

Who is going to facilitate this meeting?

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#Devday4w



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Agenda

1. Defining Facilitation
2. Facilitation challenges
3. Facilitating Scrum events



Defining Facilitation

Let's talk...

1. What is your ideal session as a participant?
2. What is your ideal session as a facilitator?
3. Describe a well facilitated session using just 3 words

Definitions

Facilitate: *verb*

1. to make easier or less difficult; help forward (an action, a process, etc.)
2. to lead or moderate (a discussion, workshop, etc.), especially as a person trained to do so.
3. to assist the progress of (a person).

Dictionary.com

SYNONYMS FOR facilitation

Support, boost, cooperation, assistance, collaboration, service, benefit, relief, helping hand, reinforcement, help

Thesaurus.com

ANTONYMS FOR facilitation

Damage, hurt, loss, obstruction, opposition, injury, stop

Thesaurus.com

Facilitation

The art and science of leading people through processes toward agreed-upon outcomes in a manner that **encourages participation, ownership, and creativity** from all involved.

Marsha Acker, author of "The art & science of Facilitation"



...meetings have increased in length and frequency over the past 50 years, to the point where **executives spend an average of nearly 23 hours a week in them**, up from less than 10 hours in the 1960s. And that doesn't even include all the impromptu gatherings that don't make it onto the schedule.

...

We surveyed 182 senior managers in a range of industries: **65% said meetings keep them from completing their own work. 71% said meetings are unproductive and inefficient.** 64% said meetings come at the expense of deep thinking. 62% said meetings miss opportunities to bring the team closer together.

...

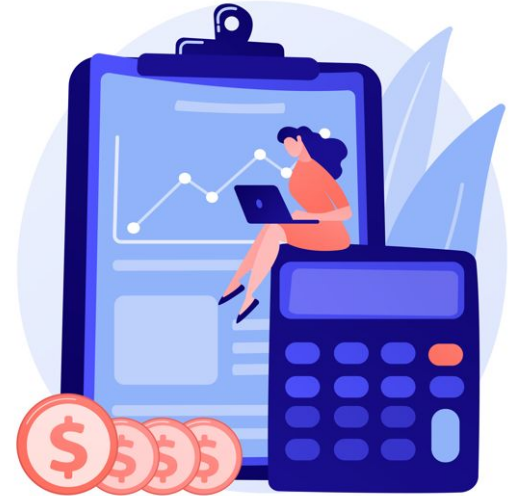
The good news is, we've found that changing the way your team and your organization approach meetings is possible.

Stop the meetings madness, Harvard Business Review, 2017



What is the cost of your meetings?

- A 1-hour virtual meeting of 5 attendees, with \$30,000 MXN average monthly salary costs \$1,225 MXN
- This team meets around 8 times per week. Weekly cost is \$9,800 MXN. Monthly cost is \$39,200 MXN
- Extend this to all the teams in your organization



A facilitator is not...

- The secretary of the group
- The person who send the invites
- The person who bring the snacks
- The cheerleader of the group
- The person who need to make all decisions
- The only person talking
- The center of attention

Facilitation is not...

- About the facilitator
- About how smart is the facilitator
- About getting through facilitator's material
- A one-sided performance

A facilitator ...

- Has the ability to listen actively
- Encourages curiosity and different viewpoints
- Is skilled at applying group problem-solving techniques
- Recognizes that conflict should be expected and dealt with constructively and respectfully
- Uses a participatory style
- Encourages the group to be open to other people's ideas, suggestions and perspectives
- Empathizes and shows compassion
- Leads a group of people to reach their collective goals and objectives
- Builds consensus
- Manages time effectively
- Communicates the purpose of a meeting in a clear and concise manner
- Communicates effectively, using clear and concise language
- Is organized

Facilitation Principles



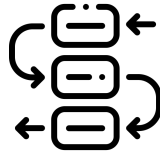
Purposeful



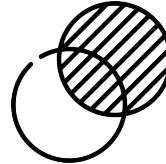
Participatory



Healthy



Process

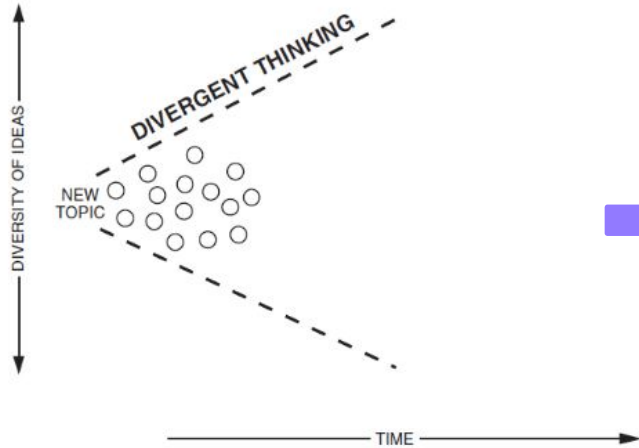


Transparency

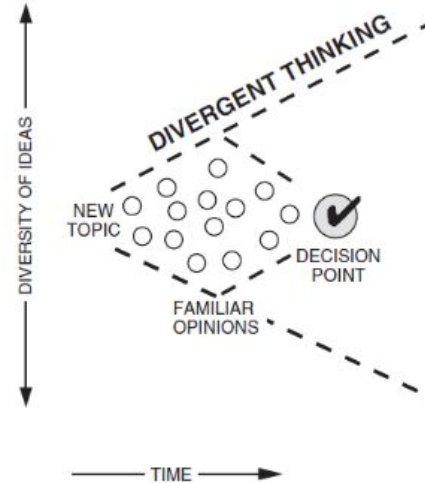
Facilitation challenges

Dynamics of group decision-making

Low risk, low impact problems



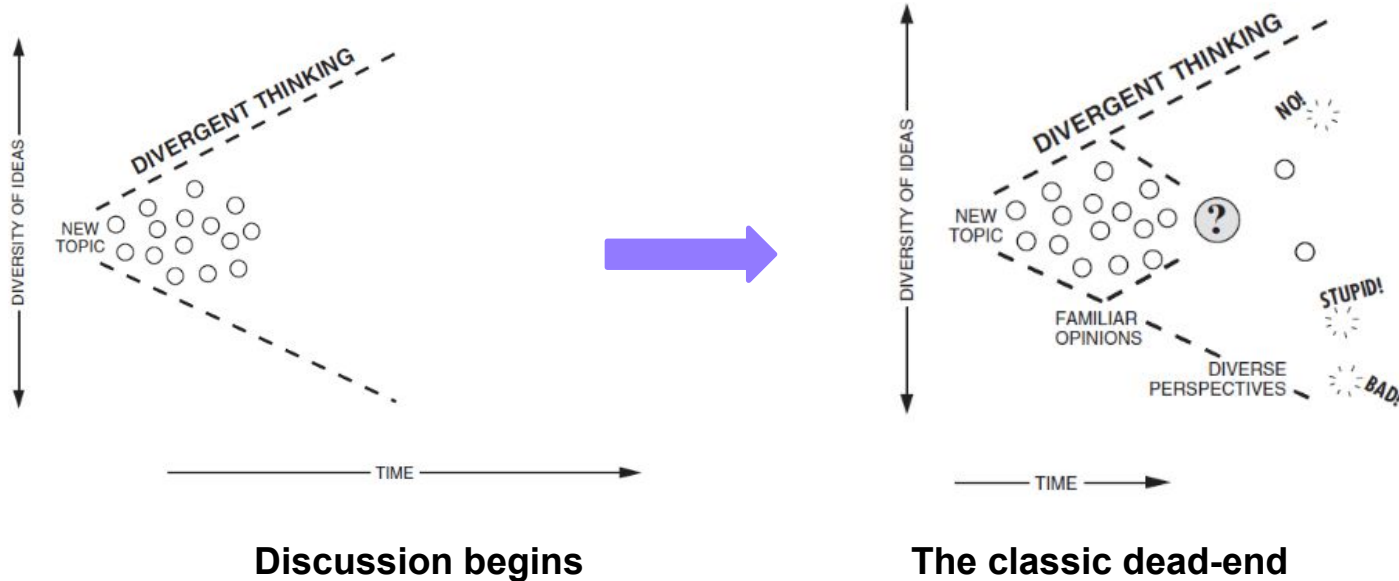
Discussion begins



Quick decisions

Dynamics of group decision-making

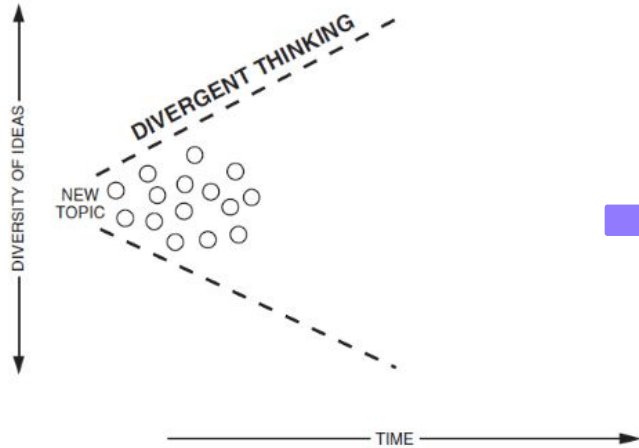
Complex problems
open to multiple
solutions



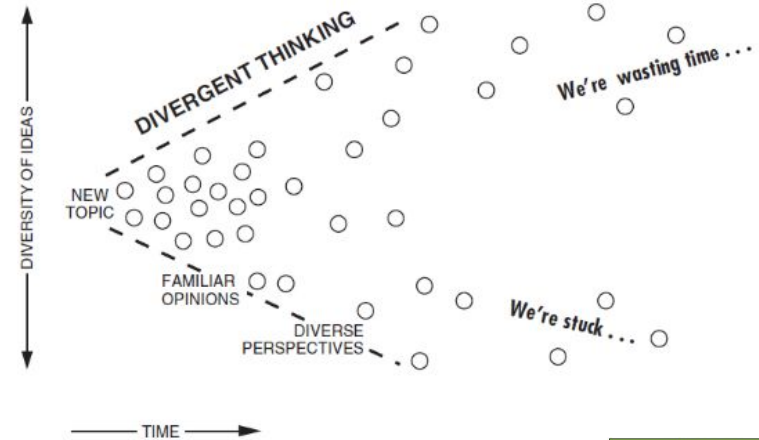
Unfortunately, most groups aren't very good at cultivating unfamiliar or unpopular opinions.

Dynamics of group decision-making

Complex problems
open to multiple
solutions

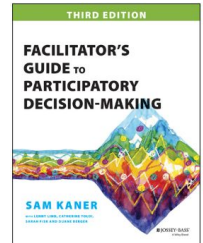


Discussion begins



Typical process

Even the sincerest attempts to solve difficult problems can – and often do – dissipate into confusion.



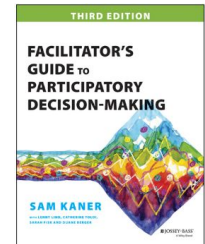
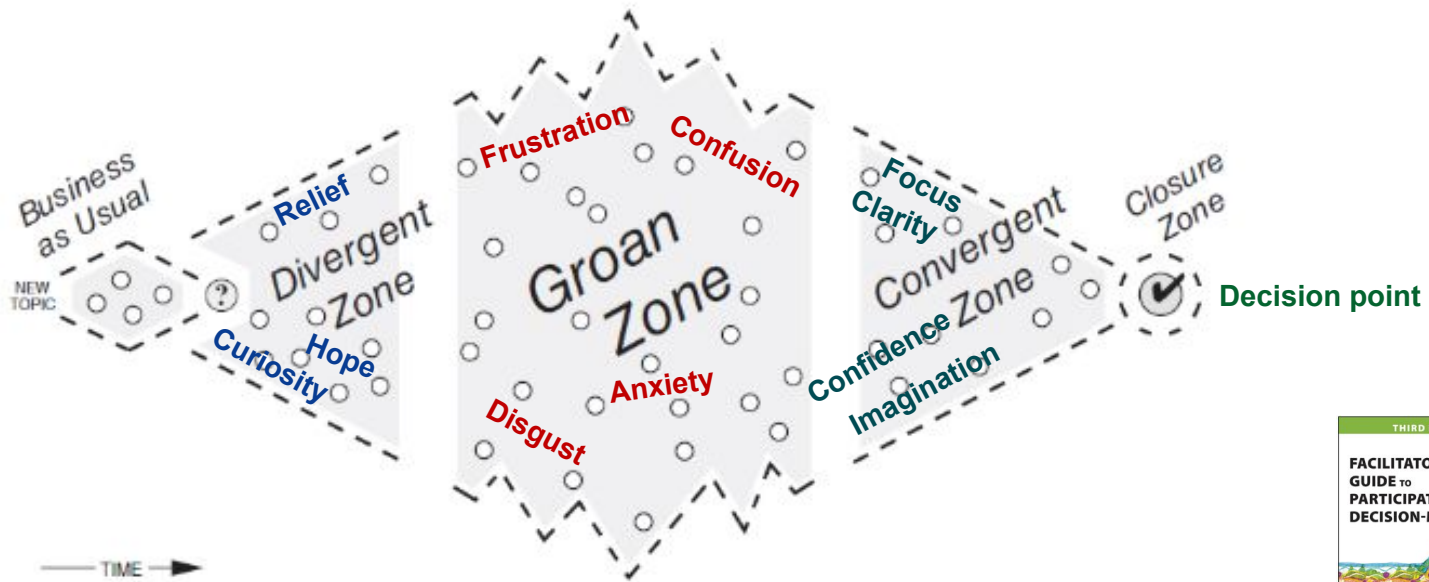
Diamond of Participatory Decision-Making

Complex problems
open to multiple
solutions

*Help to build a supportive, respectful
environment.
No judgement!*

*Help the group build a shared
understanding*

*Help group build inclusive
solutions*



Classic facilitation challenges

PROBLEM	TYPICAL MISTAKE	EFFECTIVE RESPONSE
Domination by a highly verbal member	Trying to control this person	Focus your efforts on the passive majority. Encourage them to participate more
Low participation by the entire group	Assume that silence means consent. Don't ask whether everyone understands the key issues	Always be suspicious of low participation. Shift from open discussion to a less stressful format (build a list, work in small groups, etc.). Or call a break
Several topics being discussed at the same time	"That sounds like a different topic to me" "Can we please try to stick to one topic at a time?" "Hold on, let's focus on..."	Tracking: "Let me see if I can summarize the key themes being discussed" Linking: "Can you help us link your idea to the central issues before us?" Create a parking lot

Classic facilitation challenges

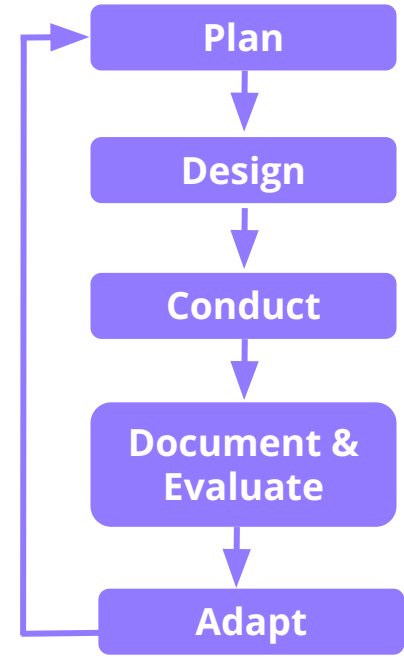
PROBLEM	TYPICAL MISTAKE	EFFECTIVE RESPONSE
Many people interrupting one another in competition for airtime	Take control. Don't be shy about interrupting the conversation yourself to exhort people to be more respectful	"Mat, I'm going to cut it here. First, let's be sure your point is being heard". Next, paraphrase Mat's point. Next, organize the discussion by offering a ground rule or two.
The boss is taking up too much airtime	On a break, tell the boss to talk less and listen more.	Focus on the key questions and switch to small groups or go-arounds to obtain a broader range of views.
Two people actively discussing about a topic	Put the focus exclusively on the interaction between the two disputing parties. "Come on you two, can't you get alone?"	When the majority is passive, focus your attention on them, not on the over-active few. "Who else have an opinion about this issue?"

The meeting starts before you get in the room
























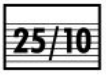











- What is the desired outcome?
- What is the purpose of this meeting?
- What kind of experience do you want participants to have?
- Who should attend?
- What will their role be?
- What decisions will be made?
- What is the scope of authority for the group?

Key questions

- Why am I here?
- Who else is here with me?
- What are we trying to achieve?
- How should I behave so we can do it?
- When can I leave?



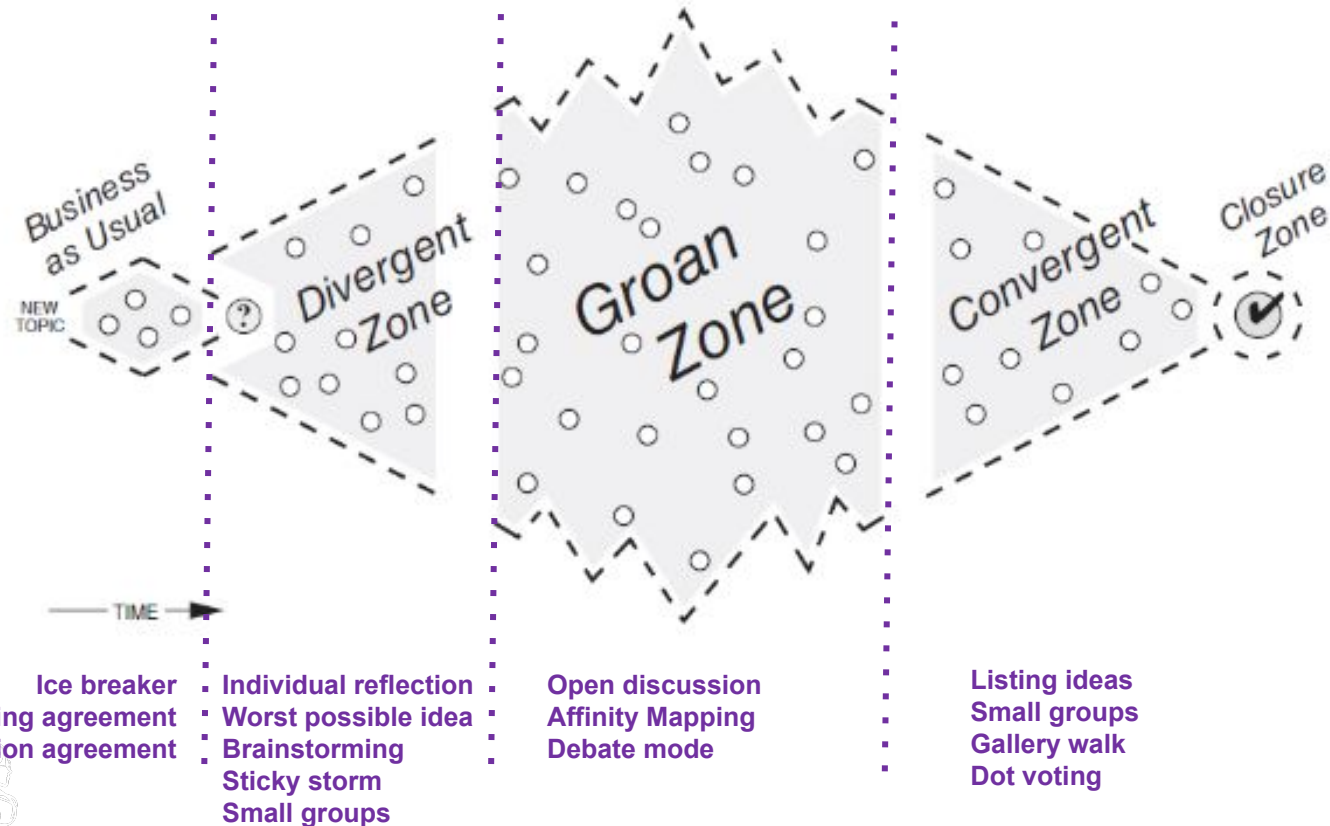
Liberating Structures

LS Menu 	Wicked questions 	What³ debrief 	Min specs 	Heard, seen respected 	What I need from you 	Integrated autonomy 
Design elements 	Appreciative interviews 	Discovery and action dialog 	Improv prototyping 	Drawing together 	Open space 	Critical uncertainties 
1-2-4-All 	TRIZ 	Shift & share 	Helping heuristics 	Design storyboards 	Generative relationships 	Ecocycle 
Impromptu networking 	15% solutions 	25 : 10 crowdsourcing 	Conversation café 	Celebrity interview 	Agree/certainty matrix 	Panarchy 
9-whys 	Troika consulting 	Wise crowds 	User experience fishbowl 	Social network webbing 	Simple ethnography 	Purpose to practice 

Simple rules to unleash a culture of innovation:

- Simple
- Expert-less
- Results-focused
- Rapid cycling
- Innovative
- Inclusive
- Adaptable

Navigating the Groan Zone



Facilitating Scrum events

Scrum Master Accountabilities

The Scrum Master is accountable for establishing Scrum as defined in the Scrum Guide

The Scrum Master is accountable for the Scrum Team's effectiveness

Scrum Masters are true leaders who serve the Scrum Team and the larger organization.


The Scrum Master serves the Scrum Team in several ways:

- **Ensuring that all Scrum events take place and are positive, productive, and kept within the timebox.**

The Scrum Master serves the Product Owner in several ways:

- **Facilitating stakeholder collaboration as requested or needed.**

Sprint Planning

Event Purpose	Facilitator Focus	Facilitation Techniques
<p>Initiates the Sprint by laying out the work to be performed for the Sprint</p> <p>Output: Sprint Backlog, Sprint Goal and forecast</p> <p>Timebox: 8 hours (1 month Sprint)</p> 	<p>Enable a collaborative and transparent environment with a clear objective.</p> <p>Keep the team focused on the Sprint Goal.</p>	<ul style="list-style-type: none">• Visualization (Product Backlog, Sprint Backlog, plan)• Powerful open-ended questions (Ex: If we are out of time, and this will be our last Sprint what is the one thing we still need to do to ensure we still deliver value?)• Check if everybody is comfortable with the plan and if the team can commit to the Sprint Goal: Roman voting, Fist of five, Dot voting• Plan until is enough for the first few days to make a start

Daily Scrum

Event Purpose	Facilitator Focus	Facilitation Techniques
<p>Developers inspect progress toward the Sprint Goal</p> <p>Output: Plan for the next working day. Adapt Sprint Backlog if needed</p> <p>Timebox: 15 min</p>	<p>Enable an atmosphere where the team focuses on delivering quality, commitment (Sprint Goal) and addressing impediments.</p> <p>Avoid status updates.</p> <p>Observe and question when needed</p> <p>Ensure team focus on the Sprint Goal</p>	<ul style="list-style-type: none">• 3 questions format• Team-based and open-ended questions (Ex: What is the progress toward our Sprint Goal? What is the next step for us to move toward the Sprint Goal?)• Walking the board or Walking the wall format• Using flow metrics format (Work In Progress, Work Age Item)

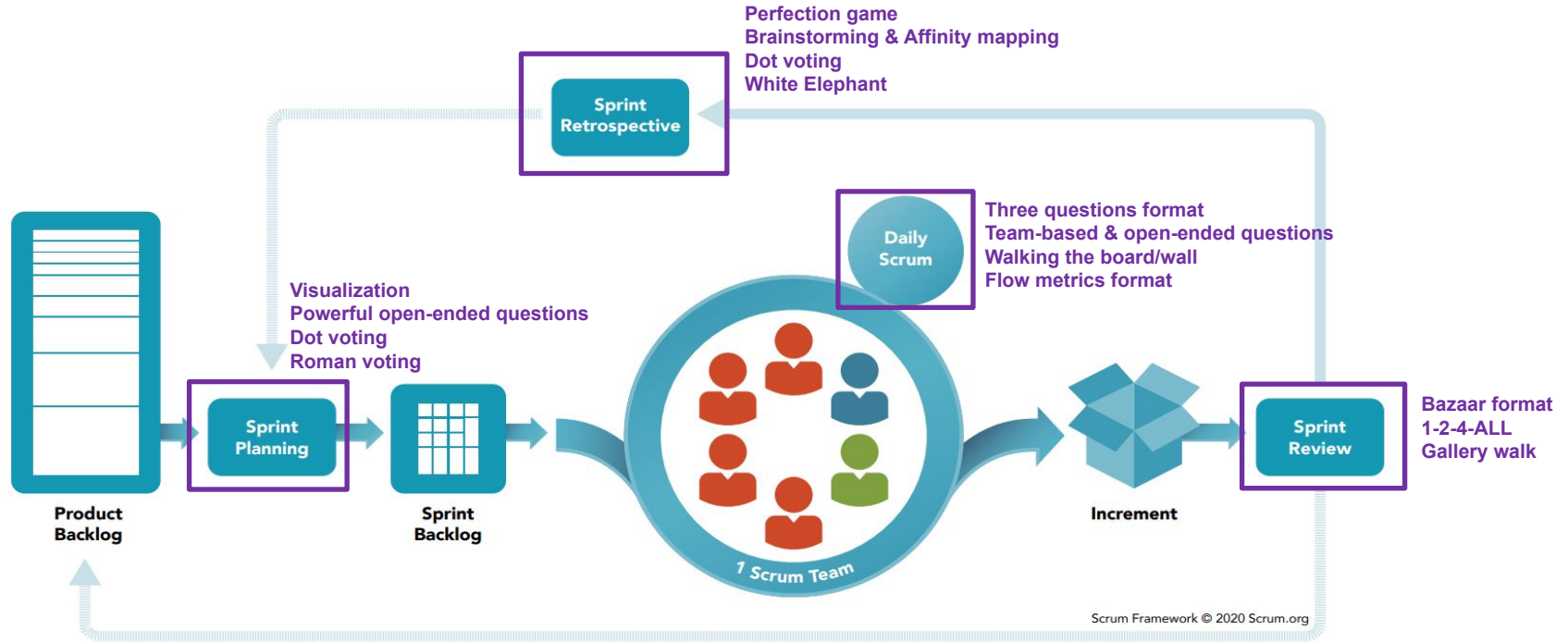
Sprint Review

Event Purpose	Facilitator Focus	Facilitation Techniques
<p>Inspect the Increment, through feedback</p> <p>Output: Adapt Product Backlog if needed</p> <p>Timebox: 4 hours (1 month Sprint)</p>	<p>Enable an engaging, energetic and participative environment</p> <p>Encourage listening vs. reacting</p> <p>Empathize, listen actively and build synergy between the Scrum Team, sponsors and stakeholders</p>	<ul style="list-style-type: none">• Invite the right people• Inform attendees that this is a working session• Encourage people to interact with the product• Bazaar format• 1-2-4-all format• Review feedback using Gallery Walk or Affinity Mapping

Sprint Retrospective

Event Purpose	Facilitator Focus	Facilitation Techniques
<p>The Scrum Team inspects how the last Sprint went; individuals, interactions, process, tools and Definition of Done</p> <p>Output: Actionable improvements</p> <p>Timebox: 3 hours (1 month Sprint)</p>	<p>Enable a safe atmosphere in which everyone in the team feels open to participate.</p> <p>Listen actively to what is said and what is not said</p> <p>Open the floor to different perspectives</p> <p>Build consensus and clearly define next steps.</p>	<ul style="list-style-type: none">• The Perfection Game• Dot Voting• Brainstorming & Affinity Mapping• 1-2-4-all• White Elephant

Scrum Framework



COURAGE

FOCUS

COMMITMENT

OPENNESS

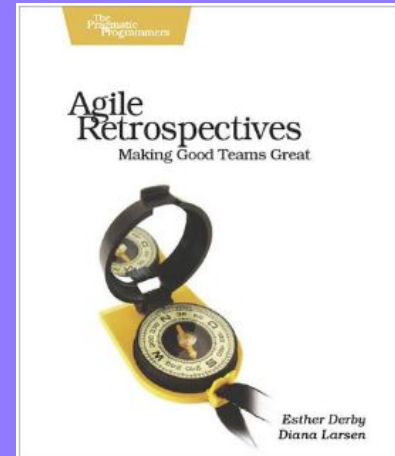
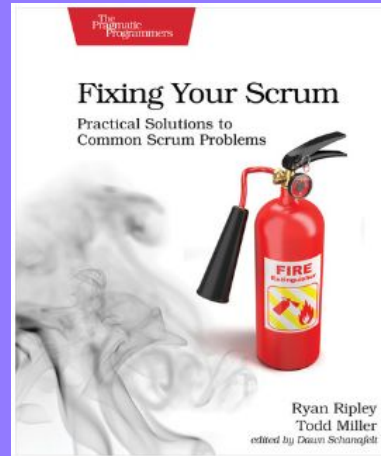
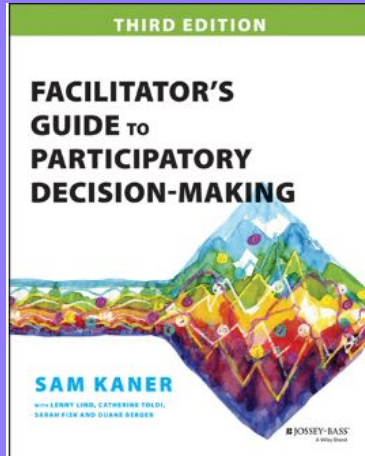
RESPECT

Just a few digital tools...



How are you going to apply what you
learned today?

Suggested Readings





¡Gracias!

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