



People Zone

Enabling Growth and Development

Facilitation

Tips for Cluster Co-ordinators

(VERY brief introduction to how facilitation tools and skills can help Cluster Co-ordinators)

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Facilitation

Focusing on **process** - the *how* of getting a group from where they are now, to where they want to be

Using participatory approaches which support

- Sense-making
- Exploration and learning about complex issues,
 - Relationship-building, empathy,
 - Valuing diversity, ensuring all voices are heard
- Building consensus, decision-making, action planning
 - Drawing on the wisdom in the room

Tip 1:

Use cards not flipcharts

Using flipcharts

Full Screen

Group 1	Group 2	Group 3
<ul style="list-style-type: none">• How to engage the outsider without disrupting group process?• Common understanding / agreement (consensus)• Getting a message across that sticks in people's minds and gives confidence• Mindsets – government priorities; agency priorities; cluster priorities	<ul style="list-style-type: none">• Decisions made in open forum• Engagement of people for the betterment of the cluster• Getting <u>equal</u> representation• Ego	<ul style="list-style-type: none">• Lack of understanding (by cluster members) of coordination role; facilitator vs decision-maker• Technical knowledge / understanding of shelter coordination and response

How the outputs would look if we'd used flipcharts. Linear, impossible to categorise. Duplication between groups, no consensus. The ideas recorded by one person might not have included everyone's opinion... Groupwork followed by presentations - with minimal engagement from participants.

How would this normally be explored?

What did I do?

What could we have done more if we had had more time?

What could we do next?

The same output, but as a result of using cards, not flipcharts...

Very rapid consolidation, emerging consensus.

Managing Diversity	Building consensus	Building engagement and commitment	Breaking down organisational silos?	Technical	Planning, Contracting	Role clarity (coordination/facilitation)
How to engage the outsider without disrupting group process?	Common understanding / agreement (consensus)	Getting a message across that sticks in people's minds and gives confidence	Mindsets – government priorities; agency priorities; cluster priorities	Technical knowledge / understanding of shelter coordination and response	Defining roles/responsibilities to prepare and deliver training	Lack of understanding (by cluster members) of coordination role; facilitator vs decision-maker
Personalities and egos (big); decision-makers in the room	Decisions made in open forum	Engagement of people for the betterment of the cluster	Getting <u>equal</u> representation		Prioritising what gets communicated, when, to whom and how	Tech skills vs soft skills incl. facilitation
Moving out of agenda / topic and prolonged discussion on topic that is not part of agenda / time-consuming	Conflict of interest among the stakeholders in the group to come to a consensus	To motivate partners: local NGO, young staff, limited experience, no creativity, no methodology	Managing expectations of cluster members		Sensitive topics	Knowledge management - turnover
Group focus – not get lost in detail and technical issues.	Consensus-building	Ensuring cluster partners and other stakeholders attend coordination meetings	Engaging government and national actors (bringing them on board and getting them involved)			
Lack of interaction and participation from the group	Implementation decisions	Encouraging people to prioritise learning	Understanding different viewpoints			
Ego	Reaching a consensus and the commitment to		Consensus, collaboration			

Using cards allows you to more easily sort, categorise, rank, prioritise ideas - and acknowledge everyone's contribution.

Collation of all contributions: Facilitation Challenges for Co-ordinators

Full Screen
Full Screen

Managing Diversity	Building consensus	Building engagement and commitment	Breaking down organisational silos?	Planning, Contracting	Role clarity (coordination/ facilitation)
<ul style="list-style-type: none"> How to engage the outsider without disrupting group process? Personalities and egos (big); decision-makers in the room Moving out of agenda / topic and prolonged discussion on topic that is not part of agenda / time-consuming Group focus – not get lost in detail and technical issues. Lack of interaction and participation from the group Not being able to zoom out How to maintain balance between attendees (equal participation) A lot of experts How to interrupt people that take too much time and space; impose their ideas? How to get the quiet people to share their ideas? How to keep attendees interested in discussed topics? Different backgrounds / expectations, levels of experience How to maintain balance between attendees (equal participation) Different levels People don't have the expertise, lack of respect for humanitarian standards; too much belief, too little science, entitlement syndrome – because I am in this position... Cultural differences, language 	<ul style="list-style-type: none"> Common understanding / agreement (consensus) Decisions made in open forum Conflict of interest among the stakeholders in the group to come to a consensus Consensus-building Implementation decisions Reaching a consensus and the commitment to apply it Reaching a common goal/objective 	<ul style="list-style-type: none"> Getting a message across that sticks in people's minds and gives confidence Engagement of people for the betterment of the cluster To motivate partners: local NGO, young staff, limited experience, no creativity, no methodology Ensuring cluster partners and other stakeholders attend coordination meetings Encouraging people to prioritise learning 	<ul style="list-style-type: none"> Mindsets – government priorities; agency priorities; cluster priorities Getting equal representation Managing expectations of cluster members Engaging government and national actors (bringing them on board and getting them involved) Understanding different viewpoints Consensus, collaboration Lack of understanding of the value of coordination and information sharing. Lack of information sharing Conflict of interest 	<ul style="list-style-type: none"> Defining roles/responsibilities to prepare and deliver training Prioritising what gets communicate, when, to whom and how Sensitive topics 	<ul style="list-style-type: none"> Lack of understanding (by cluster members) of coordination role; facilitator vs decision-maker Tech skills vs soft skills incl. facilitation Knowledge management - turnover Technical knowledge / understanding of shelter coordination and response

Tip 2:

Consider different types of objectives
rational / experiential

Two types of objectives

Rational Objective

Related to the purpose: why we're all here

- Outcome
- Outputs

Experiential Objective

What experience do you want participants to have?

- Safe space to discuss sensitive issues
- Feel motivated to engage

Tip 3:

Build your toolbox, Connect with others

Process choices

1. Homogenous groups / Heterogenous groups
2. From “Icebreakers” to “interactive games and activities” which are safe, enjoyable and serve a purpose
3. Explore issues using:
 - Conceptual frameworks for analysis e.g. DFID’s SLF; resistance to change, Tuckman’s team evolution)
 - Tools to facilitate discussions
 - Debate
 - Agree/Disagree - scale
 - Goldfish bowl, clinic, margolis wheel
 - Forcefield analysis, Stakeholder analysis, SWOT
4. How you organise the group:
 - Plenary, small group (homogenous/heterogenous), buzz in pairs, individual reflection

Tip 4:

Games are not just for Google employees...

E.g. Yes! And... WILAYI

Summary of Facilitation Challenges for Cluster coordinators

- **Managing group discussions (diversity / power imbalance)**
- **Building consensus**
- **Building engagement and commitment**
- **Breaking down organisational silos**
- **Planning, Contracting**
- **Role clarity (coordination/facilitation)**
- **Technical**

For information about training programmes contact lesley@people-zone.com