



Presenting:

Facilitating Choices: Teaching the System to Change Without Resistance

Sharon Drew Morgen

DAAG Conference 2013

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Facilitating Choices

**Teaching the
System to Change
Without Resistance**

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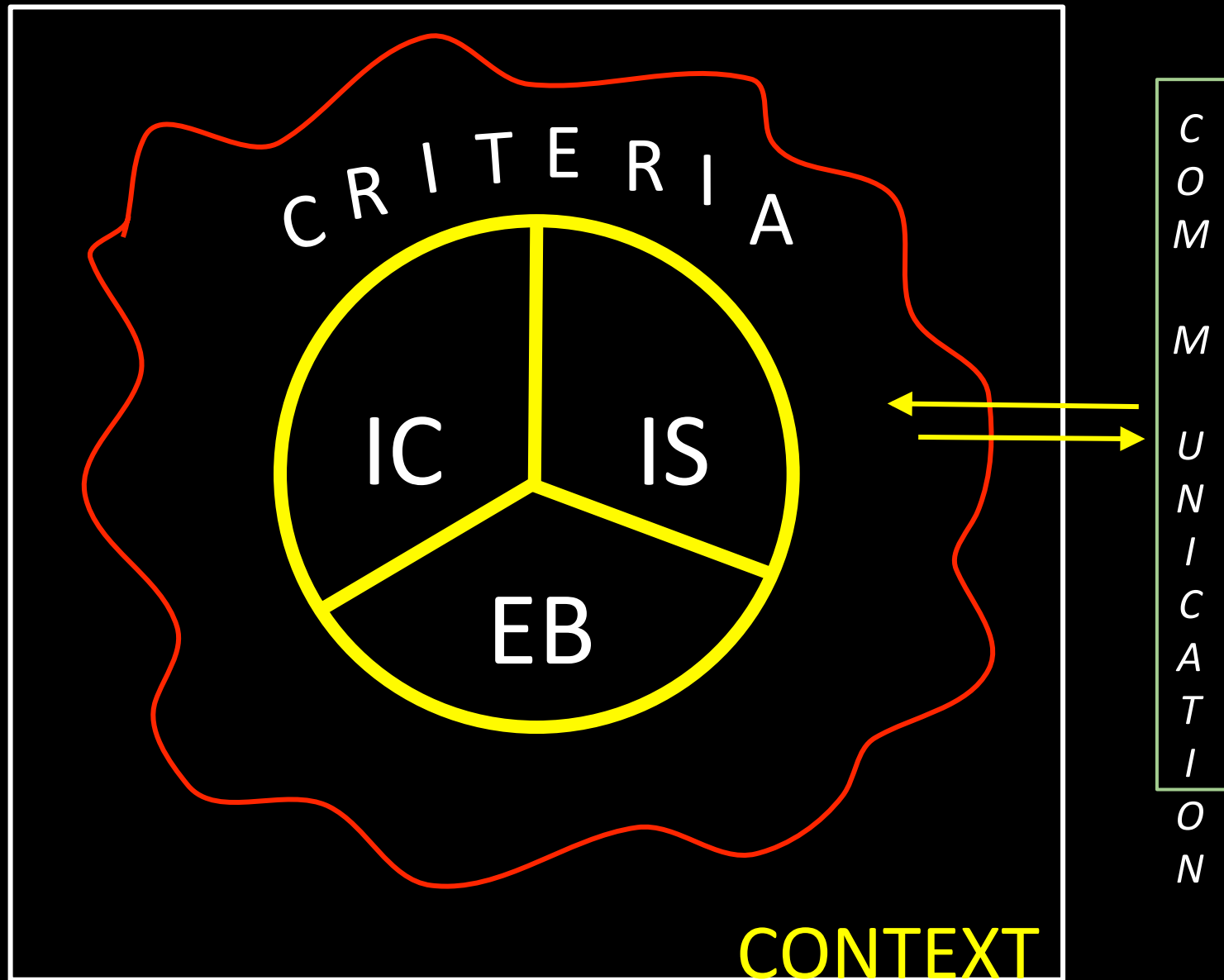
Decision:

An irrevocable allocation of resources preceded by analysis of alternatives against a set of criteria.

Decision:

The ability to unwrap and re-weight unconscious beliefs and values to remove automatic resistance, to enable choice and new action in a way that the internal system can adopt without disruption.

The Structure of Subjective Experience



Personal Levels

Identity

Belief



Skill



Behavior

Environment

Buying Facilitation® defined

Buying Facilitation® is a decision facilitation model that teaches people how to recognize and manage all of the behind-the-scenes, unconscious, personal issues they must address to get the internal/group buy-in to bring in new solutions, avoid disruption and bias, and offer accurate data. It is a change management model and systems based.

Usage

Global Corporation Sales Force

Boards Decide on Partners, Strategies

Team Collaboration

Leadership, Implementations

Dentist, Lawyers, Doctors

Help Desks

Start Ups, Mergers

Hiring and Recruitment Agencies

Collaboration, Coaching, Management

Buy-in
Facilitate systemic change
Avoid bias
Reweight unconscious choices
Manage value-based criteria

Buying Facilitation®
STEP 1

Solution
Data gathering
Data weighing

Decision Analysis
STEP 2

Human Issues

Recognizing highly valued criteria (beliefs, values)

Understanding the hierarchy of beliefs

Consciously identifying the entire systems elements of rules, roles, relationships, feelings, history

Recognizing biases, assumptions, filters

Willingness/ability to reweight priorities and beliefs

Decision Analysis

Fact Gathering

Situation Analysis

Defining Information Based Criteria

Creating Alternatives

Uncertainties

Logic Models

Comparative Evaluation

SDM: I hear you say you say you are happy with no desire to do anything different.... How have you gone about trying to heal....

HG: I've been to doctors...

SDM: What I hear you saying is that the medical route is the only route you would consider....

HG: Hm. Yes. I guess I'm saying that.

SDM: What would you need to consider differently...

HG: I would need to know the person is trustworthy.

SDM: If the person was trustworthy but not a doctor, it sounds like you might have trust issues.

HG: I might. But if I really trust the source, I'd consider it....

SDM: I actually have a cure for colds..... How would you know that my solution might serve you given I have no medical background? How would you know I'm trustworthy?

HG: I'd be willing to try. I trust you.

1. Is the question you are trying to answer,
"How can I best treat my cold to relieve my
symptoms?"

2. What outcomes do you want to achieve?

3. What outcomes do you want to avoid?

4. Are there decisions you have already made
that you would not change?

5. What alternatives would you consider?

6. What info do you need to know about each
option to see how well it meets your objectives?

7. Who do you trust as reliable source(s) of info
for this comparison?

Personal Levels

Identity

Belief



Skill



Behavior

Environment

What is a system? And why do I care?

Rules of a system:

- everything within buys in to same rules
- the problem is not recognized as a problem
- change can't cause disruption
- would have been resolved if possible
- stated outcome will be difficult unless all who touch the solution add their unique criteria

You Can't Know:

What unintended assumptions are made

How question are heard (through filters and biases)

How the unconscious reads the request

What biases are attacked

**We will never understand.
We are not part of their system.**

Buy-in
Facilitate systemic change
Avoid bias
Reweight unconscious choices
Manage value-based criteria

Buying Facilitation®
STEP 1

Solution
Data gathering
Data weighing

Decision Analysis
STEP 2

Get all the appropriate decision makers on board and engaged right at the beginning.

Formulate and get agreement on the most appropriate frame and objectives up front

Understand all human-values, potential system glitches, workable trade-offs before starting analysis or info gathering.

Know what
failure will look
like as it
happens so it
can be handled
immediately

Know the path
to agreement,
acceptance,
and buy-in at
the beginning

Have a process to
generate the right
choices that
match with
criteria of all who
touch the final
solution

Know the key
drivers and belief-
based criteria that
will enable buy-in

The Skills of Buying Facilitation®

1. Choice/Decision Sequencing
2. Listening for Systems
3. Presumptive Summaries
4. Facilitative Questions

Choice/Decision Sequencing

Where are you? What is missing?

Fix problems with familiar resources

Everyone who touches the solution must buy-in

LISTENING FOR SYSTEMS

PRESUMPTIVE SUMMARIES

FACILITATIVE QUESTIONS

We can act as Neutral Navigators and be a GPS system to lead them through their confusing journey.

Areas of Use

Definition, selection of best resolution for a critical situation

Understanding of legal options and negotiation plan for litigation or settlement

Definition, selection of IT solutions, business process change

Optimization of product offering list and pricing strategy

Corporate development opportunity evaluation

Strategic location change, entry or exit evaluation

Approval to move ahead through a project stage-gate

Prioritization of resource allocation: initiatives, projects, etc.

Risk analysis of technology options for a complex problem
(e.g. deep water drilling, clinical trials, etc.)

Development and agreement on a new business strategy

Ability to get decision makers ready to make a decision

HOW DO YOU KNOW WHEN THERE IS
DECISION READINESS?

What would you need to believe to be willing to challenge your preferred questioning approach and consider adding a new skill set to what you are already successfully doing?

What do you need from me to help you attain the skills you need?

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This talk:

**Facilitating Choices: Teaching the System to Change
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Was slightly modified from the original talk to remove several images on the slides. If you would like a copy of the original slide set, please send your request to: sharondrew@newsalesparadigm.com

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