individuals constitute the project principals.

1. Sponsor. A Sponsor is the single individual, within the organization, who can discontinue the improvement project even when the client wants it to continue. The sponsor is not normally involved in the improvement project directly, or in the formulation of agreements. He/She is not usually privy to raw data and information concerning the client or client system. In some cases, the sponsor will delegate day to day oversight to someone in the organization. It is recommended that any delegation be to the organization development or human resource manager (by any other title).

2. Client. A Client is the individual in authority at the head of the organization within which the improvement project is contained. The client is the only individual within the organization with whom a written agreement (contractual or otherwise) is necessary.

3. Client Lead. The Client Lead Role of the Consultant Team is the consultant or facilitator at the head of a direct project improvement team and is accountable to the client. The Lead is also responsible to a consulting/facilitation hierarchy.

4. Facilitation Team Lead. An organization's facilitators will self-organize into a team with one trained facilitator as the Team Lead. This individual is responsible for all operations of the facilitation team. Attachment 4.1.3 offers additional guidance on the assignment of specific facilitation team responsibilities and duties.

5. Event Lead. The Event Lead is the facilitator responsible to the client or Team Lead for achieving the outcomes of specific events assigned. Everything that happens surrounding an event is within the decision-making prerogatives established by the Event Lead. See Book 4 - Tab 3, Event Production for additional information.

B. Foundational Links

This facilitation literature is predicated on two general foundational disciplines developed by Leadagement Technologies, Inc.

1. Organization Change System (OCS). The OCS is an interactive set of ten stages that, working together, accelerate the implementation of change such that capacity is enhanced. Each of the ten elements has several components that, when considered collectively, contribute to its effectiveness. The engagement of all components in each element improves the likelihood of early and continued success. *CapacityWare™* software is used to help manage the System to assure that all elements are engaged and doing as they were designed to do.

2. CapacityWare™ (CW). *CapacityWare™* is an integrated measurement tool that connects individual Work Style Preference Inventories with organizational symptoms. CW also establishes priorities and action items for continuous cultural improvement.

C. Event Team Composition

Intervening in an organization culture takes enormous preparation and support from a team of people dedicated to the best interests of the organization. A single individual cannot undertake this degree of complexity alone. The Consultant Team is an external group of three to five people who work with the internal facilitators to assist the organization in the improvement effort.

Facilitating a group requires the attention of two members at all times, unless the group size exceeds 30 (an additional team member should be added for each ten people above 30 participants) or falls below 6, in which case a single individual may suffice. The Team Facilitators are people from within the organization who have volunteered to be change agents.

A Team (normally an Event Team) will consist of individuals who fill the following roles and complete the responsibilities listed for those roles:

1. Team Lead. The Team Lead engages members of the organization. During group work, the Lead is the primary one to engage the group members. The Lead is the primary authority on the process track on which an event will run.

2. Team Anchor. The Team Anchor records group sessions, transcribes charts, and attends to organization care during interim periods. The Anchor also pays close attention to the participants to make sure that everyone is ‘getting it’ – if there is confusion, the Anchor should step in to offer more clarification on the topic.

3. Team Support. The Team Support tends to the facility and is an extra resource for the Lead and Anchor. The Support is also the caretaker of the literature and equipment.

4. Team Participants. Anyone who attends an event becomes part of the Team, as a participant. Only when roles are understood will participants play the role expected of them. Establishing a role for the participant early-on helps to clarify what part they are expected to fulfill in the learning experience. For example, if they believe their role to be a student (like the student they were in high school) they may not have the same commitment as the adult

learner going to night school attempting to qualify for a promotion. Some of the Participant Role responsibilities are listed follow.

a. Participate. Through high involvement, participants become part of the process, rather than just the end user of it. Through participation, learners reinforce what they know, and are able to share their experiences with others that need the benefit of practical application examples. As participants ask questions, they get clarity around specific situations providing for deeper understanding and easier application.

b. Be Receptive. Being open to new possibilities is a critical task for the learner. A closed mind will learn little if anything. Being receptive to inquiry is an imperative. Some of the barriers to receptivity are:

- ? **Value sets.** When people value different things trust issues arise, barriers go up.
- ? **Operating rules.** When engaging in a new process one hesitates, withholds before the “rules of the game” are established.
- ? **Confusing/overlapping roles.** When people are uncertain about an event they may not know what part to play, especially if they have conflicting interests.
- ? **Desire for group membership.** When new ideas are introduced some people resist, holding dear to the steadfast beliefs of their ‘in group.’
- ? **Not-invented-here thinking.** Before credibility is established people are skeptical.

c. Illustrations. As participants are introduced to new material they are expected to offer illustrations of how the new knowledge or skill might have already been applied, or might apply in the future. This illustrative technique will add depth and realism to the learning effort.

d. Get answers to questions. Participants must get answers to their own questions. If a participant has an inquiry and is not satisfied with the response, continuing inquiry is appropriate. If the current peer and facilitative resources are unable to satisfy the question, the participant should continue to pursue the issue beyond the current resources.

D. Types of Facilitation

An early on step in any facilitation project is to clarify the type of facilitation and the roles of those participating. Only when the type of facilitation is matched with the appropriate roles will success be possible.

1. Facilitation Methodology. The four types of Facilitation are discussed further in this manual.

a. Exchanges. An exchange involves a facilitator and one or more other participants in an informal dialog about some facet of a change initiative. In many cases, the dialog will be informal in every respect, notwithstanding the fact that advance preparation may have taken place to improve effectiveness and efficiency. An Exchange is normally characterized by a one-on-one configuration.

b. Process Facilitation. A standard view of processes that can be used to enhance any condition, with an emphasis on the *ProZones* (See Tab 2) created between people involved in the same or ancillary process.

c. Coaching. A facilitator is used to help a designated individual prepare for career improvement or advancement in the organization by learning specific skills needed for that advancement.

d. Group Facilitation. Involves four key roles, listed above, that interact in the group environment to produce high yield group activity and involvement.

e. Cultural Facilitation. Enables facilitators to identify and modify cultural phenomena to yield improvements.

2. Participant Configurations. Within each of the types listed above, there are several participant configurations that mesh with organizational outcomes.

a. Intact Strata. Active participants are from the same or nearly the same hierarchical level in the organization irrespective of department or other boundaries - all managers, all front-line supervisors, all Vice Presidents, etc.

b. Intact Work Group. Active participants all work in the same department or other work group category, but are from different strata - non-supervisor and management personnel are mixed in this group.

c. Organizational Slice. Active participants are from differing strata and work groups. The organizational slice has many advantages over both strata and work group integrity, although it is often more difficult to form initially.