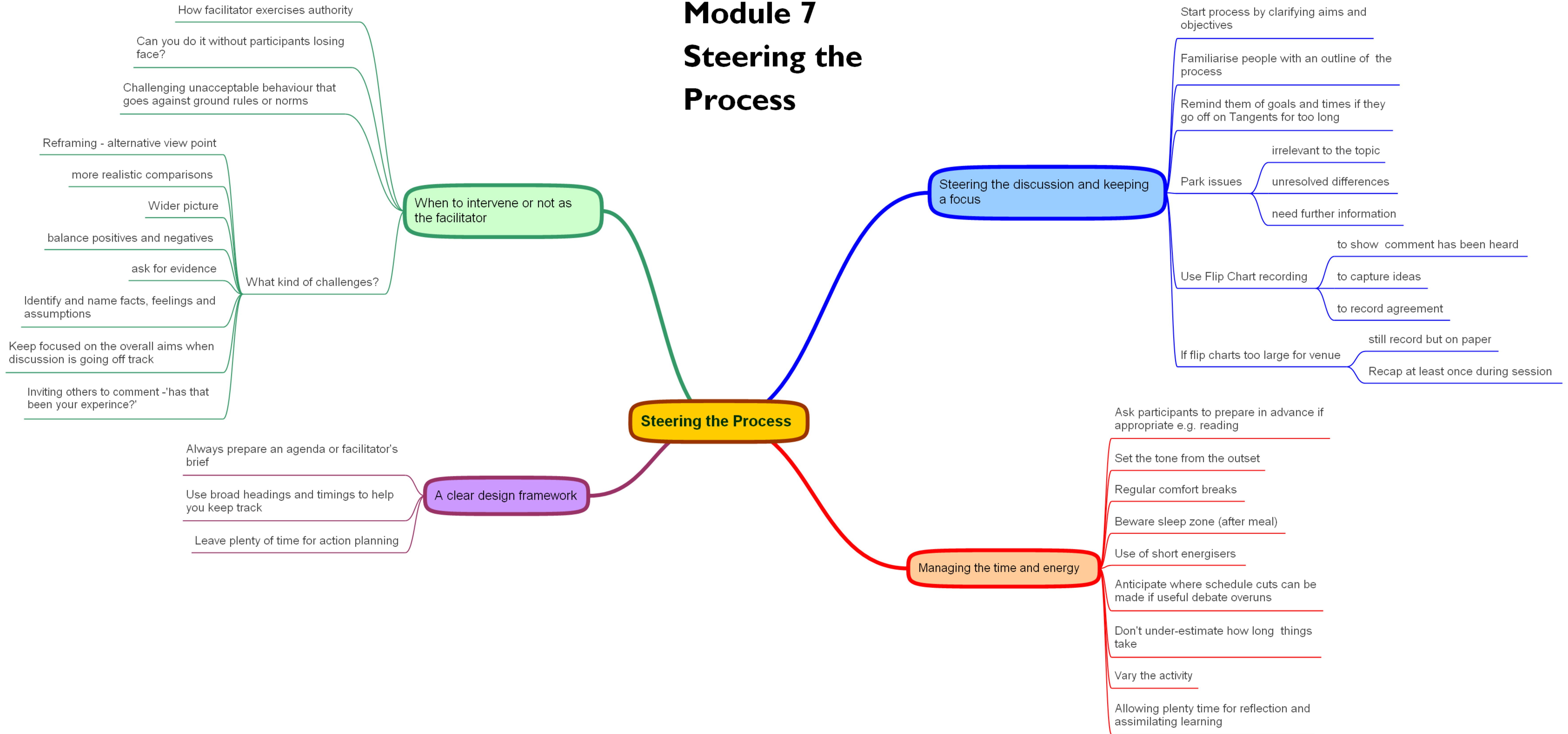


Module 7

Steering the Process



Steering the Process

When to intervene or not as the facilitator

- How facilitator exercises authority
- Can you do it without participants losing face?
- Challenging unacceptable behaviour that goes against ground rules or norms
- What kind of challenges?
 - Reframing - alternative view point
 - more realistic comparisons
 - Wider picture
 - balance positives and negatives
 - ask for evidence
 - Identify and name facts, feelings and assumptions
 - Keep focused on the overall aims when discussion is going off track
 - Inviting others to comment - 'has that been your experience?'

A clear design framework

- Always prepare an agenda or facilitator's brief
- Use broad headings and timings to help you keep track
- Leave plenty of time for action planning

Steering the discussion and keeping a focus

- Start process by clarifying aims and objectives
- Familiarise people with an outline of the process
- Remind them of goals and times if they go off on Tangents for too long
- Park issues
 - irrelevant to the topic
 - unresolved differences
 - need further information
- Use Flip Chart recording
 - to show comment has been heard
 - to capture ideas
 - to record agreement
- If flip charts too large for venue
 - still record but on paper
 - Recap at least once during session

Managing the time and energy

- Ask participants to prepare in advance if appropriate e.g. reading
- Set the tone from the outset
- Regular comfort breaks
- Beware sleep zone (after meal)
- Use of short energisers
- Anticipate where schedule cuts can be made if useful debate overuns
- Don't under-estimate how long things take
- Vary the activity
- Allowing plenty time for reflection and assimilating learning