

# Conducting Effective Facilitated Sessions

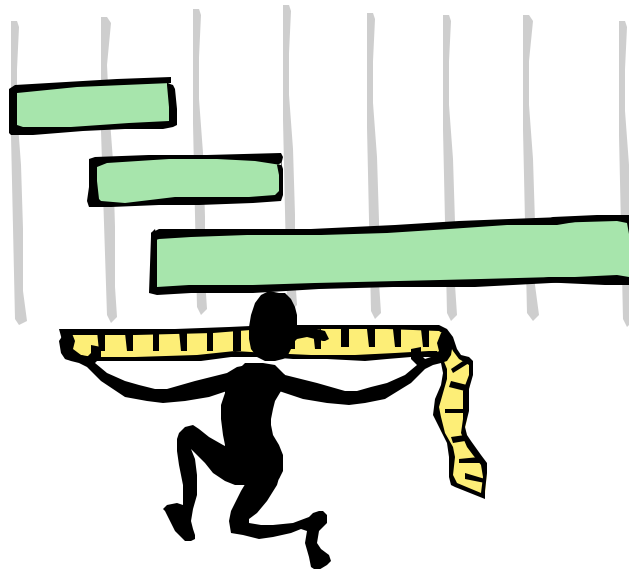
Presented By  
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Principle Partners, Inc.

## **Topics To Discuss**

- 1. Definition of Facilitation**
- 2. Benefits**
- 3. Objectives**
- 4. Critical Success Factors**
- 5. Roles and Responsibilities**
- 6. Potential Risks**
- 7. Pre-Session Requirements**
- 8. The Facilitation Process**
- 9. Post-Session Requirements**

## Definition of Facilitated Session

A facilitated session is a well planned, appropriately staffed and rigorously conducted information gathering session.



Facilitated sessions had their origin in IBM's Joint Application Design (JAD) in which detailed internal systems design specifications were developed by small groups of technical designer and business analysts.

## **Usage of Facilitated Session**

**Facilitated sessions are used for many different objectives.**

**Some examples include:**

- **Define Business Strategy**
- **Define Information Systems Plans**
- **Define Data Warehouse Requirements**
- **Define Business Area Boundary & Scope**
- **Define Data Requirements**
- **Define Business Rules**
- **Define Process Requirements**
- **Perform Walk-throughs & Reviews**

# Benefits of Facilitated Session

The benefits include:



- Enhanced Communication among Participants.

- Allows rapid accumulation of requirements.



- Improves information gathering by eliminating serial interviews.



## **Benefits of Facilitated Session**

**The benefits include:**

- Accelerates the review and approval cycle because issues are resolved among affected participants
- Provides cross-functional education for participants
- Allows maximum participation based upon roles & responsibilities

# Objectives of Facilitated Session

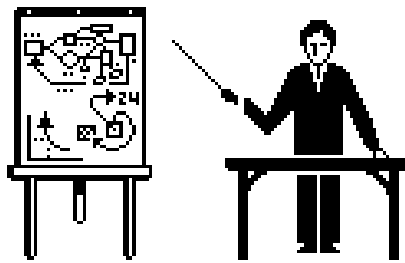
## The Objective include:

- Define and record requirements for a predetermined portion of the Enterprise.
- Obtain input and participation from all significant personnel within the defined scope of the Enterprise.
- Help cross-functional teams understand all requirements.
- Identify issues that impact the scope, but can't be resolved.

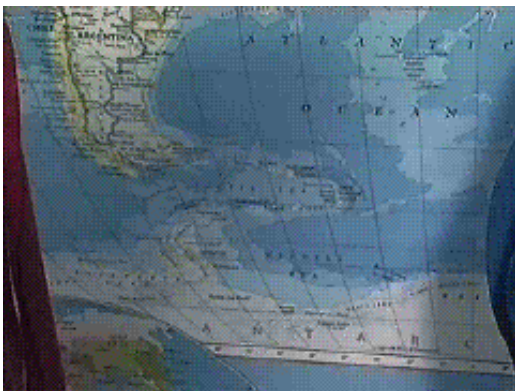
# CSF of Facilitated Session

The Critical Success Factors include:

- Facilitator must be trained & experienced



- Objectives of session must be clear.

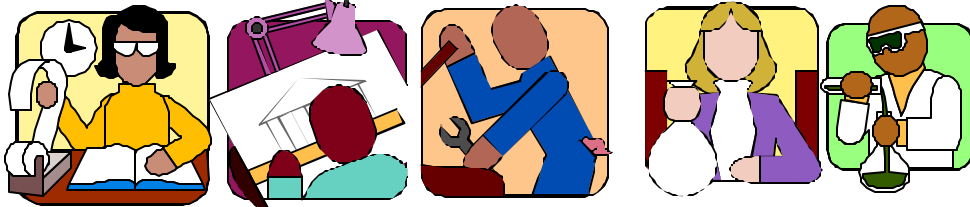


- Deliverables must be clearly defined and accepted in advance.

# CSF of Facilitated Session

## The Critical Success Factors include:

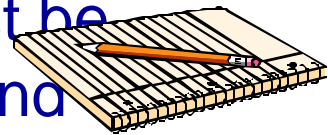
- Participants must be capable of providing relevant expertise.
- Participant's roles & responsibilities must be well defined in advance.



## CSF of Facilitated Session

### The Critical Success Factors include:

- Session agenda must be defined in advance and approved by the participants.



- Scope must be controlled during the session.

- Remember -- Sessions are an iterative process  
Don't try for perfection in every session!



## **Roles within a Facilitated Session**

**A facilitated session can take many forms or have many different objectives, however, the attendee's roles can generally be identified as:**

- Executive Sponsor**
- Project Manager**
- Participant (SME)**
- Scribe / Recorder**
- Facilitator**
- Observers**

# Role Responsibility within a Facilitated Session

## Role

## Responsibility

### Executive Sponsor



- Set purpose & Scope
- Specify Objectives
- Define Constraints
- Decide Strategic Issues
- Manage Strategy
- Approve Funding

### Project Manager



- Identify Participants
- Manage Project Tactics
- Provide Technical Reviews
- Interact With Sponsor
- Assist Facilitator

# Role Responsibility within a Facilitated Session

## Role

## Responsibility

### Participant



- Attend All Sessions
- Provide Input
- Conform To Agenda
- Achieve Consensus
- Assume Responsibility For Team Results

### Scribe / Recorder



- Understand Recording Technique & Medium
- Understand Output Format
- Comm w/Facil w/o Disrupting Session
- Record Session Content
- Publish Session Results
- Assist w/ Logistics

# Role Responsibility within a Facilitated Session

## Role

## Responsibility

### Facilitator



- Understand Sponsor's Objectives
- Understand Participant's Roles & Perspectives
- Manage Scribes
- Manage session Deliverables
- Avoid Participant Roles
- Remain Impartial
- Ensure Participant Involvement
- Id Issues & Follow-up

### Observer



- Observe & Learn
- Does Not Interact During Session

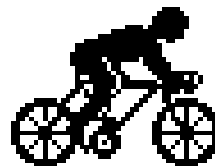
## Potential Risks of Facilitated Session

Try to avoid the following potential pitfalls:

- He who holds the chalk determines the outcome -- (get impartial facilitators)!



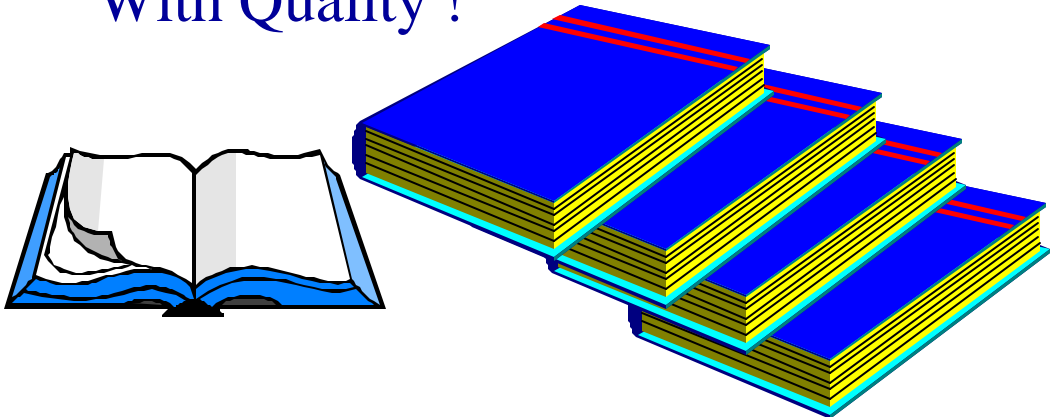
- Do Not Confuse Motion with Results !



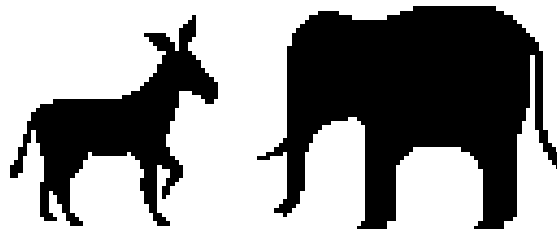
## Potential Risks of Facilitated Session

Try to avoid the following potential pitfalls:

- Do Not Confuse Quantity With Quality !



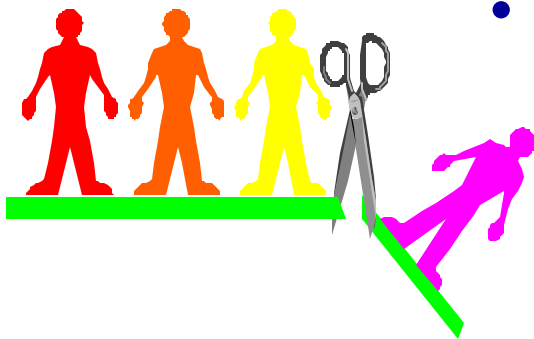
- Culture & Politics Can Still Undermine the Session Results !



# Potential Risks of Facilitated Session

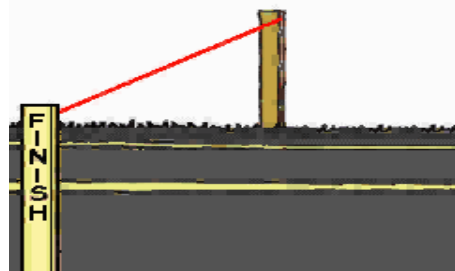
Try to avoid the following potential pitfalls:

- Sending wrong participants will guarantee the wrong results!



- Control Scope, do not get analysis paralysis !

- Know when you are **Done** !



## **Pre-Session Requirements of Facilitated Session**

**The following are a set of tasks to be accomplished by the Facilitator before conducting a session.**

- **Work with the Executive Sponsor and Project Manager to understand the scope, objectives and deliverables.**
- **Work with the Project Manger to develop list of participants and roles.**

## **Pre-Session Requirements of Facilitated Session**

- Work with recorder to set up session logistics.
- Work with Recorder to make certain they know what to record & how .

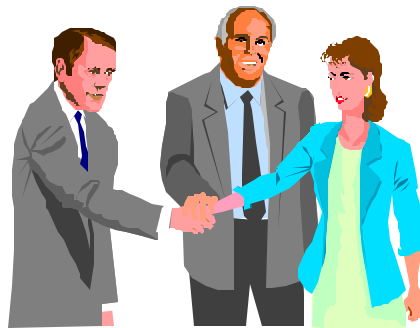
## **Session Requirements of Facilitated Session**

**The following are a set of tasks to be accomplished by the Facilitator while conducting a session.**

- **Introduce Executive Sponsor for initiation statement.**
- **Assist Project Manager to present purpose and scope.**

# Session Requirements of Facilitated Session

- Assure introductions by all participants.



- Obtain concurrence for the agenda .
- Explain & refine ground rules.

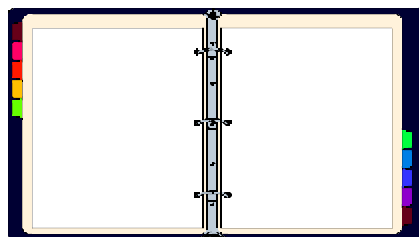
# Session Requirements of Facilitated Session

- Conduct session Impartially !



- Assisted by Project Manager, assign follow-up issues.

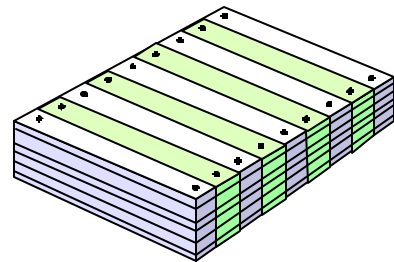
- Schedule next session.



## Post-Session Requirements of Facilitated Session

The following are a set of tasks to be accomplished after conducting a session.

- Publish and distribute session results & follow-up issues.



- Participants review and enhance session results & provide status on follow-up issues.

## **Post-Session Requirements of Facilitated Session**

- Facilitator works with Project Manager to incorporate enhancements to results.
- Project Manager manages follows up on issues list to get closure.
- Project Manager convenes next session.

## Facilitated Session Summary

A facilitated session is a well planned, appropriately staffed and rigorously conducted information gathering session.

The key participants are:

- Project Manager
- Participant (SME)
- Scribe / Recorder
- Facilitator

This is a team effort !

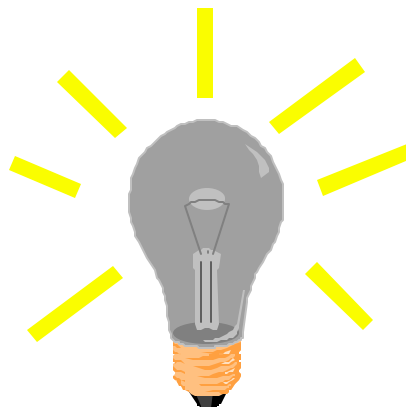
We win together, or

We lose together !

# Questions & Answers !



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# Thanks !

Call me if you have questions !

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