

Queensland Agricultural Shows

Capacity Building: Facilitation Skills for Collaborative Leadership



Warm Up Reflection: when it comes to ‘facilitating’ collaborations: it may be a workshop, a committee meeting, taskforce team, sub-chambers meeting, project team....etc

What do you think you already do well?

What do you think you could do even better?



Agenda

1. Facilitation 101

- Facilitator Roles & Skillsets
- Workshop Design & Co-Facilitating

2. Collaborative Leadership In Practice

- Effective Collaboration Ingredients
- Diversity & Common Purpose

3. Resolving Conflicts

- Understand why conflict occurs?
- Conflict handling modes

4. Negotiating Roles & Responsibilities

- What's In It For Everyone (WIIFE)
- Action plans delegated distributed leadership (RACI)

5. Active Engagement & Belonging

- Engagement tactics
- Belonging – Psychological Safety



1. Facilitation 101



Facilitators Role



Define success ahead of time

Know your objective, and structure activities so participants achieve that goal



Prepare relentlessly

Practice and preparation of the workshop environment and content



Start with impact

Excite and empower participants from the very beginning



Include a variety of participatory experiences

Role plays, questions, sharing exercises - to keep participants engaged



Manage disagreements

Peacefully resolve conflicts for those who express dissatisfaction with the workshop or content

Facilitators Skillset?



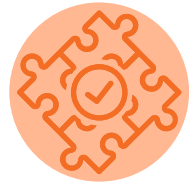
The Facilitators Skillset



Listening. A facilitator needs to listen actively and hear what every participant is saying.

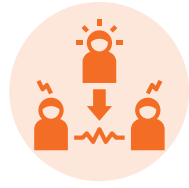


Questioning. A facilitator should be skilled in asking questions that are open-ended and stimulate discussion.



Problem-solving. A facilitator should be skilled at applying group problem-solving techniques, including:

- Defining the problem
- Determining the cause
- Considering a range of solutions
- Weighing the advantages and disadvantages of solutions
- Selecting the best solution
- Implementing the solution
- Evaluating the results



Resolving conflict. A facilitator should recognise that conflict among group members is natural, and as long as it's expressed politely, does not need to be suppressed. Conflict should be expected and dealt with constructively.



Using a participatory style. A facilitator should encourage all participants to actively engage and contribute. This includes creating a safe and comfortable atmosphere in which group members are willing to share their feelings and opinions.



Accepting others. A facilitator should maintain an open mind and not criticise ideas and suggestions offered by participants.



Empathising. A facilitator should be able to “walk a mile in another’s shoes” to understand the participants’ feelings.



Leading. A facilitator must be able to keep the session focused on achieving the stated objective.



Adaptability. Things may not work out the way you expect, be prepared to make decisions on the spot and change if you need to. Always have a backup plan!

Workshop Design - Tips

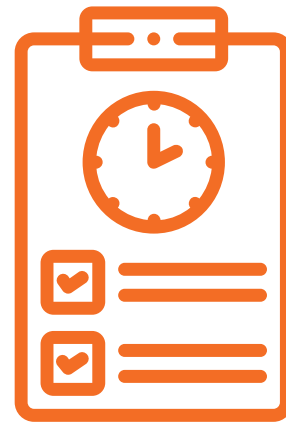


1. Workshops that foster real progress come from a **deep understanding of the task at hand**.
 - Know the capacity of the group you are working with, agree on outcomes that stretch but don't break a group's capability to achieve them.
 - Unrealistic goals and ambitions can erode momentum, confidence, and enthusiasm sometimes more progress is made through small, safe actions.
2. As a **facilitator you don't need to know all the answers**, that is what the attendees are for. You need to know what you are aiming for and planning to achieve in the time that you have.
3. Your **workshop is only as good as the pre-work, agenda, and materials** you bring into the room (face to face or virtually)
4. Always **keep the room engaged** with where they are in the **journey of the workshop** and the project, overall.
5. Set up a **carpark flipchart or virtual whiteboard** to capture any discussions that occur which don't further the objective of the workshop. These ideas should be recognized, but then efficiently shut down without disengaging attendees. Capture the subject, park the Post-it note, and move on.

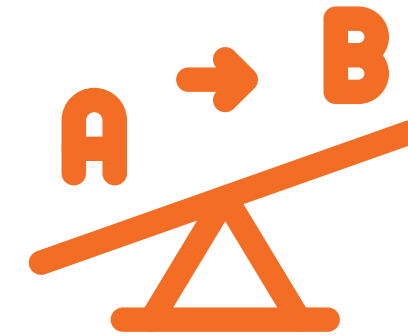
Co-facilitating Workshops



Decide roles and responsibilities in advance of the session



Add a note on who will lead and who will support each activity on the runsheet



Practice the runsheet together and decide on a Plan B, in case something goes wrong on the day



The lead is generally the speaker (front of room), and the support co-facilitator makes sure the activity has been set up, hands out materials, manages the online component, and takes notes



Be ready to switch roles, sometimes changes need to be made on the fly!



Always support your co-facilitator, they may need to adjust the runsheet or activity, be ready to switch to Plan B!

2. Collaborative Leadership In Practice



What is Collaboration?



PROCESS: Two or more people or organisations working together to complete a task or achieve a goal.

OUTCOME: To achieve more than could have been achieved alone. The creation of a whole that is greater than the simple sum of its parts.



What Is Collaborative Leadership?

Collaborative Leadership is a social process that enables people to work together as a cohesive group to produce collective results.

The facilitators' role is to **guide this social process**



The 4 Cs of Collaborative Leadership

Collaboration is not easy. However, it is helpful to make peace with the fact that even though you are all working for a good cause, there is likely to be some conflict along the way.

Openly discussing constructive conflict from the start will make it easier to get through disagreements when they arise.

Contextual Leadership recognises that the leader of the collaboration may change depending on what needs to be done. **This is also called distributed leadership.** It's also possible to lead by sharing information, encouraging others or simply asking the right questions. While it is important for someone to lead to ensure a single person is accountable for what needs to get done, many people can be a leader at different times.

It is likely your collaboration, project committee or taskforce may not have a built-in hierarchy (like there is in your job role), so be sure to assign accountability while setting the expectation that everyone can lead where their skills, values, and expertise best align.

CLARITY

Each participant, as an individual or organisation, is aware of their own beliefs, values, and expectations.

COMMON PURPOSE

There is clear communication and understanding of the group's common purpose and goals. This facilitates the group's ability to engage in collective analysis of the issues at hand and the task to be undertaken.

CONSTRUCTIVE CONFLICT

Recognises that differences in viewpoint are inevitable, and that such differences must be debated openly to reach resolution. Multiple spotlights allow for more illuminated decision making.

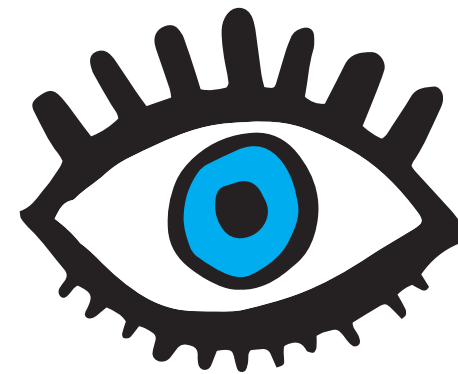
CONTEXTUAL LEADERSHIP

Recognises that "leader" is a label, and people can take acts of leadership without it being permanent or even formalized.

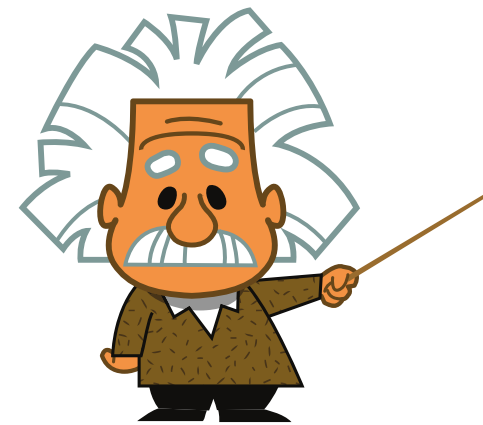
Diversity: Why you need diverse collaborating participants?

Collaboration inspires creativity, productivity, innovation and efficiency. **Collaboration creates 'higher value' together versus alone. Diversity is a key ingredient.**

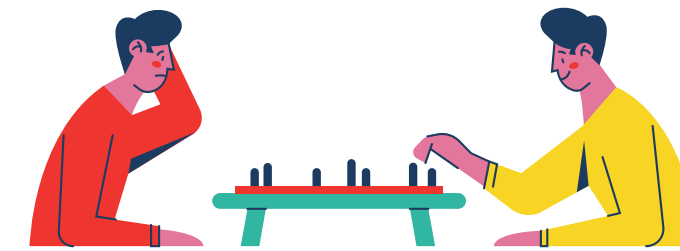
"Co-opetition" occurs when people / teams / organisations/ networks/ committees etc interact with partial congruence of interests. They cooperate with each other to reach a higher value creation if compared to the value created without interaction, and struggle to achieve competitive advantage.



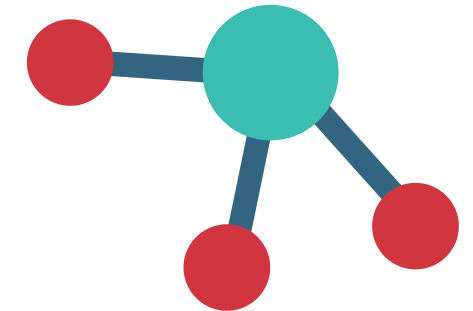
Shared vision/values



Range of Expertise



Competitive Advantage



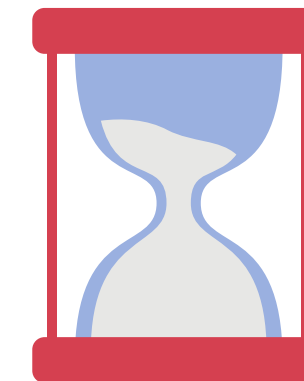
Network Wealth



Potential New Ideas Innovation



Target Audience



Time

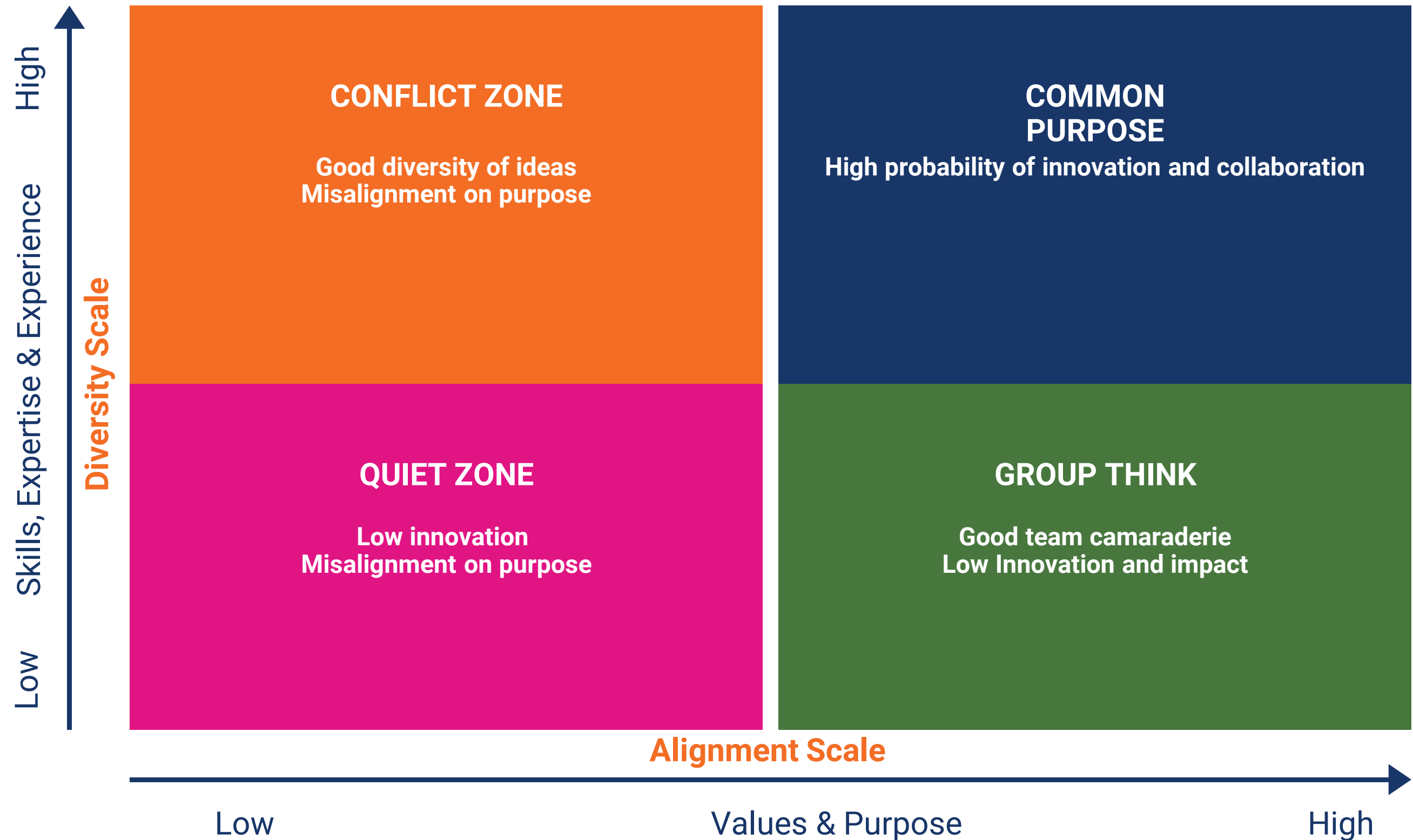


Capital

Finding the Sweet Spot for Innovation & Collaboration

The sweet spot of collaboration is where you are UNITED in values and purpose AND each person in the collaboration brings their unique personality, skills, background, experience.

Diversity, rooted in common values is a fertile ground for innovation to sprout.



3. Resolving conflict



3. Why do conflicts occur? Reflect



Why does conflict occur?

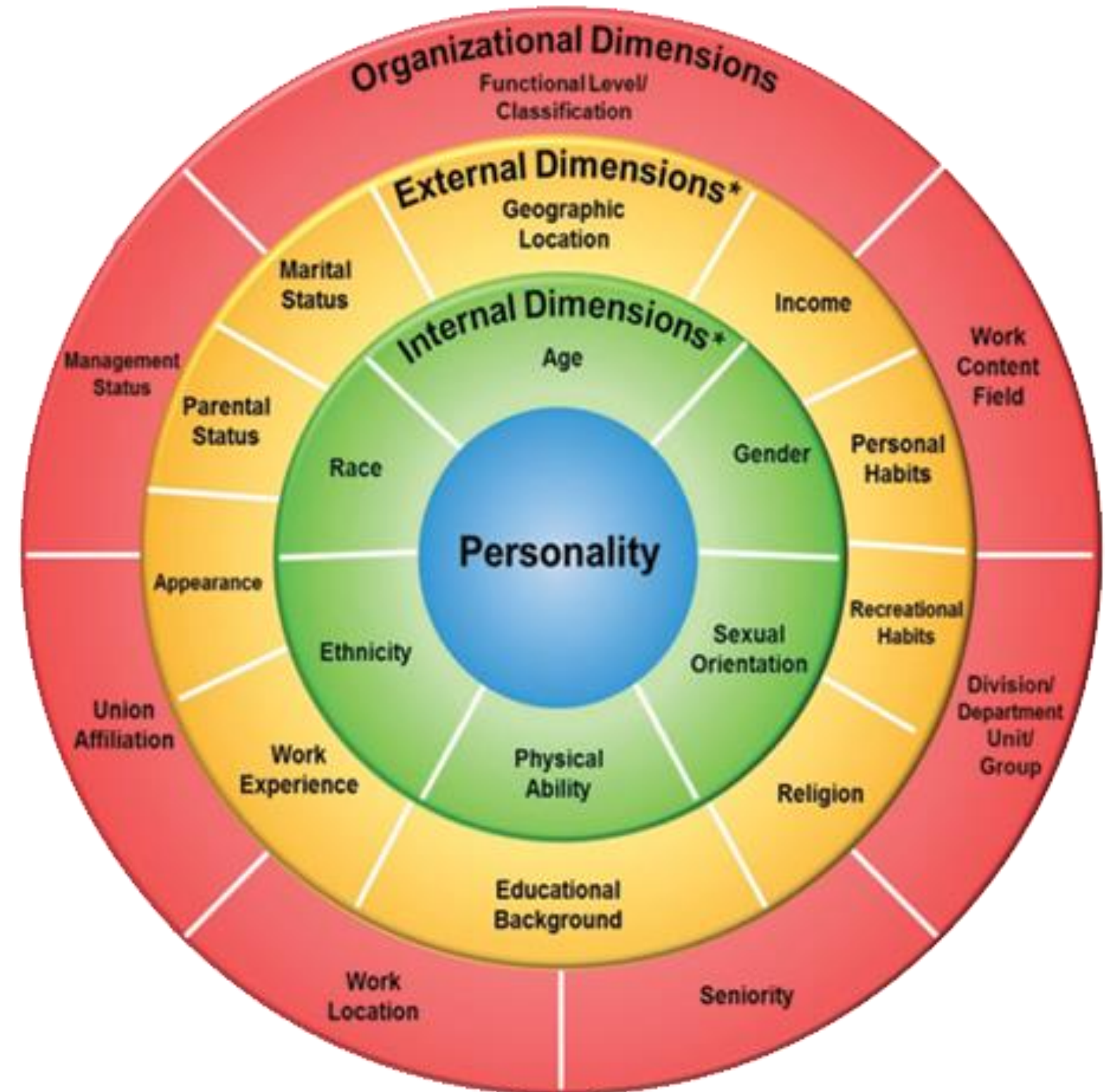
A key value that underpins collaboration is diversity.

Diversity can provide both strength and conflict. If diversity is not acknowledged and appreciated, conflict can occur.

What makes many collaborations work is bringing in diverse perspectives to engage in an improved process, a new way forward, new idea, a mutual benefit for both parties – with a solid collaboration comes the feelings of satisfaction and stronger engagement.

The **Diversity Wheel** shows the depth of what we mean for diversity – in collaborative partnerships it is important to be aware of the diversity present.

Once diversity in the group is understood it helps with understanding and respect, which can lead to trust and better conflict management.

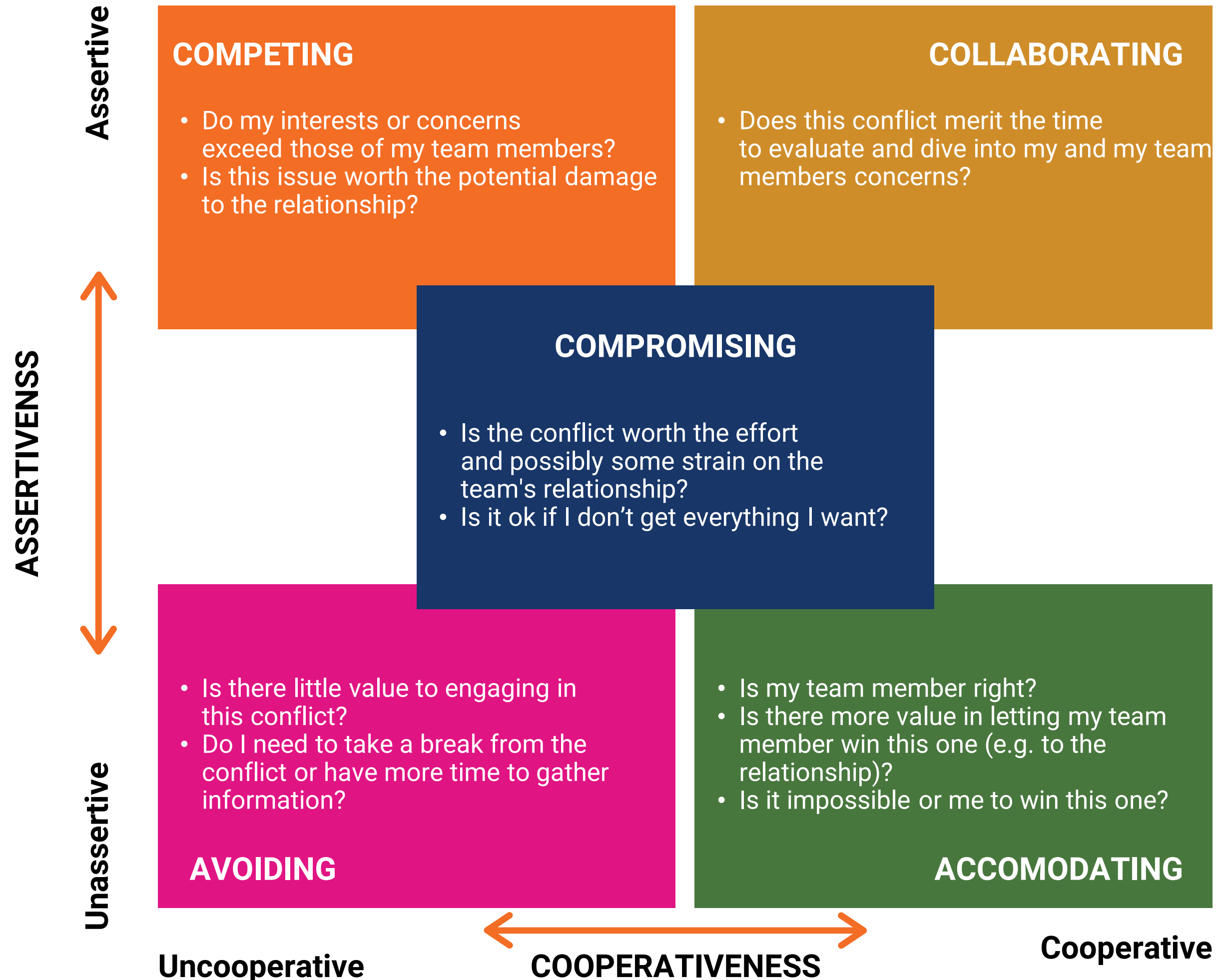


The Five Conflict Handling Modes

Researchers have found that people have 5 ways of handling conflict and often people favour certain modes.

Each mode has positives and negatives with different modes more useful than others depending on the conflict.

How do you handle conflict? Reflect on conflicts that you have experienced when working with others? What were the reasons for the conflict? What could have been done differently by various sides?



4. Negotiating Roles & Responsibilities



WIIFE Tool: What's In It For Everyone*

Once you have found collaborators, it is a good idea to complete a WIIFE to create visibility into what everyone expects to both give and get from the collaboration. This is critical to understanding your different partners, and to ensuring that everyone's expectations can be met....including yours!

Name and organisation representing

Jacqui Wilson-Smith,
Sustainable Innovation
Company.

Short Bio

Strategist &
Impact Facilitator

Motivation (GET)




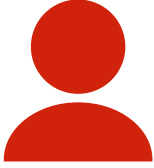
- Get to work with inspiring change makers in my field
- Rewarded
- Good feeling - to be helpful

Willing to Share (GIVE)

- Give Tools & Templates
- Advice re facilitation for collaboration leadership
- energy & commitment to deliver the goals

Action Plans Using a RACI tool

Responsibility Matrix for Project Management. Embraces the Collaboration Principle of Contextual Leadership

Project Task	 Related Dept	 Team Lead	 Tech Lead	 Project Team
Identify new timekeeping system	C	A/ R	C	R
Set up software for team members	I	A	R	I
Trial softwares	R	A/R	R	R
Authorise implementation of new system	A	R	I	I

R=Responsible

The team members that work to complete the task

A=Accountable

The team lead that delegates responsibility for a task and conducts final review of the same.

C=Consult

Individuals from whom expertise/opinions are sought

I=Inform

Individuals kept updated with regards to the project/task

5. Active Engagement & Belonging

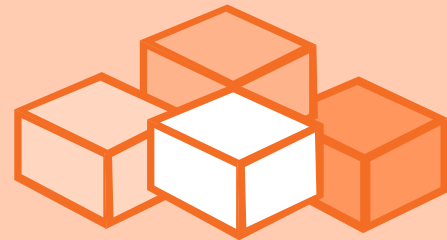


Getting the right outputs needs active engagement.

Engagement Tactics for the facilitator to consider.....



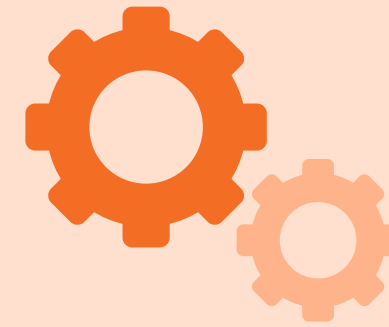
Acknowledge that everyone, including you, has rooted assumptions about most situations



Drill down to the most elemental of questions in order to discover and test assumptions



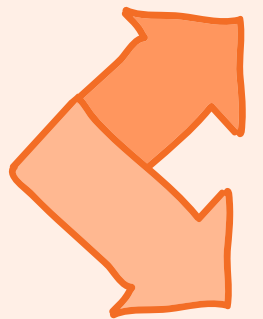
Pretend you are a complete novice, with no previous knowledge of the situation and ask the most basic questions, e.g., “Why do we do it this way?”



Drill down to the known, factual components of a situation or problem



Restate the problem in different terms.



Think about what experts would advise you to do, and then consider doing the opposite

Belonging

Psychological safety



"A belief that **one will not be punished or humiliated for speaking up** with ideas, questions, concerns, or mistakes, and that **the team is safe** for interpersonal risk-taking"

Amy Edmunson, Professor at Harvard Business School



Five factors most common to effective project teams / committees

1

**Psychological
safety**

Dependability

**Structure and
clarity**

Meaning

Impact



Belonging - Psychological safety

Benefits of having it

- Encourages candor and speaking up
- Supports Productive Conflict
- Mitigates Failure
- Increases Operational excellence
- Promotes innovative solutions
- Increases accountability and ownership

Absence of it

- Fear
- Mistrust
- Apprehension
- Concern
- Guardedness

Having a sense of belonging is far more activating for team members than just being there. It builds Interdependent Trust and opens doors to a Win Win Feedback Process that is respectful and honest



Interdependent Trust



Win Win Feedback Process





What we covered

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5. Active Engagement & Belonging

- Engagement tactics
- Belonging – Psychological Safety
- Interdependent Trust & Win Win Feedback Process



Closing Take Aways: when it comes to ‘facilitating’ collaborations: it may be a workshop, a committee meeting, taskforce team, sub-chambers meeting, project team....etc

- 1. Reinforced/ what you are already doing well?**
- 2. Inspired you to do something differently, even better?**

