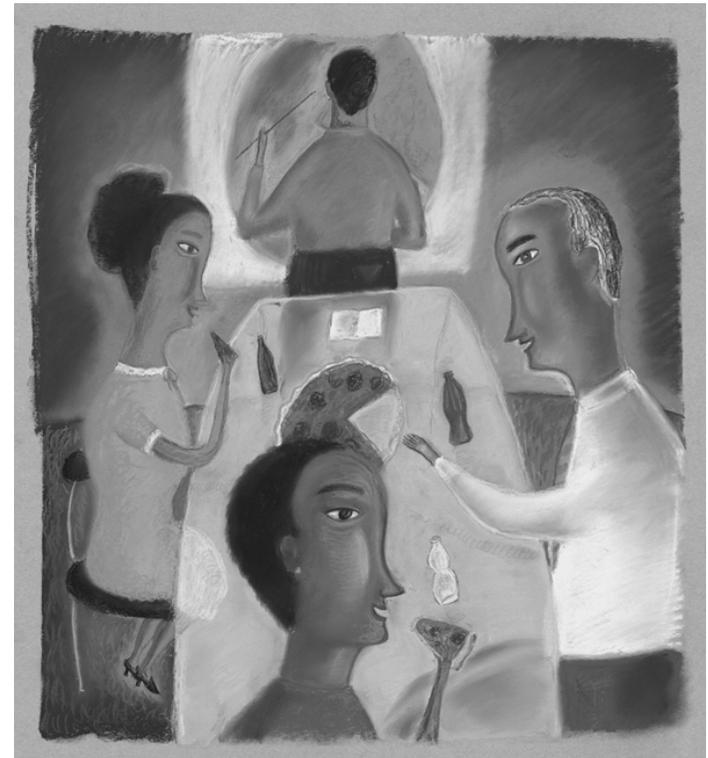


Welcome to

Facilitation Skills for Team Leaders



Course Objectives

- Improve effectiveness of decision making
- Increase participation and efficiency of teams
- Provide feedback and clarification to your team
- Facilitate a six-step problem-solving process
- Communicate better with all team members

Agenda

Introduction	20 minutes
Module 1: Understanding Facilitation	70 minutes
Break	10 minutes
Module 2: Team Involvement, Decision Making, and Dynamics	80 minutes
Lunch Break	30 minutes
Module 2: Team Involvement, Decision Making, and Dynamics (cont'd)	85 minutes
Break	10 minutes
Module 2: Team Involvement, Decision Making, and Dynamics (cont'd)	30 minutes
Module 3: Facilitation Tools	60 minutes
Conclusion	10 minutes

Team

A collection of people who rely on cooperation, trust, and communication to achieve their goals and objectives.

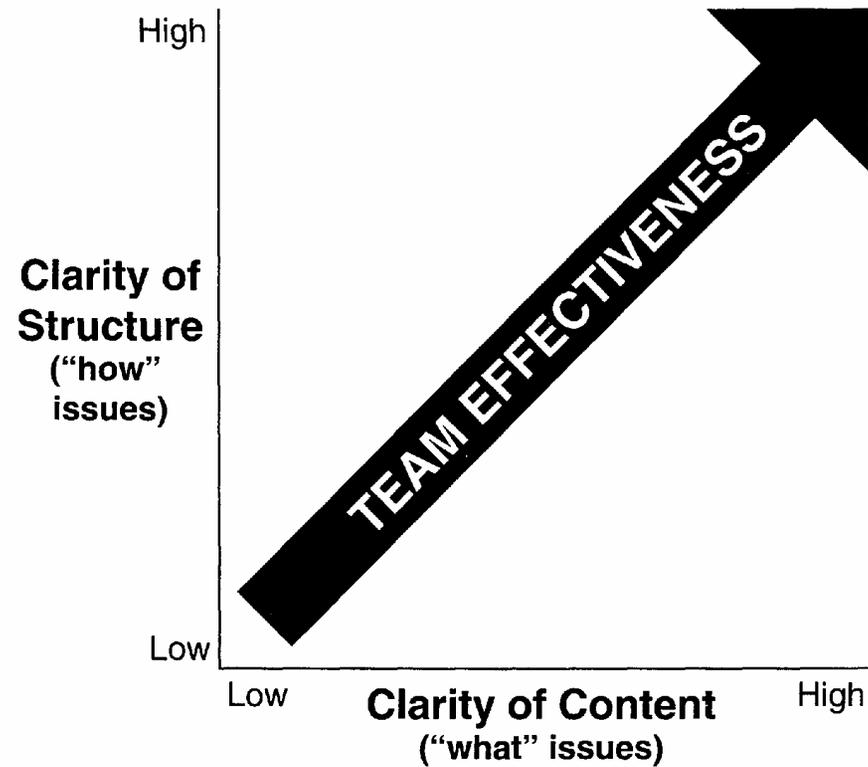
Facilitator

An individual who is responsible for structuring teams or groups and their activities to allow for their success.

Structure vs. Content

Structure	Content
Fulfills the "how" questions	Fulfills the "what" questions

Team Effectiveness



Encouraging Participation

1. Ask questions
2. Record team members' responses

Types of Questions

1. Open-Ended
2. Greater Response
3. Redirection
4. Feedback and Clarification
5. Close-Ended

Why Record?

- Gives a sense of progress
- Enhances creativity
- Keeps the team focused
- Allows people to catch up

How to Use the Flip Chart

- Posture
- Recording
- Common Questions Asked
- Displaying and Storing

Flip Chart Exercise

- Get into teams of four.
- Choose a topic to discuss.
- Write the topic on flip chart; post on wall.
- Facilitate discussion; record on flip chart.
- Take turns facilitating and recording.

Six-Step Problem-Solving

1. Establish Team Charter
2. Clarify Team Objectives
3. Identify Major Causes
4. Identify Potential Solutions
5. Plan and Implement Corrective Action
6. Evaluate and Adjust

What Is Consensus?

- Will you agree this is the next step?
- Can you live with this position?
- Are you comfortable with this course of action?
- Can you support this alternative?

Voting Options

- Multivoting
- Nominal Group Voting

Meeting Preparation Checklist

- Review checklist on pp. 51–52.
- Evaluate a recent meeting.
- Discuss what went well.
- Use checklist to discuss what to do differently next time.

Team Development Cycle

- Select recorder.
- Prepare the most critical information on one flip chart.
- Use recording skills (pp. 30-33).
- Use consensus skills (pp. 42-45).
- Select spokesperson.

Difficult Team Members

- The Mummy
- The Windbag
- The Rambler
- The Homesteader

Activity: Role-Play Difficult Team Members

- Get into teams of five.
- Receive a card identifying the role to play.
- “Facilitator” will reveal; others remain secret.
- Discuss how to reduce administrative costs (or a different workplace problem).
- During discussion, play the role on your card.
- Afterward, guess who played which roles.

Outside Resources

- Visiting other firms
- Calling trade associations
- Asking outside experts
- Seeking assistance from suppliers or vendors
- Reviewing library or trade literature

Team Leader Tools

- Process flowcharts
- Brainstorming
- Cause-and-effect (fishbone) diagrams
- Pareto diagrams

Process Flowcharts

Purpose:

- Document steps in a process
- Ensure all members agree on current processes
- Identify ways to improve the process

Three Steps to Flowcharts

1. Develop major steps
2. List sub-steps for each major step
3. Identify flowchart symbols and complete

Brainstorming Guidelines

- Clearly state the purpose
- Set amount of time
- Everyone contributes
- Allow no evaluations, criticism, or comments
- Encourage quantity of ideas

Step Two: Add Subgroups

