

Paying Attention to our Stakeholders

Facilitating across Boundaries

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Session Purpose & Process

- To identify and develop a fuller range of personal presence & expression when connecting with others
- Increased awareness of the conditions that support and enhance group process; creating generative learning and preempting conflict
- To discover new skills and practices on how to span multiple boundaries in service of attaining higher vision or goals in group process
- Develop, build and deepen peer network relationships
- To have fun by engaging in Serious Play!

Agenda

- 1 Introductions
- 2 Expectations
- 3 Facilitating Across Boundaries
Exploring:
 - Self (Presence & Powerful Expression)
 - Group Space (Generative Space)
 - System (Boundary Spanning Leadership)
- 4 Session Debrief
- 5 Gift & Appreciation Exchange

Eco-Ductions

Describe the physical environment (geography) that you were raised in. In what way has that space influenced or shaped who you are today?



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SELF

*The task of leading begins from within. It begins with a dream, a sense of what's possible, a commitment to a cause, a yearning to solve a problem, or a restless need to express one's creativity in service of the world. **Sam Intrator***

*Salvation of this human world lies nowhere else than in the human heart – in the human power to reflect, in human meekness and human responsibility.” Leadership begins from within. Power justly and humanely unleashed must work from the inside out. **Vaclav Havel***

SELF-FOCUS PRESENCE & POWERFUL EXPRESSION

Leadership Presence (Ariel Group)

Being Present

The ability to be centered and aware in each moment of communication and yet flexible enough to handle the unexpected

Reaching Out – Connecting to your audience

The ability to build and sustain an authentic relationship with one's audience

Powerful Expression

The ability to communicate dynamically and congruently with voice and body, mind and emotion.

Self-Knowing

The ability to reflect upon and leverage one's unique identity as a person and professional

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GROUP SPACE – Cultivating Generative Learning

The real work of leadership is to build collaborative energy, where men and women can gather their collective voice and stand “shoulder to shoulder.” A leadership of listening, of question asking, of discerning the plural voices, and helping groups move forward with shared energy. In the end...it all about relationships. *Dan Wieden*

Generative Learning

A style of learning that incorporates existing knowledge with new ideas based on experimentation and open-mindedness. This style of learning encourages individual and group creativity, resulting in a new way of viewing old methods, approaches and paradigms.



Creative Challenge

Your team challenge is to create something that represents “**what your Stakeholders really need right now.**” Your object/symbol is to be created by using whatever materials are available on your table. You have 5 minutes to complete this challenge.



Setting the Conditions for **Generative Learning**

- Clarification
- Ideation
- Development
- Implementation



Pre-Empting Conflict

How to Preempt Team Conflict (Harvard Business Review Article)

Ginka Toegel & Jean-Louis Barsoux

The Problem

- Group conflict erupts not because of differences in opinion but because of a perceived incompatibility in the way different individuals think and act
- When people can't get past their differences, the resulting clashes kill productivity and stifle innovation

An Alternative View & Approach

- Differences in perspective and experience can generate great value
- By focusing on the *process* of work rather than the *content* Facilitators can lead discussions that explore the varying ways that individuals in groups look, act, speak, think and feel, to immunize against unproductive conflict when the pressure is on

The Five Conversations

Look: Spot the Difference

Act: Misjudge Behaviour

Speak: Divided by Language

Think: Occupy Different Mindsets

Feel: Chart Emotions

Look: Spotting the Difference

In your world....

...What makes a good first impression? A bad one?

...What do you notice first about others (dress, speech, demeanor)?

...What intangible credentials do you value (education, experience, connections)?

Act: Misjudging Behaviour

In your world...

...how important are punctuality and time limits?

...what is a comfortable physical distance for interacting in the workplace?

...what group behaviours are valued (helping others, not complaining)

Speak: Dividing by Language

In your world...

...is a promise an aspiration or a guarantee?

...which is most important: directness or harmony?

...do interruptions signal interest or rudeness?

Think: Occupying Different Mindsets

In your world....

...Is uncertainty viewed as a threat or an opportunity?

...What's more important: the big picture or the details?

...Is it better to be reliable or flexible?

Feel: Charting Emotions

In your world....

...What emotions (positive and negative) are acceptable and unacceptable to display in a public forum?

...How would you react if you were annoyed with an individual in public (with silence, body language, humor, through a third party)?

Moving Conversations Forward Yes, and...



Assessing **Tension** and **Conflict** as it Arises

RESPONSE MODEL

1. Recognize that there **is** a conflict
2. Get in the **right space**
3. Explore the **purpose** of the conflict
4. Be curious about your **contribution** to the conflict
5. Choose a **response or action**

Facilitating Across Boundaries

SYSTEM FOCUS

Boundary Spanning Leadership

Chris Ernst & Donna Chrobot-Mason

Boundaries may be borders that limit human potential, restrict creativity and innovation, and stifle necessary business and societal change. But boundaries also may represent **frontiers**; the location where the most advance thinking and breakthrough possibilities reside. What explains the difference between limiting borders and limitless frontiers? In a word: **leadership**.



Boundary Spanning Leadership

Boundaries are....

- Vertical
- Horizontal
- Demographic
- Geographic
- Stakeholder

Strategies for spanning Boundaries...

- Managing Boundaries
- Forging common ground
- Discovering new frontiers

Boundary Explorer Activity

Stakeholder Relations & Engagement

Using the materials on your table, create a “**current**” and “**future/ideal**” state of Stakeholder Relations & Engagement

What are the key strategies and tactics/actions needed to move from current to future. What internal or external boundaries need to be explored and spanned?

Refer to the **Boundary Explorer cards** to help spark your thinking and group discussion.

Dare to Endure

Leaders live in the gap between what should be and what is. That is where the work that most needs doing resides. On one side of the gap, our dreams, our aspirations, our best hopes for each other and our communities call to us.

The other side is the world as we know it: beset with human frailty, strife, and pent-up hope. It is here amidst complex and competing forces that pull and yank on their time and beliefs that leaders do their work. It takes guts to set forth and endure life in this gap; there is no golden bullet or magic fix. We can hope for “miracles and cures and healing wells” but the real work takes time and courageous endurance.

Leadership is about endurance and the beauty that is of many days. Steady and clear. It is the normal excellence, of long accomplishment. **Harry Barnes**

Gift & Appreciation Exchange

- What gift or insight did you receive by spending time with your colleagues today?



Resources

Leadership Presence – Belle Linda Halpern and Kathy Lubar

How to Preempt Team Conflict
(Harvard Business Review Article)
Ginka Toegel & Jean-Louis Barsoux

Difficult Conversations: How to Discuss What Matters Most – Douglas Stone, Bruce Patton, Sheila Heen

Boundary Spanning Leadership: Six Practices for Solving Problem, Driving Innovation, and Transforming Organizations – Chris Ernst, Donna Chrobot-Mason

Facilitation with Ease! Core Skills for Facilitators, Team Leaders and Members, Managers Consultants and Trainers – Ingrid Bens