MFEI Facilitation Skills Workshop

December 18, 2020
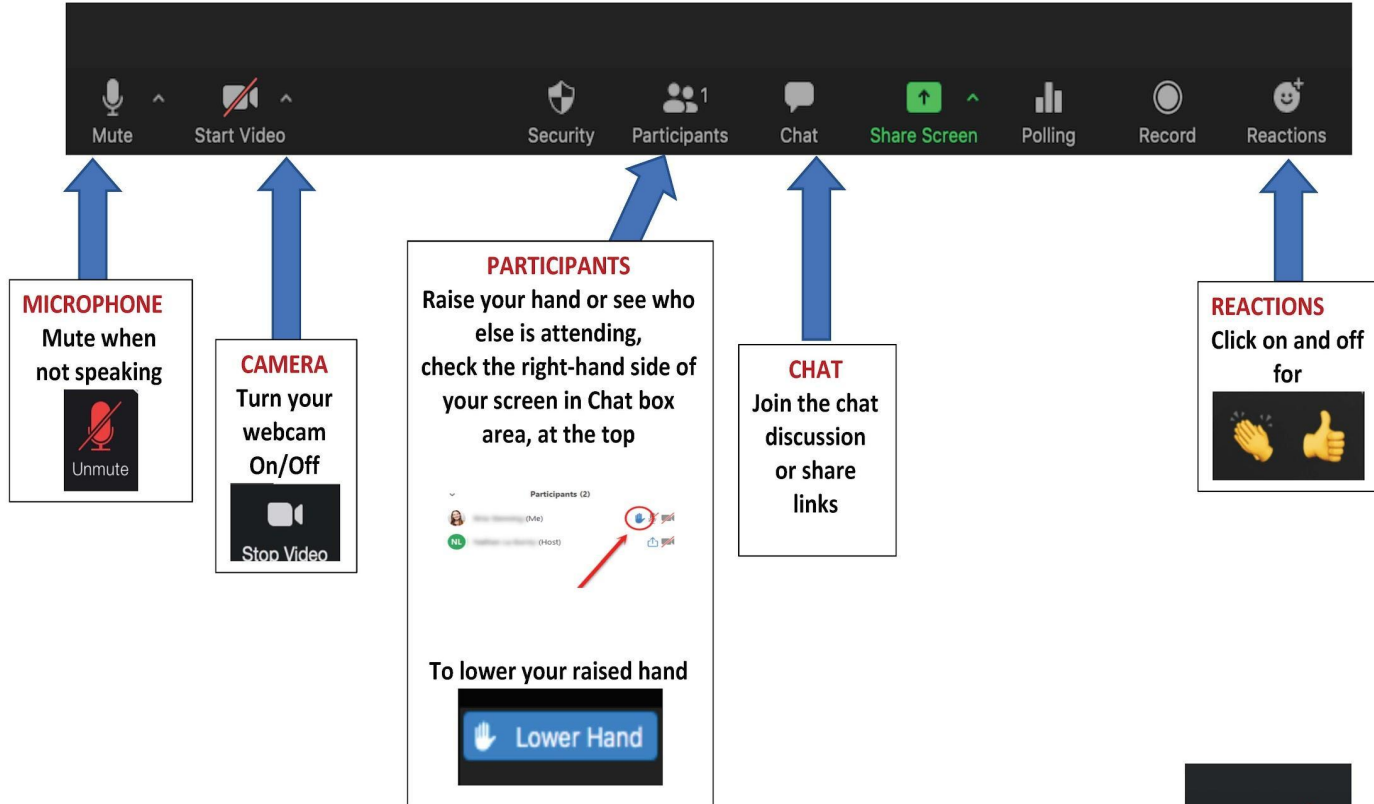
QUICK TIPS FOR THE NAVIGATION BAR IN ZOOM

ZOOM ORIENTATION

The symbols at the bottom of your Zoom screen will help you navigate your online experience.

MICROPHONE
Mute when not speaking

CAMERA
Turn your webcam On/Off

PARTICIPANTS
Raise your hand or see who else is attending, check the right-hand side of your screen in Chat box area, at the top

To lower your raised hand

CHAT
Join the chat discussion or share links

REACTIONS
Click on and off for 👏 👍

HOW TO EXIT THE MEETING: Click on **LEAVE MEETING** button on the bottom navigation bar far right

Session agenda

1. Session goals
2. Introduction and welcome
3. Facilitation with MFEI
4. Facilitation Activity #1
5. Build your Facilitation toolkit
6. Facilitation Activity #2

Today's Goals

- To help you better understand your role in the facilitation process with MFEI
- To build your facilitation toolbox and techniques
- To share and learn from each other's experiences in facilitation

Introductions and Warm-Up

- Name
- Food systems role and MFEI project or technical support roll
- I have a question about….
- I can answer a question about…...

What is facilitation?

….is a process through which a person helps others complete their work and improve the way they work together by being fully aware of the setting and the dialogue.

"Facilitate" derives from Latin "facilis" and means "to make easier".

"Facilitation is about process – how you do something – rather than content – what you do."

Facilitating Meetings and Discussions
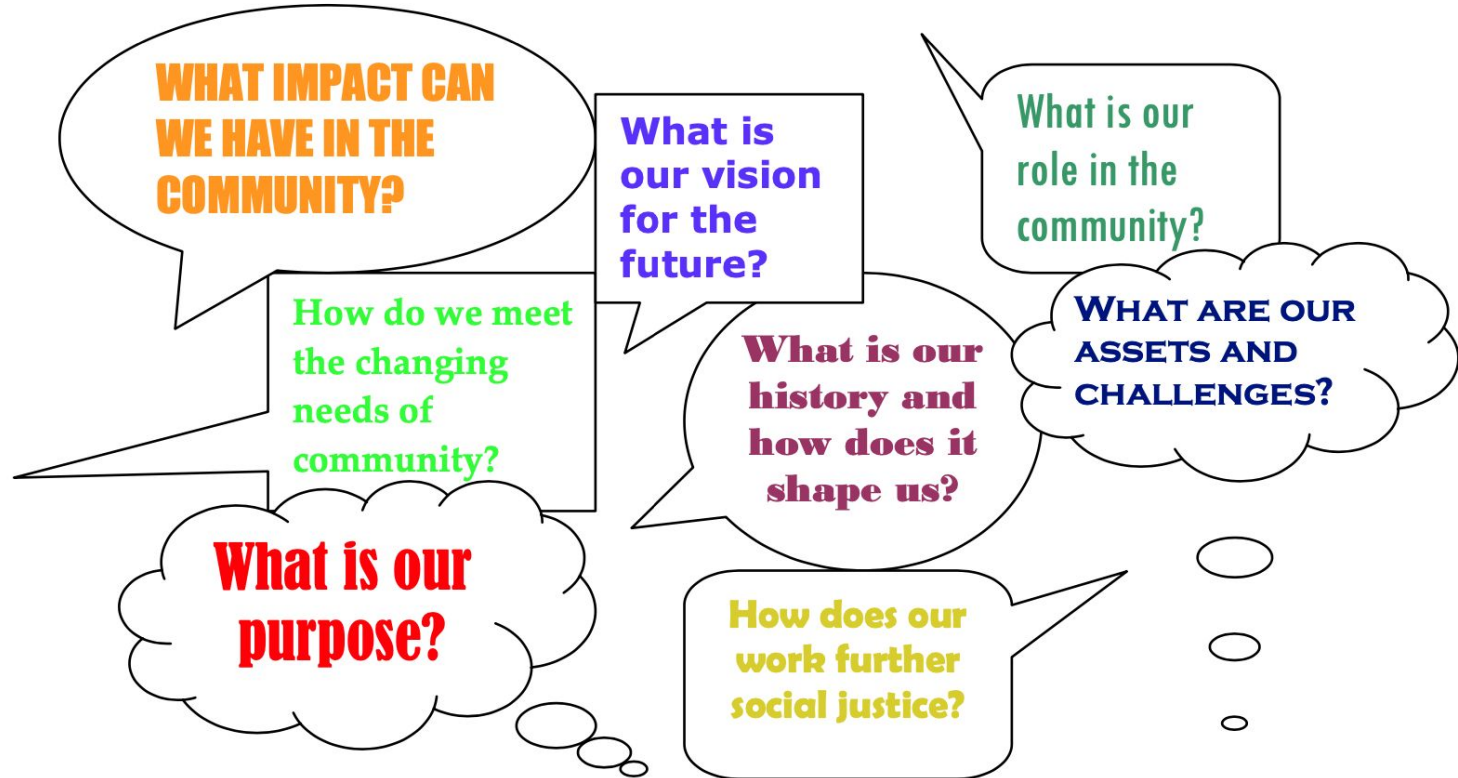
Facilitator's role

1. Create meaning
2. Manage the process yet remain neutral
3. Take responsibility for the energy
4. Ask questions
5. Be conscious of the power

MFEI Project Team Roles

AB Member

- Initiate community connection
- Help to build the coalition
- Facilitate community meetings

AERO Team

- Provide meeting agendas, process suggestions
- Assist with facilitation and project management

Local food leader

- Self-identified community leader who organizes and connects with community team
- Content contribution
- Focus is on completing tasks, resources for actions, budgets,

Community Coalition

- Community content experts
- Attend meetings
- Research community
- Work on Action plans
- Define project success

Facilitating the meeting process

During

- Intros and welcoming
- Vision and goals
- Process to reach those goals
- Listen
- Encourage participation & discussion
- Reach decisions
- Plan actions and next steps
- Be flexible
- Summarize results and follow-ups
- Thank the participants
- Close the meeting

- Define agenda & timing
- Create meeting materials
- Logistics and set-up
- Key speaking notes, examples, stories
- Practice
- Engage with individuals ahead

Pre-Work (Intentional Design)

- After Action review – what worked, what didn't
- Ensure acceptance
- Follow up with leaders on action items mid cycle

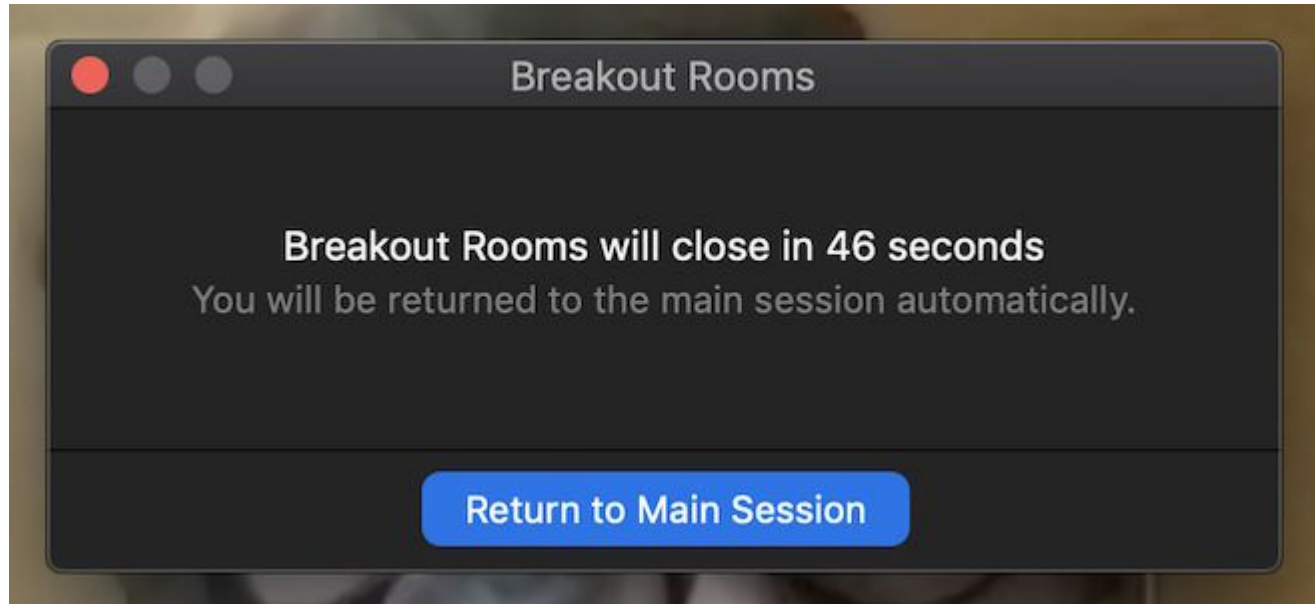**Post**

Breakout Activity: 7 minutes

In pairs: One person will be the interviewer for 3 mins and they will ask their partner about one challenge they have faced as a facilitator. We'll have you switch after 3 mins…

- What is the challenge that you have faced as a facilitator?
- Why is this important to you?
- How would you describe the feelings or the vibe in that moment?
- What do you think could have made this experience better?

Think about Facilitator's role, goals of facilitation, facilitator characteristics, and facilitating meetings.

JOIN A BREAKOUT ROOM

LEAVING A BREAKOUT ROOM

TO LEAVE THE BREAKOUT ROOM

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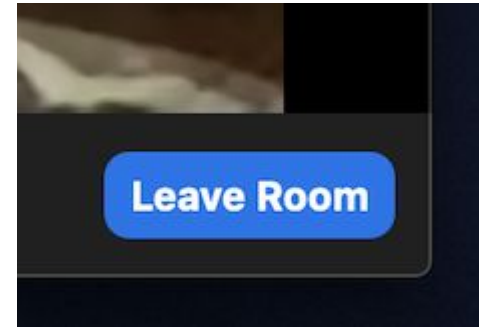
Facilitation Skills - Part 1

Help everyone feel comfortable & valued

Welcoming

Setting Ground Rules

Setting the process

Help everyone feel comfortable & valued

Welcoming

- Icebreakers
- Small talk
- Use body language - like smiling and leaning in
- Thank everyone for being there

Setting ground rules:

- 1 person speaks at a time
- Raise your hand if you have something to say
- Listen to what other people are saying
- No mocking or attacking other people's ideas
- Be on time
- Respect each other
- Agree that the process is as important as the outcome

Setting the process:

- Our purpose today…
- The ideal outcome today….
- All opinions are welcome
- If we can't agree on something, then we'll put it on the parking lot
- I am committed to helping this group be successful
- My role will be to ask probing questions and make sure that we are using data in our decision-making
- Provide benchmarks from other areas to help the group see what's possible

Facilitation Skills - Part 2

Listening and Observing

Encouraging participation

Making decisions

Listening, observing, and express understanding	Encouraging participation	Making decisions
• Listen with curiosity and seek to understand • Check assumptions • Listen for Common ground esp if group is polarized • Paraphrase to draw out speaker's ideas • Notice when a quieter group member wants to speak (body language, facial expressions, hand gestures)	• Ask the group for feedback • Write participants comments on whiteboard • Check comfort level • Acknowledge contributions • Small groups and pairs **Use open ended-questions** • I'm curious to know how others think • What other ideas do people have?	• Choose your decision making process –consensus, majority rules, closed voting, etc…. • Remind the group of decision guidelines • Review criteria and supporting information • Poll the group before major decisions • Review the decision

Facilitation Skills - Part 3

Guiding the group

Managing Disruptions

Committing to action

Guide the group	Managing disruptions	Commitment to action
• Delegate a timekeeper • Refer back to the meeting objectives and agendas • Stray from agenda when necessary • Challenge assumptions • Encourage them to go beyond (creative tension) • Ask group about Plan B and Plan c • Use a parking lot for items that can't be	• Have the group decide • Use the agenda and ground rules • Be honest - say what is going on • Use humor • Accept or legitimize the point or deal • Use body language • Take a break • Confront in the room	• Review objectives for each agenda item • Record decisions • Develop an action plan • Ensure that the team leader or person responsible follows up

Facilitating Discussions & Action Plans

Behavior	What it looks like	What you can do
Discussion Dominators	Someone is doing a lot of talking and others aren't able to contribute.	This person is over contributing which means that others are under-contributing, focus on increasing contributions from the group Wait for a pause in their speaking, thank them - and then say "I've very interested in hearing how others are feeling about this issue"
Low energy/participation	Silence or lack of engagement. Silence doesn't mean consent.	Switch from large-group conversation to a different format that lowers anxiety. Have people list ideas or having the discussions as small groups.
Poor follow through on assignment	Not completing or doing assigned action items.	Have people do assignments in teams. Build in a touchpoint midway through the deliverable time-frame

Facilitating Discussions & Action Plans

Behavior	What it looks like	What you can do
Whispering and side jokes	People not paying attention and talking to each other. Facilitators often ignore this behavior which doesn't help to stop it.	In a good natured way, say something like "Those who don't hear the joke, might wonder if someone is laughing at them." If the problem continues, assume there is a reason, take a break, has the topic become boring? Or do people need time in small groups?
Conflict between group members	Heated discussions and disagreements. Facilitators might ignore this behavior	Help participants clarify what the conflict is about. Be careful not to take sides and affirm the validity of all viewpoints. Ask if the group can proceed with what they do agree on. Taking a break and coming back.

Breakout #2
Role Play managing disruptors - 15 mins

Break out in to groups of 6

- Everyone will be assigned a role: 1 or 2 facilitators and 4 group members who will act in certain ways - Rushing, Overbearing, Withdrawing, & Normal

- Facilitators will facilitate how to source local ingredients and then make a pb&j sandwich with them.

- The facilitator will use some of the techniques that we talked about to keep the meeting on track and moving forward.

- If you are a group member, you will act out the role that you are assigned.

Breakout #2

- How was that?
- What techniques did you choose to use?
- How did it feel to manage someone who was changing the group dynamics?

Other Practice Opportunities

Put on your facilitator's hat and finish these sentences….

- When one group member seems to do most of the talking, I might…
- When an individual is silent for a long period of time, I could…
- When someone in the team "puts down" another member, I might…
- When a group seems to want to reach a decision, but appears unable to, I might…
- When someone comes late, I might…
- When group members are excessively polite and unwilling to confront each other's ideas, I might…

Resources

What's one thing that you heard today that you want to try?

Even More Resources

Facilitation in groups

Dimensions of Group Facilitation

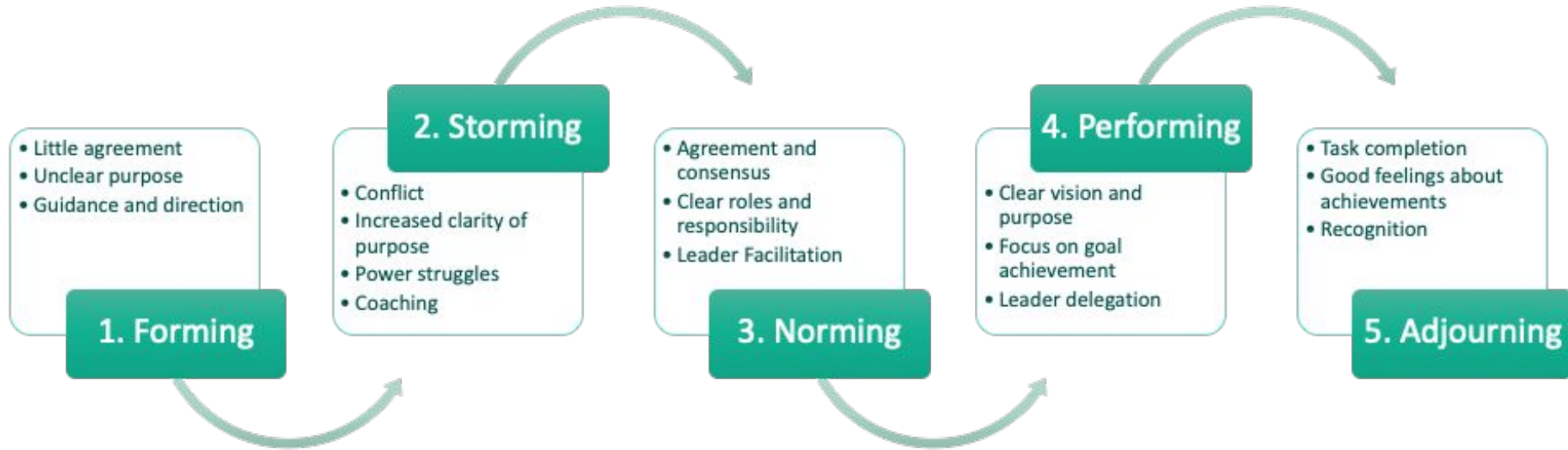|	
Structure: the degree to which rules are followed –Tightest: strict rules rigidly enforced –Tight: clear rules fairly enforced –Loose: make up rules as group proceeds	**Pace**: how fast you move things along –Fast: impose tight time limits –Steady: keep things moving at comfortable pace –Slow: make sure everyone has a chance to process
Control: how much direction you provide –Directive: set clear parameters –Facilitative: facilitate problem-solving and communication –Nondirective: let the group set parameter	**Focus**: the degree to which you are process or results oriented –Process oriented: the process is critical and outcomes will emerge –Results oriented: outcomes are critical

How teams develop and form

- Little agreement
- Unclear purpose
- Guidance and direction

1. Forming

2. Storming

- Conflict
- Increased clarity of purpose
- Power struggles
- Coaching

- Agreement and consensus
- Clear roles and responsibility
- Leader Facilitation

3. Norming

4. Performing

- Clear vision and purpose
- Focus on goal achievement
- Leader delegation

- Task completion
- Good feelings about achievements
- Recognition

5. Adjourning

Stage 1: Forming - Dependency and Inclusion

- Members depending on the designated leader
- Concerns about safety and being included
- Members are compliant of requests
- "Pseudo" work – family and other stories not related to the task at hand
- Members wait for group leader to make decisions
- Members are unlikely to express differing viewpoints
- Conflict is minimal
- Conformity is high

Stage 2: Storming – Counterdependency & Fighting

- Conflicts about values emerge
- Disagreements about goals and tasks emerge
- Increased feelings of safety allow for dissent to occur
- Dissatisfaction with roles may surface
- Goal clarification begins
- Role Clarification begins
- Members may challenge the leader or each other
- Subgroups and coalitions may form
- Member participation increases
- Conformity decreases
- Deviation from emerging group norms begin to occur
- Attempts at conflict management begin

Stage 3: Norming - Trust and Structure

- Goal clarity and consensus increase
- Roles and tasks are adjusted to increase the likelihood of goal achievement
- The leader's role becomes less directive and consultative
- The communication structure becomes more flexible
- The content of communication becomes more task oriented
- Pressures to conform increase again
- Helpful deviation is tolerated
- Cohesion and trust increase
- Member satisfaction increases
- Cooperation is more evident
- Individual commitment to group goals and tasks is high
- Greater division of labor occurs

Stage 4: Performing – Work & Productivity

- Members are clear about the team's goals
- Members agree with the team's goals
- Tasks require a team rather than individual effort
- Members accept their roles and status in the group
- Role assignments match member abilities
- Delegation or "unleadership" is the prevailing leadership style
- The team's communication structure matches the demand of the task
- The team has open communication structure in which all members participate and are heard
- The team gets, gives, and uses feedback

Facilitator's Role in Group Stages

- **Forming**: to be more directive by clearly articulating the purpose of the meeting/group and discussing ground rules for group functioning

- **Storming**: to help members deal with conflict, clarify differing viewpoints, and make sure hidden agendas or viewpoints are revealed keep people focused on the big picture (it is about the students)

- **Norming**: to use problem-solving skills to mediate differing positions, clarify any role ambiguity, and when appropriate refocus the purpose or rules for group functioning

- **Performing**: to be a collaborator and to keep the group moving in a nondirective manner stay out of the way and manage time

- **Adjourning**: to summarize decisions and clearly articulate responsibilities of group members

VALUES

THE INVIOLABLE BOUNDARIES WITHIN WHICH WE OPERATE WHILE ACTING OUT OUR MISSION AND USHERING IN OUR VISION.

PRODUCER CENTRALITY

Respect food providers-- land, water and seed protectors-- their perspectives and decision-making power

CONSUMER ENGAGEMENT

Engage *all* community members in building food systems that serve *all* of the people. 'If you eat, you're in'

TRUE DIVERSITY

From farm to advisory board to grocery aisle, creating tangible, inclusive relationships across the entire food web is critical to our mission and vision

BOUNDLESS COLLABORATION

Build bridges to foster cross-sector partnerships

COLLECTIVE RESILIENCE

From individual to local community to statewide, our success is a reflection of each others'

PLANNING FOR SUCCESS

- Designed and implemented by the community
- Harnesses cross-sector collaboration
- In support of underrepresented communities
- Fosters long term impacts
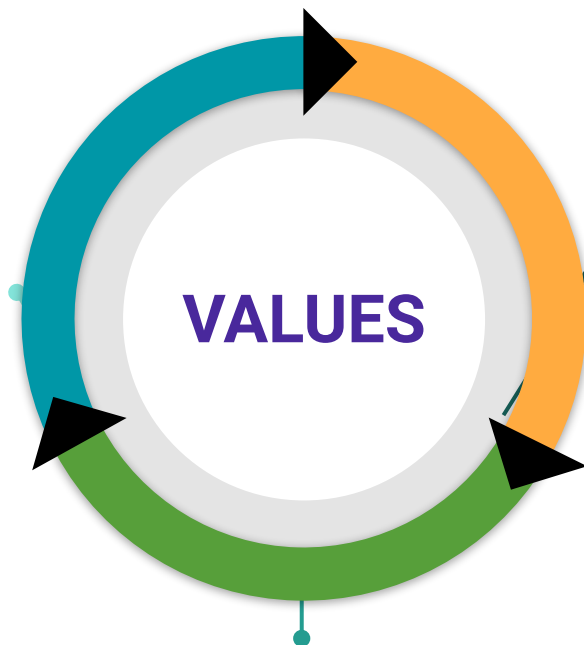- Increases community sovereignty

PROJECT DESIGN

VALUES

ASSESSMENT
Identify team assets
Which project?
What is success?
How to measure success?

IMPLEMENTATION
Advisory support
Mini-grant support

EVALUATION & SHARE
Evaluate metrics
What and how to share
Share at MFEI Meeting &
in Resource Library

THANK YOU!