


# Facilitation Skills

Interreg Project Management Camp  
24-27 January 2017 | St. Julian's, Malta  
 @InteractEU

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## 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

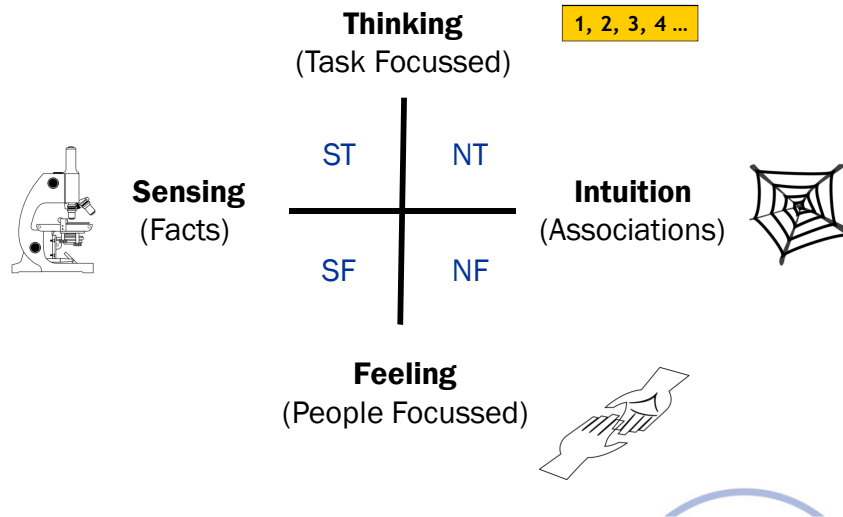


### INTROVERT

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



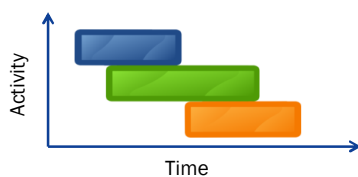
## Personality styles – Myers Briggs



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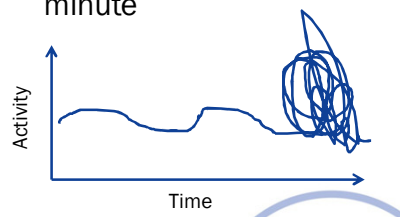
### JUDGING

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

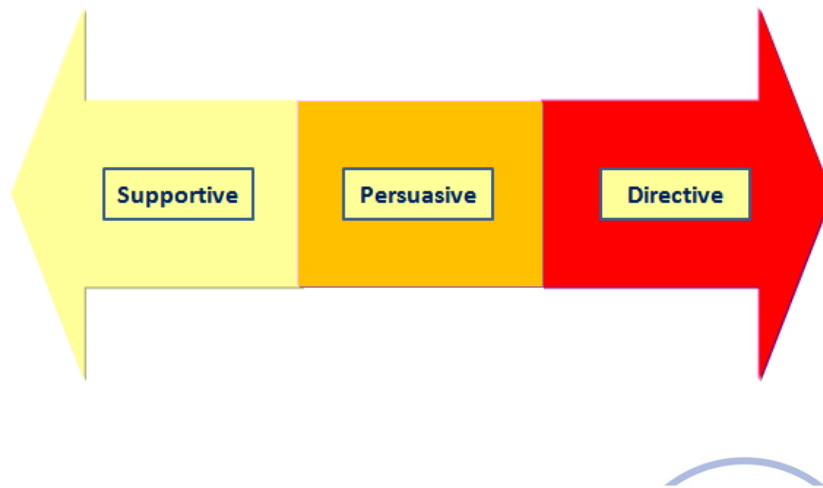


### PERCEIVING

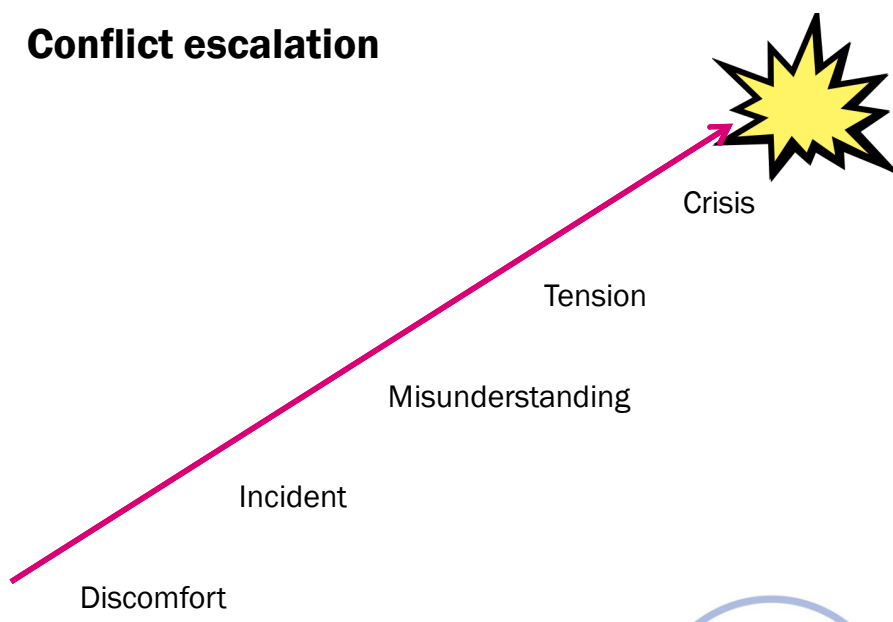
- Relishes options
- Prefers collecting information to making decisions
- Decides slowly and reluctantly
- Flexible and adaptable
- Leaves work to the last minute



## Facilitation styles



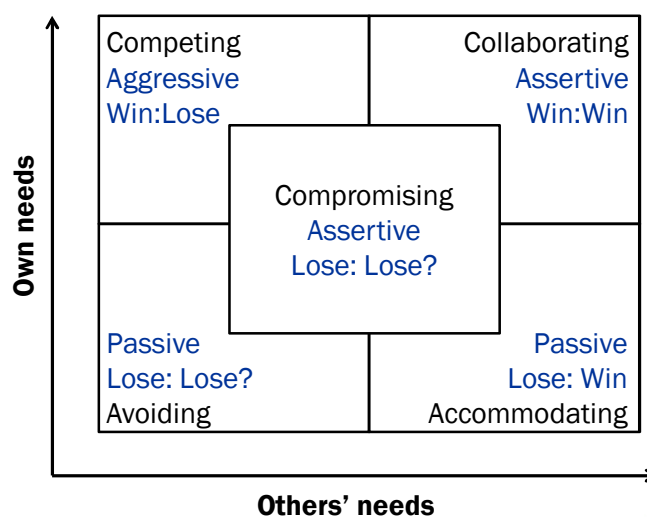
## Conflict escalation



## 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



Based on Thomas Kilmann

## 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.

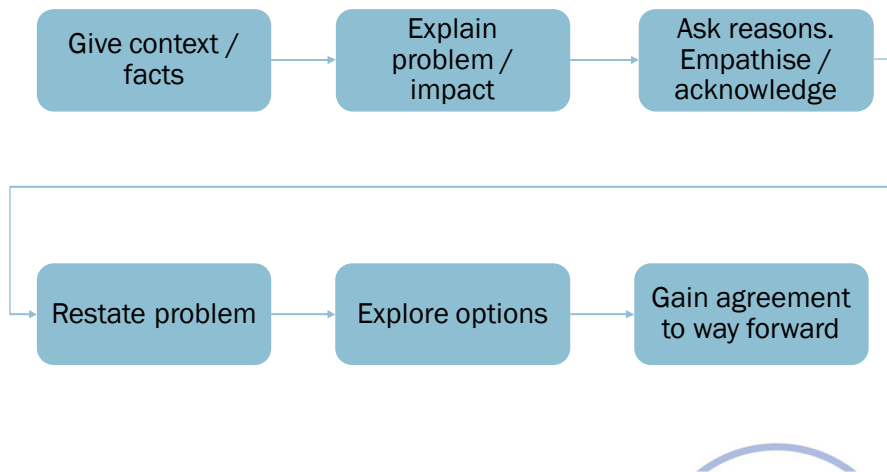


## Directive confrontation

- **D**escribe behaviour
- **E**xplain effect
- **S**pecify required change
- **C**onsequences if don't change



## From constructive criticism to moving forward



## 3 step assertive persuasion approach

1. Acknowledge their view and summarise / paraphrase their opposition to make it more tangible:  
*"If I have understood correctly, your concerns is.../ So what you are saying is...."*
2. Ask them if they would agree if the positive opposite to their concern was true. Gain their agreement.
3. Give evidence to support the idea and gain their commitment or agreement.

## **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](http://www.interact-eu.net)

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