
The Principles and Practices of a **FACILITATIVE LEADER**

Empowering People to Work As a Team to Achieve a Common Goal



WORKSHOP PURPOSE

- To develop practical skills *and* tools for tapping-the creativity, experience, and commitment of the people with whom you work
- To provide a forum for you to explore your challenges and aspirations as a leader

Roles of the Leader

During the course of an average work week, leaders perform several roles to help others achieve their goals.

COACH

Guides individuals to higher levels of performance and satisfaction



TEAM LEADER

Manages the process by which a team accomplishes its goals

CHANGE AGENT

Encourages learning and continuous improvement of organizational systems

Facilitative Leader: A Definition

Today's challenges and opportunities call for an expanded model of leadership. Beyond coping with change, leaders must design and manage change by engaging and empowering people.

Facilitative Leaders* empower people to work together to achieve a common goal.

THEY MAKE IT EASIER FOR PEOPLE TO:

- Contribute their ideas and expertise.
- Speak up when they have problems.
- Take initiative.
- Work with others.
- Make decisions.
- Share responsibility for success

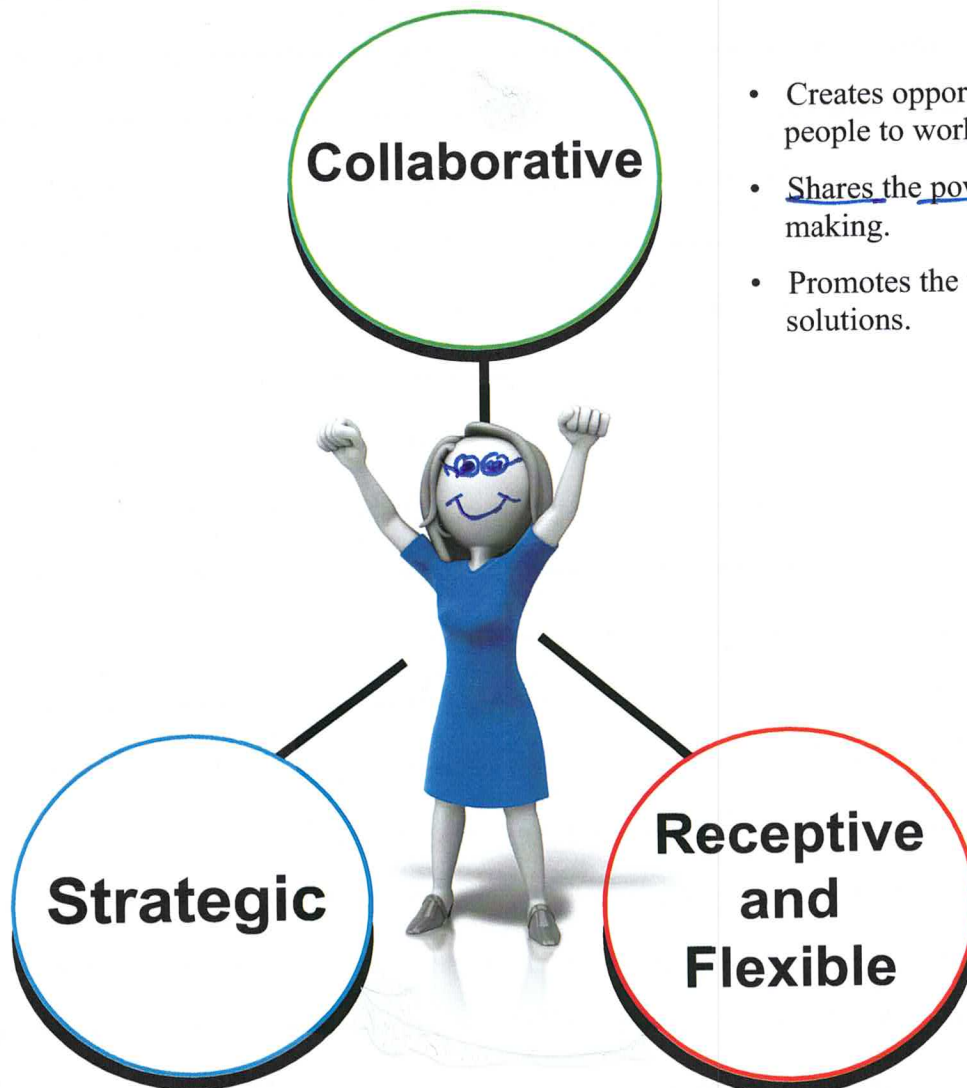


***Fa•cil•i•ta•tive** *adj: causing or capable of making easier*

***Lea•der** *n: a person who has commanding authority or influence*

Profile of a Facilitative Leader

Facilitative leaders create a safe environment for participation and collaboration by modeling three critical and related attributes.



- Creates opportunities for people to work together.
- Shares the power of decision making.
- Promotes the value of win-win solutions.

- Reminds others of the “big picture” and the overarching goal.
- Keeps attention focused on high leverage issues and activities.
- Provides perspective at critical moments.

- Actively encourages others to contribute.
- Accepts others’ ideas, perceptions, and feedback in a non-defensive way.
- Adjusts plans to meet changing needs.

Seven Practices of a Facilitative Leader

Leaders empower team members to work together by applying seven practices of a facilitative leader. A practice is a repeated action or behavior that leads to proficiency and high performance.



Seven Practices of a Facilitative Leader (continued)

Practice	Learning Objective
<p>Share an Inspiring Vision</p> <p>Facilitative leaders create and communicate an inspiring image of the future and enroll others in its pursuit. People work with greater commitment when they are guided by a vision and believe their efforts can make a difference. However, the pressures of daily work often distract people, narrowing their focus and restricting their view of what is possible. By sharing their vision and values, leaders keep the mission out front, like a beacon, guiding people toward greater achievement.</p>	<p><i>Create and communicate a vision of success that inspires and guides your team or work group.</i></p>
<p>Focus on Results, Processes and Relationships</p> <p>Facilitative leaders build a framework for performance and satisfaction by balancing their focus between results, process and relationship. While monitoring bottom-line performance (results), leaders also encourage continuous improvement in the way the work gets done (processes), and how people treat each other in the workplace (relationships). Balancing their focus across three elements of success enables leaders to produce results, sustain productivity and quality, and build a supportive work environment.</p>	<p><i>Manage and evaluate a work effort using three measures—results, process, and relationship—so that you and your team maintain a balanced approach to the work.</i></p>
<p>Seek Maximum Appropriate Involvement</p> <p>People want to participate in decisions that affect their daily work lives. Facilitative leaders make conscious choices about when and how people can best participate. They leverage the interest and talent of those around them by including them appropriately in the decision-making process. Seeking maximum appropriate involvement pays several dividends—better communication, more informed decisions, increased commitment to action, and higher levels of trust.</p>	<p><i>Involve people in decision making in a way that improves the quality of decisions and increases commitment to implementation.</i></p>
<p>Design Pathways to Action</p> <p>Good planning increases the likelihood of successful implementation. Facilitative leaders guide others in planning how to solve problems and realize opportunities. They help people see alternative paths to the desired result and suggest ways to evaluate which routes are best. By providing a map of the road ahead, leaders build confidence that the goal is attainable and increase the likelihood of successful implementation.</p>	<p><i>Design project plans and meeting agendas that involve others appropriately and guide them toward successful implementation.</i></p>

Seven Practices of a Facilitative Leader (continued)

Practice	Learning Objective
<p>Facilitate Agreement</p> <p>People notice what leaders say and do, taking their cues from the leader's behavior. Facilitative leaders model behaviors that create a safe environment for participation and teamwork. They encourage diversity of opinion and honor individual perspectives, while helping team members stay focused on the task at hand. By facilitating understanding and agreement, leaders demonstrate the power of teamwork to produce clear decisions and quality results.</p>	<p><i>Facilitate work discussions and meetings so that people build agreements, make quality decisions, and create realistic action plans.</i></p>
<p>Coach for Performance</p> <p>Facilitative leaders coach individuals to do their best. They encourage people to think outside the norm, to experiment and take risks, to overcome habits that restrict thinking. The leader's most valuable tool is the ability to listen as an ally, to consciously support the expression of others' ideas and aspirations. By working as supportive coaches, Facilitative leaders build environments where people learn and grow.</p>	<p><i>Coach others in a way that facilitates clear thinking, personal responsibility, and creative problem solving.</i></p>
<p>Celebrate Accomplishment</p> <p>Dozens of opportunities for thanking people emerge over the course of a workweek. Facilitative leaders seize these moments to celebrate small successes and acknowledge individuals and teams for their contributions. People are invigorated by authentic acknowledgment and celebration. By taking time out to recognize performance, facilitative leaders build pride, self-esteem, and a sense of commitment to the group or organization.</p>	<p><i>Identify and act on opportunities to acknowledge others' performance and contributions.</i></p>

Personal Learning Plan

Instructions:

1. Review the descriptions on the preceding pages of the seven practices of a facilitative leader and the accompanying learning objectives.
2. In the diagram to your right, check off two practices you would most like to develop during this workshop to enhance your performance as a leader.
3. In the space below, identify why you'd like to focus on these specific practices.



Practices: _____

Why: _____

Practices: _____

Why: _____

What else would you like to learn in this workshop?

Stages of Building an Agreement

Building agreement is a critical leadership function. By getting people to agree on what to do and how to do it, leaders create a safe environment for people to work together and to fully participate.

Stages of Building an Agreement

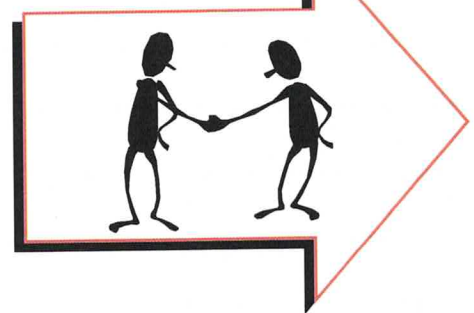
1. PRESENT a PROPOSAL



2. CHECK FOR UNDERSTANDING



3. CHECK FOR AGREEMENT



Example: The Learning Contract

1. Present a Proposal

“Because we all learn in different ways, the workshop leaders will be using a variety of learning strategies in this workshop. If you are not getting your needs met, despite the variety of learning formats, please take the responsibility for your own learning by asking for what you need.”

2. Check for Understanding

“Is there anyone who needs clarification about the proposed learning contract?”

3. Check for Agreement

“Can we get agreement on this proposal?”

Ground Rules for this Workshop

Agreeing on ground rules creates an environment where people feel safe to participate.

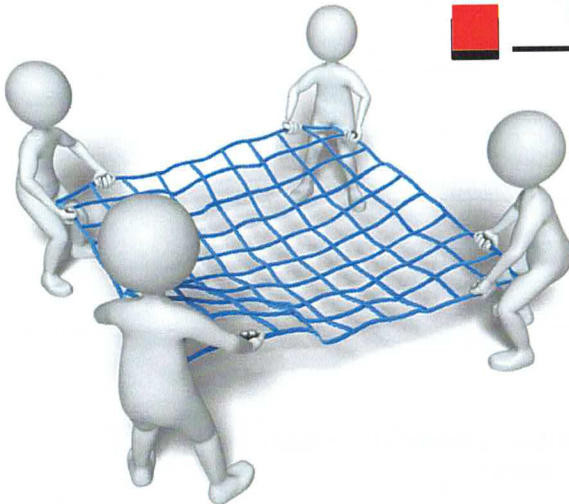


- Take responsibility for your own learning (The Learning Contract).
- Honor time limits and commitments.
- Listen and consider the opinions of others.
- Participate by sharing your own opinions and experiences.
- Be willing to experiment with ideas and techniques presented.
- Be digitally responsible and respectful.



Be digitally responsible and respectful.

Take time at the end!



Introduction to the Principles and Practices of a Facilitative Leader

Connect, Reflect and Summarize