

Facilitation skills

Interreg project management camp
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Katerina Kring, Interact Programme



**Coming together is a
beginning.
Keeping together is
progress.
Working together is
success.**

Henry Ford

Behaviour drivers



Language barrier?

What the British say

- Very interesting ...
- Could you consider some other options?
- You should ...
- With all due respect ...

How it can be understood

- They like it ...
- They are still deciding
- I have a choice ...
- They are listening to me ...

What the British mean

- I don't like it ...
- This is not a good idea ...
- You must ...
- I think you are wrong ...

Adapted from Erin Meyer – Harvard Business Review

Personality styles – Myers Briggs

Extrovert

- Energy from others
- Relates freely with others
- Easily shares thoughts and feelings
- Talks to think

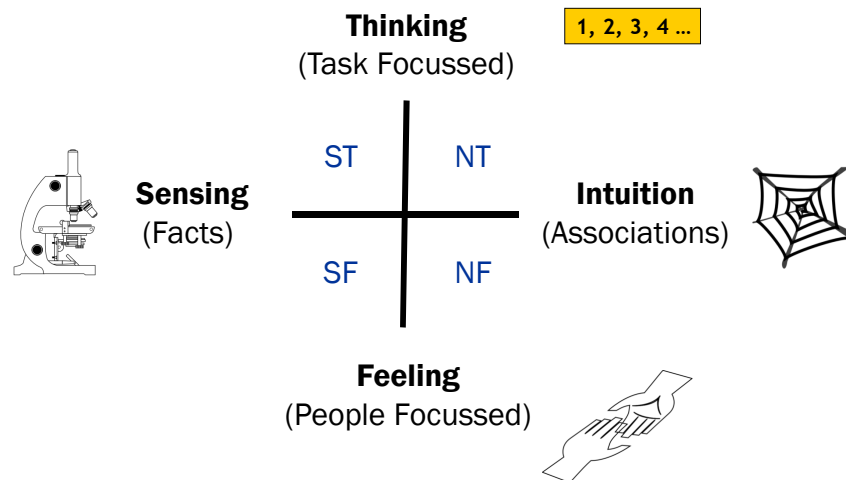


Introvert

- Energy from self
- Relates to others with caution
- Shares thoughts and feelings with trusted people only
- Thinks *then* talks



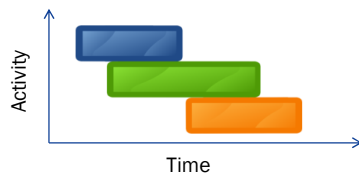
Personality styles – Myers Briggs



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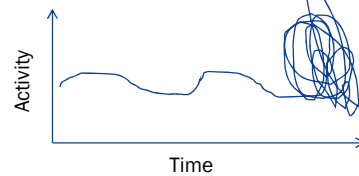
Judging

- Focused on deliverables
- Decides quickly and easily
- Once decided moves quickly to action
- Prefers structure with rules
- Plans ahead



Perceiving

- Relishes options
- Prefers collecting information to making decisions
- Decides slowly and reluctantly
- Flexible and adaptable
- Leaves work to the last minute



Facilitation styles

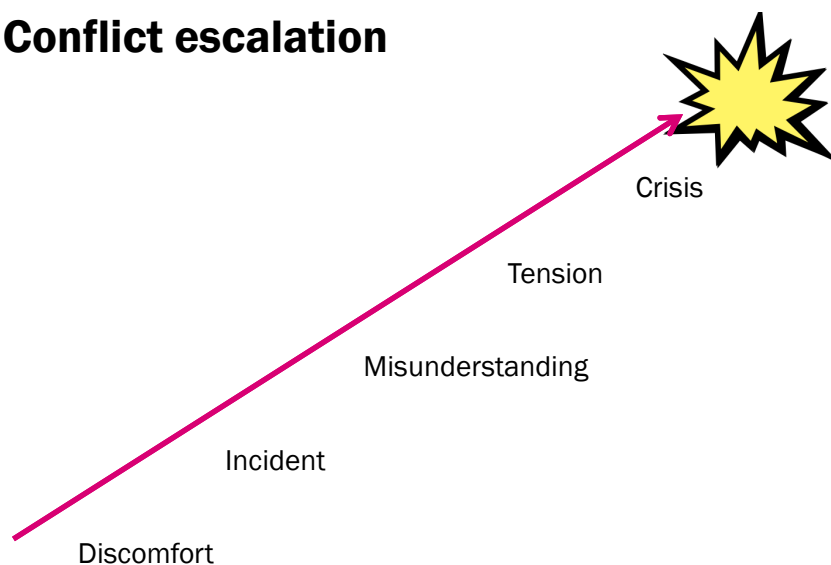


■ Supportive
 ■ Persuasive
 ■ Directive

Assumptions

- Everyone wants to be at the meeting.
- Everyone is clear about the purpose of the meeting.
- People are focused and not distracted.
- People understand and accept the facilitator role.
- There are no political and/or interpersonal factors between participants.
- The facilitator is neutral and cannot intervene – has to put up with all types of behaviour.
- I am experienced and I can just improvise on spot.

Conflict escalation



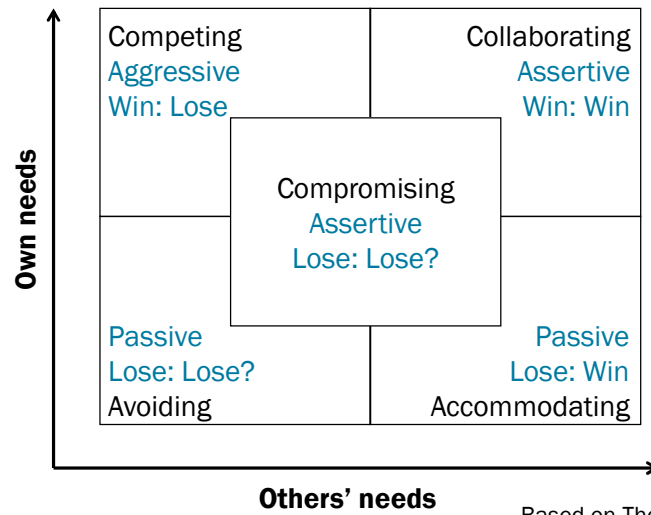


Intervention is any action taken to improve a situation!

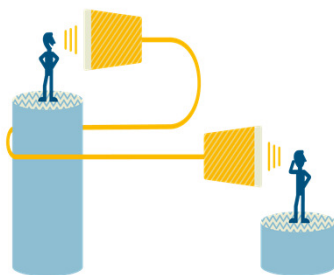
Underlying reasons for conflict

- **M**isunderstanding
“I am not really sure that I listened carefully, but ...”
- **P**erceptions
“I understand your point of view but I disagree.”
- **P**ersonal
“No matter what you say – I don’t like you!”

Reactions to conflict



Interventions occur at the level of:



- **P**ace – Am I going too fast/ too slow?
- **P**ulse – What is the energy like in the room?
- **P**rocess – Is the meeting design working?



Practical work

Recognising and working with group dynamics

- 5 pairs – each pair to pick a situation where intervention is necessary.
- Start with the situation you picked – what does this situation look like?
- After 10 min move to a new situation – propose solutions on how to deal with the situation.

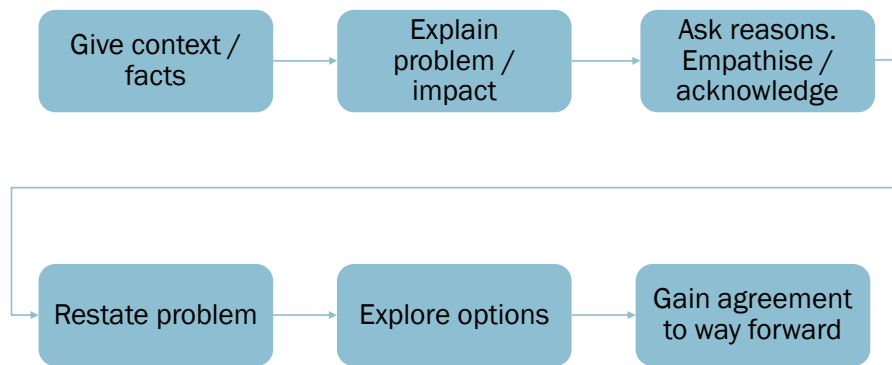
Debrief:

- Pair by pair to summarise the discussions from the flip charts.
- Do you have any specific questions to the group/us?

A 6 step approach to dealing with conflict

1. Breathe / Step back
2. From furious to curious:
Listen to words, tone, body language
3. Respect other person and yourself:
Acknowledge their view (not the same as agreeing)
4. Reflect: Can you defer and get another view?
5. Respond:
If providing constructive criticism, be ready to offer an alternative.
Be willing to be questioned or challenged.
6. Resolve remaining differences:
Define the real problem; break into manageable parts; Generate alternative solutions; agree a way forward.

From constructive criticism to moving forward



A structure for a facilitation session

1. Preparation
2. Working agreement
3. Starting the session
4. Problem analysis
5. Gathering viewpoints
6. Reaching consensus
7. Evaluation/Next steps

Cooperation works

All materials will be available on:

www.interact-eu.net