



facilitating
authentic participation



THE FACILITATION CYCLE

Transformative Steps to Empower Groups

James M. Campbell

Free facilitation webinar, 18 June 2019 in Adobe Connect

Hosted by Martin Gilbraith & Sunny Walker with Jim Campbell

Agenda

3-4pm UK time

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

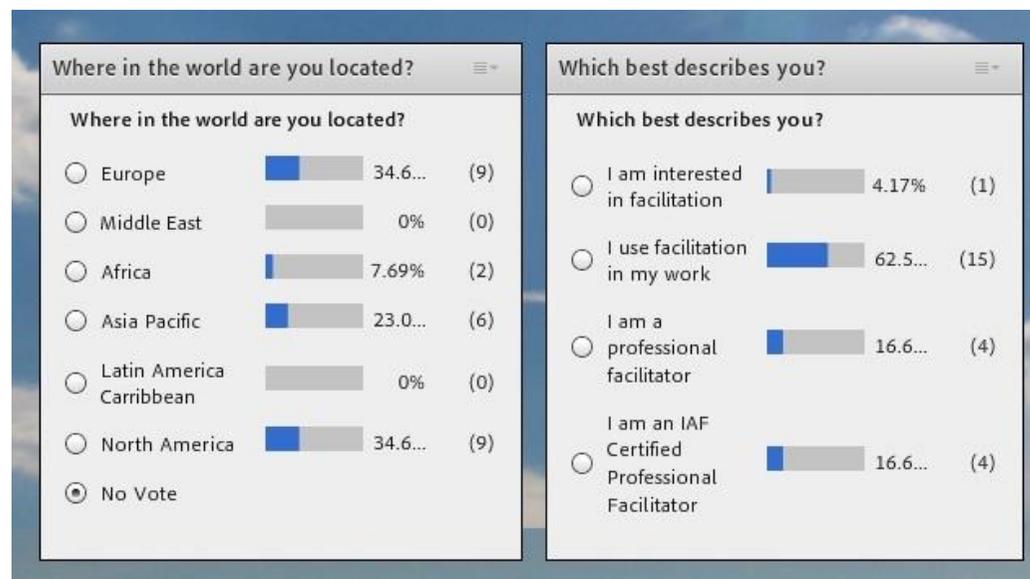
Participants

40 from Australia, Austria, Canada, Colombia, Czech Republic, Egypt, Finland, Hong Kong, India, Indonesia, Italy, Kenya, Malaysia, Netherlands, Philippines, Russia, Serbia, Singapore, Spain, Sri Lanka, Switzerland, Taiwan, UK, Ukraine & USA.

Introductions

- **Peter:** My name is Peter. I am from Newcastle in the north of England. I bought the book FAC on Amazon at full price
- **Nancy:** Hello, happy to be here! I just learned about the session yesterday, so I have not [read the book], but I am familiar with your work and ToP workshops as I have attended IAF conferences over years and use many resources offered there.
- **Richard:** greetings from here also!
- **Patricia P:** Hi, my name is Patricia. I live in Glen Ellyn, IL. I have not yet read Jim's book but am familiar with ToP methods.

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- **Patricia N:** Pat from Malaysia
- **Catherine T:** I am excited to join you from beautiful, sunny, and nicely warm Tucson, Arizona.
- **Larry:** Hi this is Larry in Taiwan with ICA.
- **Catherine S:** hi everyone... looking forward to this session
- **Nadine:** Greetings! I am from Dallas Texas and I am delighted to be here!
- **Sunny:** Welcome everyone. I'm based Denver, Colorado near the Rocky Mountains.
- **Esthera:** Hi from lovely Vienna, Austria
- **Andy:** Hello from the Yorkshire Dales in the north of England!
- **Zoe:** Hi, from Northamptonshire
- **Teree:** Good Morning from Canada!
- **Stanly:** Good evening from Singapore. And hi Larry!
- **Archana:** Hi Archana from Pune India
- **Larry:** Hi Stanly
- **Jey:** Hi Jey from Bengaluru India here. I am yet to read the book.
- **Teree:** are the mics muted? if not, I'll make sure I don't slurp my coffee :-)
- **Aneta:** Hello - finally managed to log on - programme manager at Cambridge University Press. Based in Madrid, Spain
- **Tamara:** Hello from Serbia
- **Richard:** Greetings from sunny Florida!
- **Svitlana:** Hi from Ukraine/ Sorry for late

Your hopes for the session

Please share something of your interest & expectations for the session

- **Nancy:** I am working on ways to share facilitation values and approaches with clients who are primarily small governments.
- **Larry:** Enjoy connecting again with all three of you and the rest of the world. Enjoyed the book
- **Patricia N:** Am looking forward to listen and learn from all of you
- **Eric:** I enjoy reading your book too
- **Catherine S:** travelling, I expect to learn more tips on participation
- **Patricia P:** Enjoying connecting with everyone again. Have not read Jim's book but am very familiar with ToP and use the methods frequently in my daily life. Have not purchased the book but am excited to learn more about it.
- **Teree:** The book is on my "to read" list
- **Catherine S:** I have not read the book
- **Patricia N:** have not read the book. Am a CPF and familiar with ToP
- **Richard:** eager to hear about authenticity
- **Peter:** Enjoying the book, I have a question about ground rules (p106 in my copy)
- **Nadine:** I am looking forward to learning from your vast experience

Questions & comments

- **Larry:** Based on advance facilitation course at All Hollows in Dublin
- **Larry:** 2 major sections part 1 inclusive responsibility of facilitator - philosophy of facilitation
- **Larry:** Part 2 the phases of the facilitation cycle
- **Larry:** Traced journey of facilitation -began with Plato
- **Larry:** THE AGE OF PARTICIPATION (another book)
- **Larry:** 4 Phases: Getting started - Needs assessment - Design/development/Process Delivery
- **Nancy:** Reminds me of Peter Hawkins work - Systems Coaching - The system is the client
- **Martin:** yes indeed Nancy
- **Larry:** Phase 1 Initial Contact; Phase 2 Contracting; Phase 3 Collect Data; Phase 4 In Depth Analysis; Phase 5 Facilitation Plan; Phase 6 Facilitate the Event; Phase 7 Closing
- **Larry:** 3 Full time jobs: Guide the process / Guide and manage the group dynamics/ Managing the information including inclusiveness and data
- **Richard:** a glass of water perhaps?
- **Larry:** Identifying the real client: Who knows Who cares? and Who can?
- **Larry:** Existing situation - Gap (the need) - New Situation
- **Patricia N:** Have a question about the first section... age of participation. can you say more about it?
- **Nancy:** Phase 4 "Diagnose the Problem" Help me understand the type of problems you might diagnose. If you could provide an example?
- **Catherine S:** Please go through the 3 questions to ask - who knows, who cares etc...
- **Nancy:** Thanks very much, I am always thinking about how my work as a consultant differs from the facilitator's work.
- **Larry:** Different assessments - task is to discern the "focus question" - discerning by the facilitator and discerning with the client or a sub-group. each is possible
- **Patricia N:** What is the thread that connects the philosophy of facilitation from Plato and what has evolved to the current times. briefly if possible
- **Larry:** Pat you have the read the book :-) He has sections on the journey. I think it might also be interesting to look participatory events in the history of others.
- **Patricia N:** haven't read the book but I will... it's is an area of interest for me

- **Larry:** The shift in participatory assumptions in organizations - some have shifted dramatically
- **Patricia P:** Agree - Events/Upheaval in Hong Kong is precisely on this topic of participation
- **Larry:** Why should anyone want to be led by you? (another book)
- **Sunny:** Here, we call that "Facipulation"!
- **Larry:** FACILITATING AUTHENTIC PARTICIPATION - A lot of what passes as facilitation is MANIPULATION
- **Patricia N:** It is also linked I think to accessibility and awareness from the public.... the interconnectedness of people now gives a new wave and call for participation where before, govt was by the educated elite.
- **Larry:** Trust, transparency, belonging, sense of responsibility etc
- **Larry:** You don't say much about documentation?
- **Larry:** Top documentation frameworks - even who does it
- **Larry:** Yes. Pat the unfolding that Jim shares is also about how the expectation or understanding of participation changes.
- **Jey:** The facilitation cycle with seven phases was clear and interesting. will read the book to explore more.

- **Aneta:** What are some of those generic ground rules?
- **Jey:** Can you share ways of disengaging?
- **Jey:** gives a frame and start to carry further

Your experience

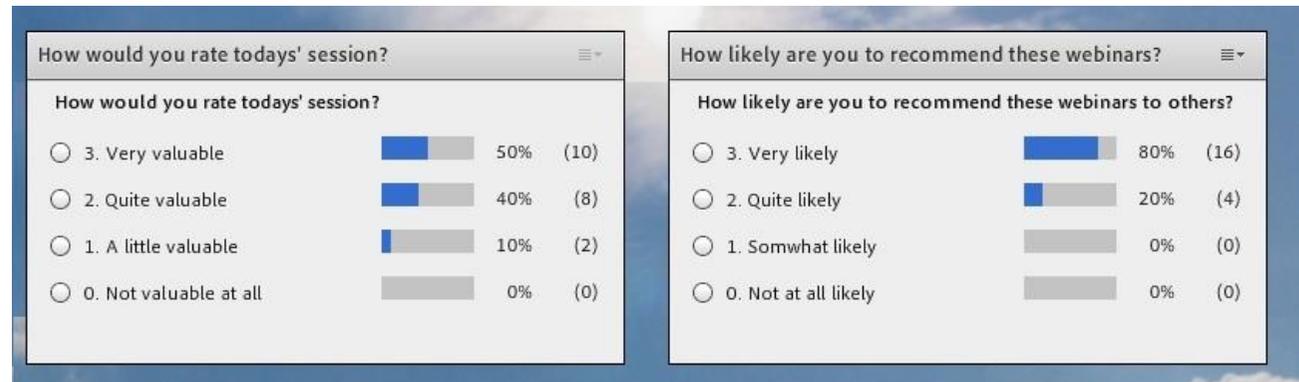
Please share something of your own experience of the facilitation cycle, and other issues raised in the session

- **Catherine S:** I liked the contracting phase which says - cover the details, because the devil is the details. it is a good reminder to me because I tend to trust people's word and do not always insist on documentation.
- **Nancy:** I use facilitation to move groups, often large groups, from "silo" thinking to "we are in this together" My clients are typically cities or counties and I bring a set of facilitator values to sessions but behind the scenes work with management teams and offer my expertise on building human resource systems from the ground up.
- **Patricia N:** The process I use is similar to the one shown - perhaps with less complexity for the cases I have worked with.. I find the block is often because the groups stakeholders themselves are unclear about what it is that they want. I find that it helps to help them clarify their own situation
- **Larry:** I found the cycle very helpful - I found I had a bit more of assumption of ongoing journey than focusing only on this event
- **Nadine:** We have begun to work with a client who is in crisis and there needs a far greater than they understand. Your presentation confirms the plan that we have created to deal with what they want and help then see and understand what they need. Thank you very much!
- **Patricia P:** My husband is a National Accounts director for a large shipping company -- his favourite line is, "The devil is in the details." He is in the thick of contract season with his clients right now.
- **Larry:** I really liked the context pieces on Authentic participation
- **Larry:** Yes, a key is to assess and always have the option to step away or hand it off
- **Larry:** Yes, I did a start-up recently that thought they needed strategy but actually they needed a way to talk through acting collaboratively
- **Peter:** I have some experience of using ToP consensus workshop in small groups and understand more the context

Your own insights & next steps

What insights will you take away from the session, and what will be your next steps to follow up?

- **Sunny:** Love the phrase "The Client System." Speaks to my experience, but I hadn't named it.
- **Aneta:** Read the book!
- **Tamara:** it was great to hear about phrase "true facilitation". I will use it, because I already use "facipulation" when wanting to explain that something that is done is not real facilitation
- **Patricia P:** Enjoyed the historical perspective on participation - a human right. I agree the topic of participation is a hot issue right now. Authentic participation is so important in the U.S.
- **Nancy:** I am working on a learning series to get more clear about the way in which I work and how internal people to the organization can mirror this.
- **Patricia N:** Yes. the client system helps me to review the blocks in the stakeholders' different views of what is needed.
- **Andy:** The concept of "authentic" participation is key. We need to remember this at all times!



- **Catherine S:** enlighten people on the difference between authentic facilitation and manipulation
- **Tamara:** I use ToP methods for a long time now, it is great to go through once again and hear some tips and experiences
- **Patricia N:** The historical system provides for me a connection to meta-picture of how m facilitation work fits into work on human rights and community development
- **Catherine S:** The 3 questions to ask are great- will put them in use
- **Patricia P:** thank you so much Jim. Looking forward to reading and sharing your book.
- **Peter:** I will develop some ground rules

Reflection

- **Jey:** Thanks for bringing this webinar
- **Richard:** Thank you!
- **Zoe:** Thank-you
- **Larry:** Thanks Jim Martin and Sunny - effective and concise
- **Tamara:** Thank you
- **Jackie:** Thank you all!
- **Catherine S:** Thank you, it's always good to learn something new!
- **Patricia P:** Thank you - This was great.
- **Svitlana:** Thanks!
- **Andy:** Thank you!
- **Nancy:** Thanks!
- **Mariya:** thank you!!
- **Catherine T:** Thanks, Martin, for hosting this interesting webinar. Thanks, Jim, for sharing your experience and expertise.