

#FacWeekChat

WHAT DOES IT TAKE FOR PEOPLE  
TO ALIGN BEHIND CHANGE?

**Free facilitation webinar 17 October 2016 in Adobe Connect**

***Hosted by Martin Gilbraith with Sunny Walker & Michael Ambjorn***

17 October 2016

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**International Facilitation Week**  
**17 – 23 October 2016**  
promoting the power  
of facilitation worldwide

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## Agenda

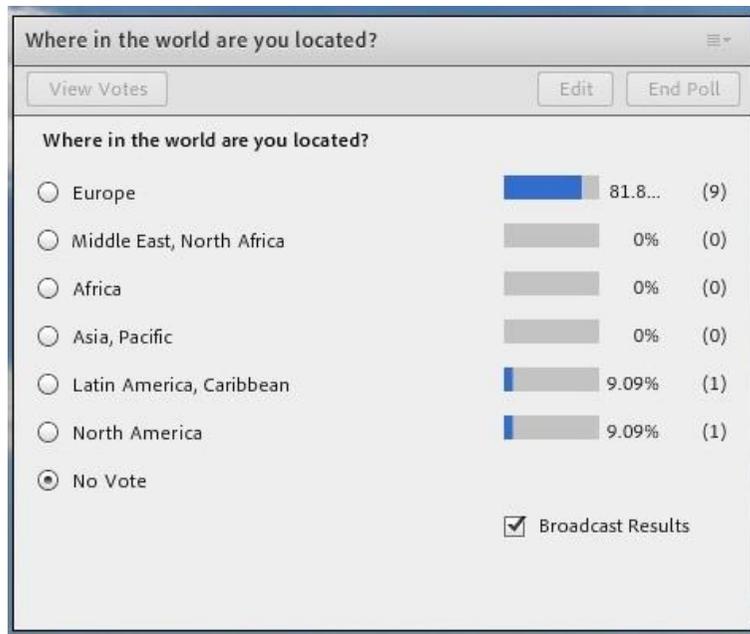
13:00-14:00 BST

1. Opening, overview & introductions
2. Presentation
3. Q&A, discussion
4. Reflection & close

## Participants

17 from France, Jamaica, Jordan, the Netherlands, Switzerland, UK & USA.

## Introductions



- **Rianne:** Hello all, I'm Rianne, connecting from just outside Birmingham (UK). I facilitate through the Open University, and also Soliya (an intercultural online exchange programme). My 'day job' was in disaster management, now just started a full time PhD. What about others?
- **Joy:** Hi, this is my first webinar - I am starting out as a facilitator and have found myself on a consortium project which is highly complex, so I'm looking for ideas that could help frame the problem
- **Rozanne:** Good afternoon. I can hear you well and look forward to the seminar.
- **David:** Hello. I am recently retired as CEO of Unicef UK and embarking on consultancy "second curve". Joining from Herefordshire.

- **Michael N:** Hey everyone, Michael N here, Change Consultant in The Hague
- **Helene:** Hello everyone - I'm a facilitator based in Bristol. Trying to work out how to mute my mic as I'm in an open plan office and it's a bit noisy!
- **Sue:** Hello every one! I am a management trainer specialising in Difficult Conversations and Recruitment. Often my clients are asking for support on change and facilitation which is why I am here today.
- **Ulla:** Hi all! Greetings from a German facilitator living and facilitating in the Caribbean, joined the IAF in 2006, joining you today from Germany
- **Sunny:** Hello - I'm located in Denver, CO (USA) - a long-time facilitator moving into virtual the past few years.
- **Michael As:** Hi. Just joined. I'm Michael from Paris.
- **Mireille:** Hi, I'm Mireille, live in the Netherlands, I'm a facilitator of multi-disciplinary processes.
- **Kasha:** Greetings from Paris
- **Peter:** I live in Cheshire, UK and have a background in coaching and personal development.

## Questions & comments

- **Peter:** That's big; flexibility around the change. Discussing the change, expedites it, as long as it is positive
- **Martin:** <https://martingilbraith.com/2014/02/25/four-steps-to-a-universal-principle-of-facilitation-and-learning/>
- **Rianne:** agree w Peter, guess social media can be double edged sword
- **Michael Am:** Here are the six tips from 2015 - which the presentation is building on: <https://martingilbraith.com/2015/11/11/what-does-it-take-for-people-to-align-behind-change/>
- **Sue:** The reality that change is 4-5 yr progress and still ongoing. So many people want change now!
- **Michael Am:** Here's a bit more about that RSA work I just mentioned: <https://martingilbraith.com/2013/08/14/the-rsa-small-groups-methodology/>
- **Rianne:** oh Martin N: of course, if things are done well, then its super ... it's all in the prep!
- **Joy:** Yes, it would be useful to have a reading list on change
- **Michael Am:** Kotter is useful - a range of books from brief (who melted my iceberg) through to academic tomes
- **Michael Am:** a much broader list which may also be useful - <http://chair.iabc.com/2015/10/17/an-extreme-reading-listening-list/> - built using the Technology of Participation
- **Rozanne:** it would be interesting to hear the common challenges that Michael A has encountered
- **Kasha:** Change is tough because many of us want change outside of our body rather than self-transformation
- **Tariq:** Am I the only one interested with the impact technology can have on change success?
- **Joy:** Agreed Kasha, change needs to be embodied

- **Ulla:** how do we inspire leaders to change first, then lead the change?
- **David:** Two points occur to me: we are talking about change as a generic concept while there is huge diversity in scale and scope. Secondly, we talk about change as a "periodic" activity rather than a continuous evolutionary process. The context today is that the need for change seems to be permanent!
- **Peter:** and that makes it easier. evolutions vs revolution
- **Ulla:** David, I agree that change is a continuous evolutionary process
- **Rozanne:** thankyou - very interesting!
- **Michael Am:** Lots of Kotter here: <http://amzn.to/2e0QMVg>
- **Michael Am:** The other book I mentioned: Art of Focused Conversation: 100 Ways to Access Group Wisdom <http://amzn.to/2elu70g>
- **Tariq:** culture is much difficult to handle using plain technology means
- **Michael Am:** Tariq - I agree
- **Peter:** Is all change good?
- **Rianne:** BTW: I'm not referring to one specific case, but having worked in a variety of organisations and seen (up close or a bit more from a distance) things being changed. Good to learn from those proposing/ facilitating change
- **Michael Am:** This one from the archive on Trust may be useful for some: <https://www.linkedin.com/pulse/20140926175010-769594-the-truth-about-trust-when-it-comes-to-when-where-and-how-we-work?trk=mp-author-card>
- **Peter:** logistics complicates the change, some people just do not have the reserve capacity.
- **Michael Am:** From Cascade to Conversation by Katie Macaulay <http://amzn.to/2eIDBbQ>

## What has worked well in your experience of aligning people behind change?

- **Michael N:** Being clear about the vision of the future
- **Ulla:** rebuilding a culture of dialogue and participation
- **Kasha:** Including participants in the vision of change from the beginning
- **Tariq:** considering people agendas
- **Kasha:** Creating an open culture where everyone's feedback is welcome and where people do not fear voicing their opinion
- **Rianne:** SM truly walking the talk on what change and \*why\* it's needed (short term pain for long term gain)
- **Sue:** When people recognise the need to change and it makes sense for them to put the effort in. THEN constant reminders of the daily actions that will lead to change along with celebrations of milestones reached. Oh and some fun and well as meaningful targets.
- **David:** Starting from a culture of trust and respect, openness to ideas and innovation, and shared commitment
- **Rianne:** Oh, yes, I agree w David's comment
- **Kasha:** I haven't seen it, but know that if people had been involved in the change, it would have worked
- **Michael N:** Leader's must lead, including change
- **Rozanne:** have a clear shared vision and strategies to achieve it along with an open and transparent system to monitor progress

## What have been some challenges in your experience?

- **Michael N:** Other change projects in large organisations taking place simultaneously
- **Peter:** It's seeing all the implications
- **Rianne:** SM proposing change, but hen basically pushing through top down regardless of any negative feedback re implications of plans
- **Michael N:** That the vision of the future change will you are working on the change, say low oil price, or financial crisis
- **Ulla:** engaging the leader first, who want a quick intervention to change them, but don't see a need embrace change themselves
- **Tariq:** complexity of underlying drivers and means
- **Sue:** People saying they want change but not actually willing to change themselves - lack of personal awareness and ownership.
- **David:** Recognising and aligning different interests within an organisation and bringing them together through an understanding of the benefits of integration
- **Peter:** Sometimes one objection stops it in its track.
- **Peter:** involving everyone
- **Rozanne:** or curtailing people's contribution of ideas and concerns
- **Rozanne:** Mixed messages from leadership about where to go and how to get there
- **David:** Pressure of the day job may lead to resistance as people don't feel they have the space to engage in change processes on top - how to support with resources?
- **David:** In complex organisations change may not be possible in one unit only without wider change

## How might we better connect, learn & collaborate together across our professions and our associations?

- **Michael N:** Sharing best practices and learnings
- **Michael N:** Have change networks in your org
- **Ulla:** more joined events like this one, also f2f
- **Ulla:** inviting CMI practitioners to IAF conferences
- **Kasha:** Some training. Communicators need to learn new ways of behaving
- **Rianne:** seeing change as tool, not end in itself, so people on change network (as proposed by Michael N) have other job, plus are taken seriously not just for show
- **Tariq:** a well designed, built for purpose platform that exploits the benefits of social media without its drawbacks
- **Sue:** Keep open, keep talking, keep trying new technology - the world is becoming smaller and we need to face some tough and urgent challenges!
- **Martin:** at each other's conferences, in each other's newsletters, via twitter & other social media...
- **Rozanne:** periodic discussions like this one
- **Martin:** my review of the IABC EMENA conference in London  
<https://martingilbraith.com/2015/04/28/power-to-the-people-and-the-power-of-facilitation-and-communications-in-partnership/>

## Feedback

- **Michael N:** Thanks Michael, Sunny and Martin, good topic and good conversation
- **Martin:** thank you!
- **Peter:** building a culture of change is well worth pursuing.
- **Ulla:** thank you all, see you on twitter!
- **Mireille:** Thanks!
- **Michael Am:** Thanks all!
- **Joy:** Thanks to all
- **Rianne:** Thanks to all!
- **Rozanne:** thank you!
- **David:** Thanks!
- **Sue:** Thank you everyone!!!
- **Peter:** Thanks everyone
- **Tariq:** Thanks everyone - not quite a facilitator myself but I try to enable facilitators with technology

