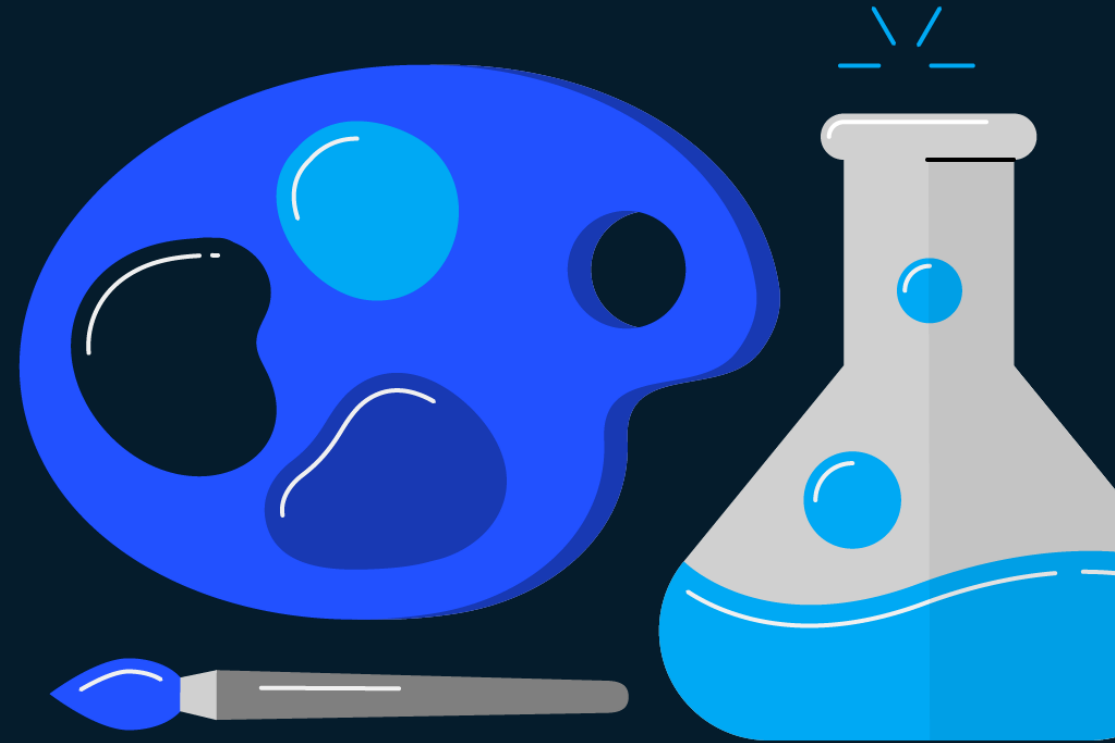


Facilitate an active discussion: Key Takeaways

Communicating for Impact



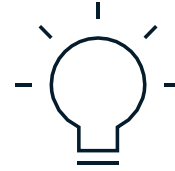
Key takeaways

Core content



What is facilitation?

- Great facilitation requires making it easier for other people to understand key messages shared, and uncovering what else people may be thinking or feeling
- Facilitation is equally important whether you are interacting with one person or one hundred people



Why is facilitation important?

- Effective facilitation can help guide a group to alignment, commitment, and action
- A great facilitator deploys many effective communications techniques to ensure the conversation is impactful and inspires people to action



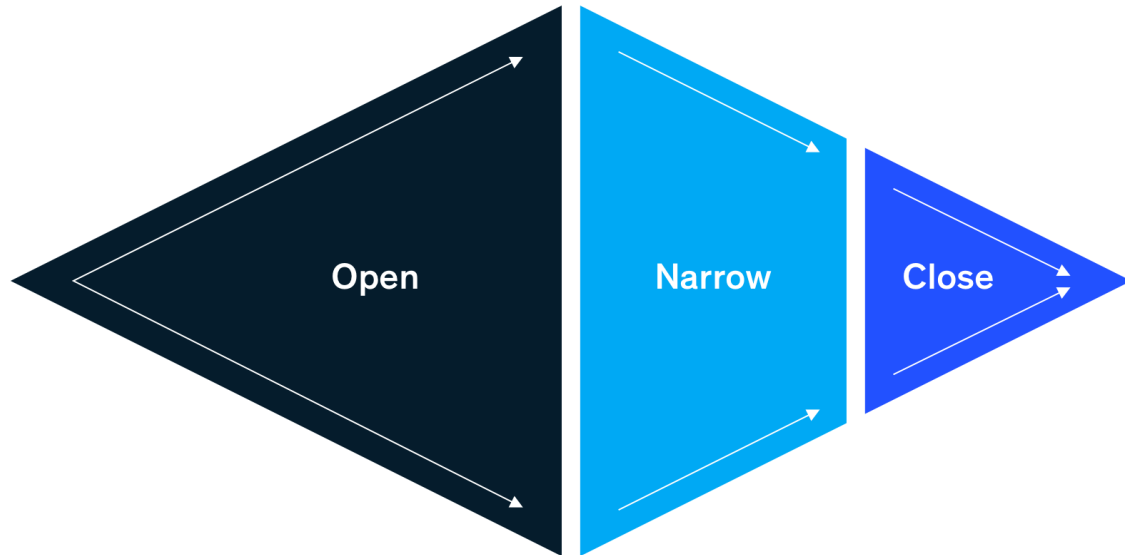
How do I apply facilitation?

Leverage the following tools and/or techniques to master facilitation:

- Open, Narrow, Close
- 4Ps (Purpose, Payoff, Preview, Process)
- Closed-loop conversations
- Ask/Tell matrix

Open, Narrow, Close

Framework



The **Open, Narrow, Close** approach to facilitation can serve as a useful architecture for your meeting

- **Opening** a conversation is about making people feel comfortable about who they're with and what they're going to do in the meeting
- **Narrowing** in on the conversation involves the right mix of questions and statements to help keep the thinking and process on track and to create an inclusive and open environment
- **Closing** a conversation is about reaching alignment and synthesizing the group discussion with key takeaways and next steps with owners and deadlines

The 4Ps (Purpose, Payoff, Preview, Process)

Core content



Purpose – The reason for the workshop

Example: When we last met, we kicked off a study aimed at identifying attractive international markets for Bigco's widgets. Today, I will share with you the team's recommendation, and why we think this is the best solution



Payoff – What the audience will gain

Example: By the end of the meeting, we will be one step closer to entry into profitable global markets, and I hope you will all feel confident about and excited that we're approaching this in the best possible way



Preview – The major points you will cover

Example: Today we will discuss why Brazil should be the first target for Bigco's international expansion. We will look at 1) the growing demand for high-quality widgets in Brazil, 2) the attractive economics, and 3) the extremely low entry barriers



Process – How you would like to run the session

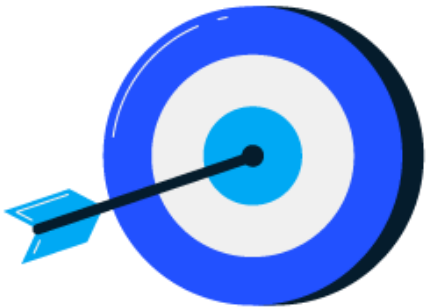
Example: We want this to be a highly interactive session. We'll have plenty of discussion in breakouts. Ask questions in chat if you have any technical challenges, etc.

**The 4P's are used
to introduce
meetings,
presentations,
and workshops**

Closed-loop conversation

Tips/techniques

Closing a conversation is about **reaching alignment and synthesizing the group discussion with key takeaways and next steps** for action



What needs to be done?

Make sure it's

- Measurable
- Action oriented
- Linked to priorities



Who is doing it?

One person is accountable

Someone in the room signs up and commits

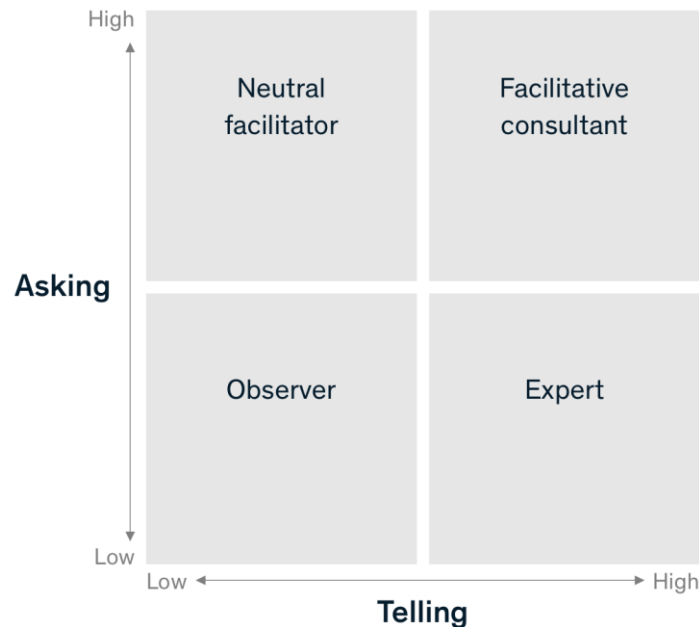


And when?

Specific date for the outcome to be delivered

Ask/Tell Matrix

Framework



The **Ask/Tell Matrix** is a framework to help define the facilitator's role in one of four ways. **Asking** involves the process of understanding the views of others by asking questions and exploring their thinking. **Telling** involves the process of trying to convince others by stating your own views and supporting rationale.

Neutral facilitator

Does a lot of asking, with focus on guiding meeting process. Can steer people through a tricky agenda, make sure everyone is heard and all issues are addressed, and help reach consensus

Facilitative consultant

Balances asking and telling, guiding meeting process while making strong content contributions. Can help group reach a well-supported decision

Observer

Watches carefully for group dynamic issues, signs of enthusiasm, concern, fatigue, etc. Can spot clues in body language that others may miss

Expert

Shares knowledge-making content, not process-related contributions. Can open group's eyes to new concepts and approaches