

Ways to Accept Feedback

- ✓ Listen with an open mind and heart.
- ✓ Encourage the speaker to focus on their behaviors, not them (if they are having trouble with this).
- ✓ Use open ended questions, summarizing, and paraphrasing to ensure your own understanding.
- ✓ Try not to get emotional or defensive.
- ✓ Offer your point of view, maintaining a calm voice and relaxed tone.



- ✓ Accept that even if you don't like what you are hearing, when it comes to being accountable, you have to take responsibility for your actions (or non-actions).
- ✓ Offer solutions, rather than expecting the other person to tell you what to do.
- ✓ Listen for the other person's perspective and how your behavior impacts him or her, as well as the team.
- ✓ Do your best consistently and reliably.
- ✓ Thank someone who offers you a compliment.

Facilitation Techniques

- Listen actively
- Ask questions
- Paraphrase to clarify
- Build on ideas
- Stay on track
- Park it
- Be a conduit for feedback
- Challenge assumptions

- Become a tracker
- Label sidetracks
- Alleviate nervousness
- Draw people out
- Use mirroring
- Gather ideas
- Use queuing or stacking
- Offer balance

Developing an Agenda

STEP 1

List all potential meeting topics.
Be sure to ask all meeting members for ideas.

STEP 2

Define the overall goal for each topic

STEP 3

Decide what can be handled outside the meeting (before or after)
Cut down the list.

STEP 4

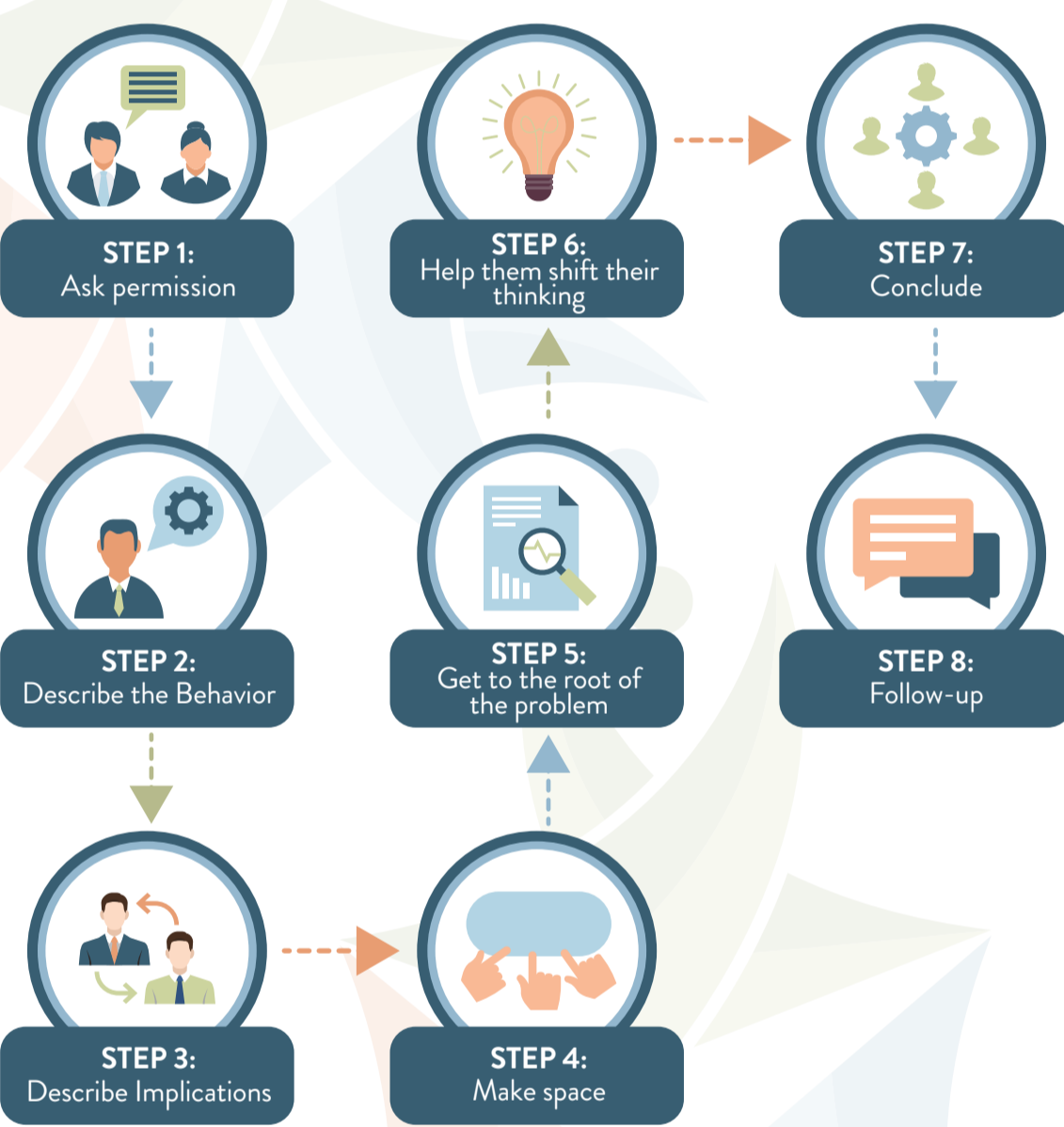
Define success for each agenda item.

Grey Matters



The middle period of confusion, frustration, debate, and exploration is what Sam Kaner and his colleagues refer to as the Groan Zone. This is that grey, frustrating, agonizing area between using our **divergent skills** (generating) and our **convergent skills** (refining).

The Feedback Process



12 Easy Ways to Intervene

- 1. Give It A Name:** Sometimes simply identifying and describing a destructive behavior to the group is enough to change that behavior.
- 2. Check for Agreement:** Almost any time you make a statement or propose a process, give the group an opportunity to respond. Don't assume they are with you; take the time to ask.
- 3. Avoid Process Battles:** Don't let the group get locked into arguments about what the best way to proceed is.
- 4. Echo:** Don't get backed into questions the group should be answering for themselves. Rebound the question back to the group.
- 5. Keep the Group on Track:** When the group has broken off track, or the discussion has gotten dumb is a way of getting the group to focus on its own process by having to explain it to you.
- 6. Hold Them to Their Word:** Once the group has agreed to a procedure, your credibility and neutrality may be at stake if you don't enforce it.
- 7. Encourage and Compliment:** Sometimes the group may need to be encouraged to keep going until they reach a solution. Examples: "Could you say more about that?" or, "Keep going. I think this is useful."
- 8. Deal With / Accept / Legitimize/ Defer:** It is important to deal with doubt and criticism. One strategy is to accept or legitimize the group member's feelings.
- 9. Don't Be Defensive:** If you are challenged, don't argue or become defensive. Accept the criticism, thank the individual for the criticism, and return the issue back to the individual or group.
- 10. Use the Group Memory:** The group memory (i.e. agenda or flip chart) can also be used to reinforce many of these interventions and preventions.
- 11. Use Your Body Language:** Many of these interventions and preventions can be reinforced by the movement of your body or hands.
- 12. Keep It Simple:** The better facilitator you become, the fewer words you will have to use. Use your hands, eye contact, and partial sentences to communicate economically.

Probing Techniques



- One of the most common ways of probing is to ask an **open question**.
- A second, very effective way of probing is a **pause**. Stop talking! Let the other person fill the silence.
- A third way is to ask a **reflective or mirroring question**. For example, "let's try the person has just said, "What I really want is more variety in my work." You may respond by just reflecting back to them, "Variety?"
Of course, it is best used in conjunction with a pause
- A fourth method that is particularly useful to make certain you are clear about what the individual has said is **paraphrasing** what has just been said, in your own words. An example is: "So if I understand you correctly, you..."
- The last method, most often used as a conversation is winding down, is the **summary question**.