

MPA

MANAGEMENT
CAPACITY

TRAINING

MPA Mentorship Training



Module 4:

FACILITATION TRAINING: TEAM BUILDING



Presentation Overview

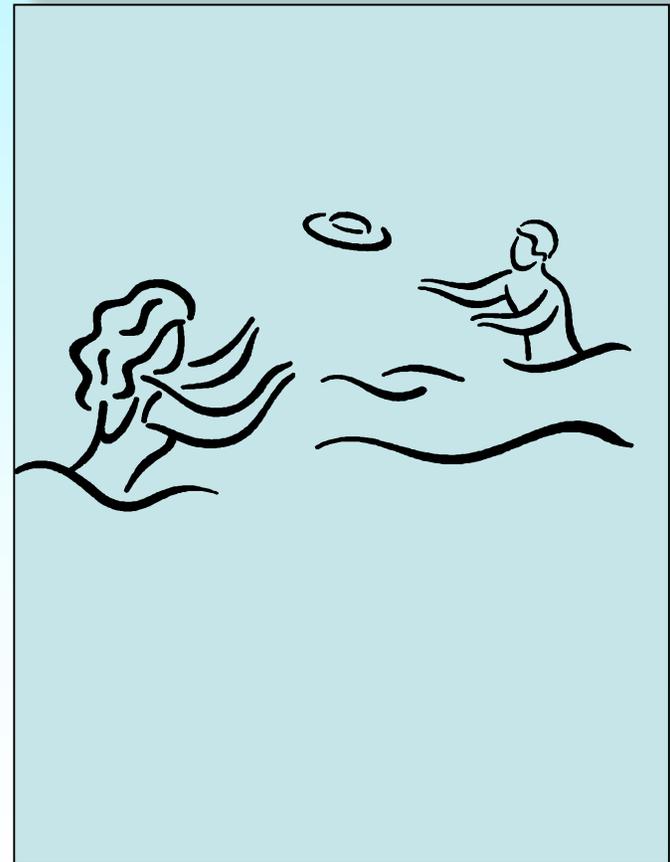
Learning Objectives

- Use facilitation skills to build a successful team, including influencing group behavior, collaborative problem solving, conflict resolution
- Integrate facilitation skills into the mentorship role during the MPA Management Capacity Training

Opening Exercises

Icebreaker

- Recap learnings from Day 3



Team Development

Team Stages

1. Forming – the “honeymoon”

- **First experience of group**
- **High optimism, expectations...and anxiety**

A team establishes its rules or norms.

2. Storming – the “honeymoon” is over

- **Initial hopes vs. the realities**
- **Performance plummets**
- **Many reasons**

The facilitator needs to balance assertiveness and neutrality, and encourage communication.

Team Development

Team Stages

3. Norming – transitional

- **Move from separate people to a team**
- **Face issues, accept feedback, and act on feedback**
- **Establish new norms and team performance improves**

The facilitator helps the group identify and solve problems

Team Development

Team Stages

4. Performing – An effective team

- **Productivity and morale increase**
- **Share power by rotating leadership**
- **Conflicts viewed as “healthy debates”**

All team members can and do facilitate

5. Disbanding – Knowing when to stop

- **Project completion = time to disband**
- **Recognition for its accomplishments**

Members should review what they have learned for the future.

Exercise: Team Development

Define the Five Stages

- Your instructor will review the rules for the team building exercise in the handout.
- Try to identify each of the five stages of team development as you work through the exercise
- Nominate a team member to discuss your findings to the group

*Share your personal experience
with team development.*

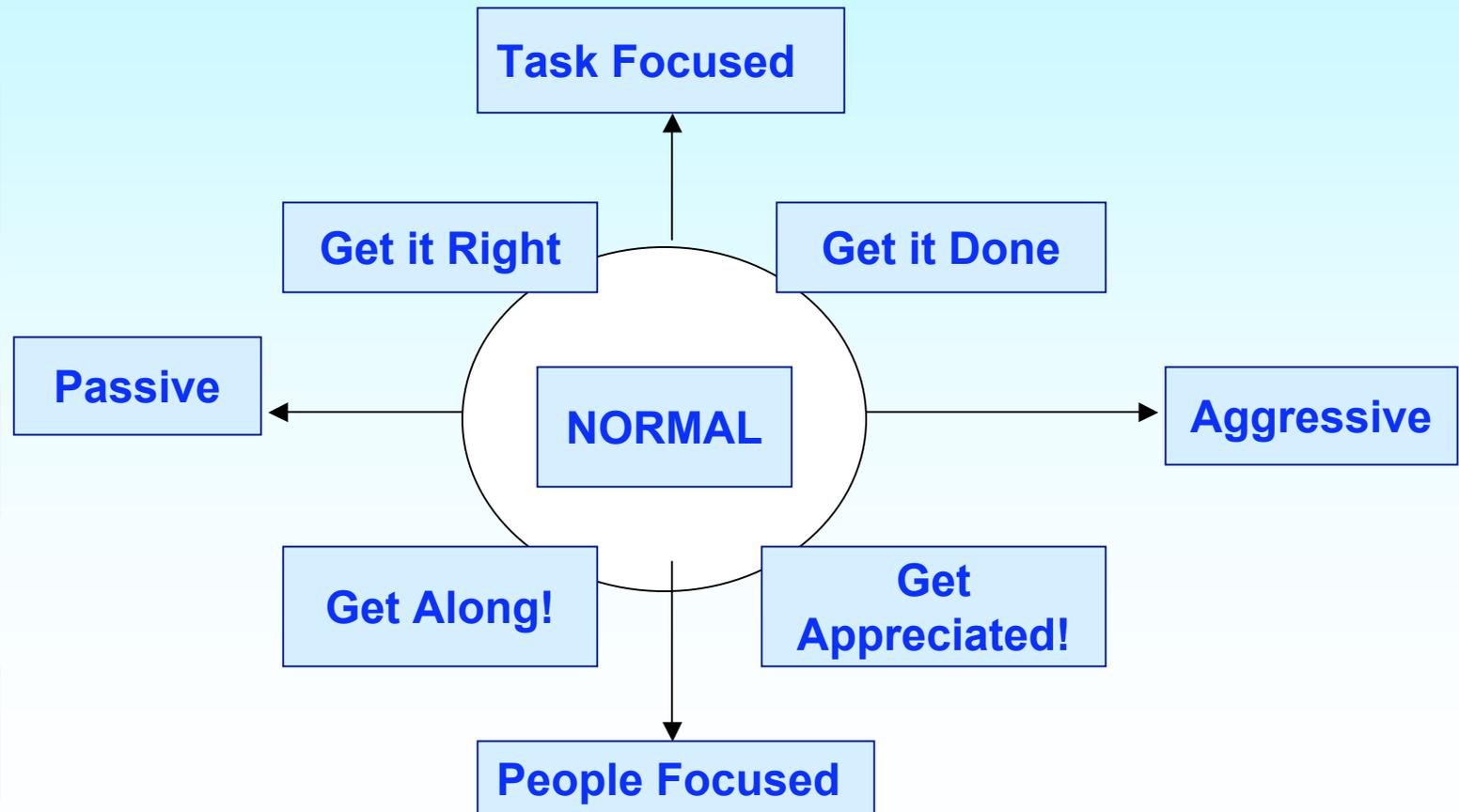
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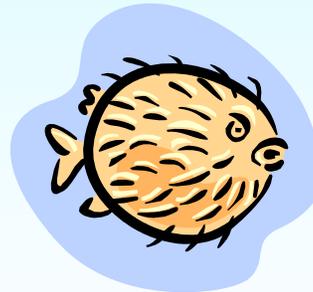
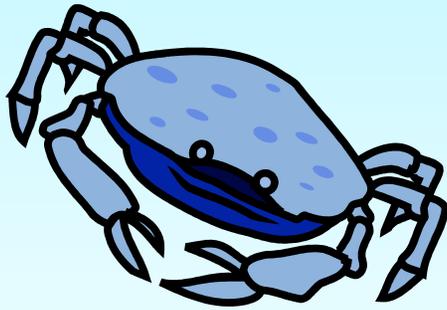
Dealing With Difficult People

Motivating Factors



Dealing With Difficult People

Stereotypical Behaviors



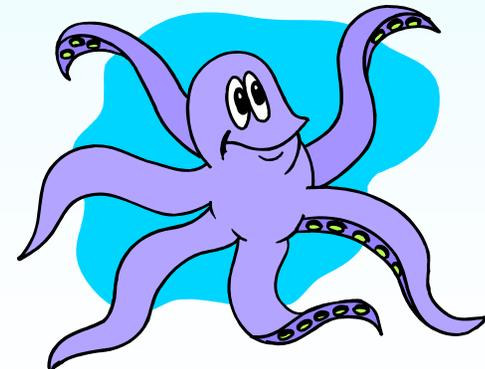
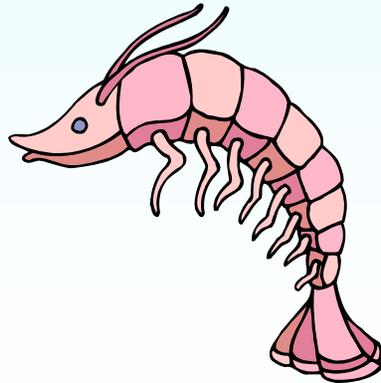
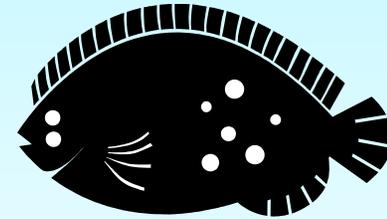
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Dealing With Difficult People

Stereotypical Behaviors



Interventions

Definition and Triggers

- *An intervention* is any action or set of actions deliberately taken to improve the functioning of the group.
- Sample situations
 - Someone isn't listening
 - Side conversations are going on
 - People are interrupting each other
 - People's comments get personal
 - Discussion is off track

Interventions

When to Use

- Is the problem serious?
- Do I know the people well enough?
- Will the problem go away by itself?
- Can the intervention hurt the climate?

Remember:

**An
intervention is**



Interventions

When to Use

- Is the intervention appropriate?
- How much time will the intervention take and do we have the time?
- Do I have enough credibility to intervene?

**Use selectively
and choose
your words
carefully.**



Intervention Language

Three-step Process

 Describe what you are seeing

 Make an impact statement

 Redirect behavior

Use impact statements if the behavior is persistent and previous interventions have been ignored.

Exercise: Intervention Language

Review the Three Scenarios

- Write down the “wrong” and “effective” response.
- The instructor will facilitate a discussion on each of the three scenarios.
- Think of other examples of an intervention when someone is being sarcastic, putting down the ideas of another or dominating the discussion.

Solving Problems Collaboratively

Review the Three Phases

Systematic Problem-Solving Process

The Scientific Problem-Solving Method

Planning Phase

- Frame the problem
- Identify the participants
- Assess need for outside facilitator
- Design a strategy and structure

- Initial observations
- Identify the question or problem
- Form your hypothesis
- Design an experiment that will test the hypothesis

Solving Problems Collaboratively

Review the Three Phases

Systematic Problem-Solving Process

The Scientific Problem-Solving Method

Conducting Phase

- Preliminary meetings to define problems/establish ground rules
 - Mutual education about fears, concerns, and interests
 - Gather information
 - Analyze the situation
 - Generate options
 - Evaluate the options
 - Come to an agreement
- Obtain the appropriate materials
 - Gather information/make decisions
 - Record observations
 - Analyze the data
 - Interpret the data
 - Develop descriptions, explanations, or models from the evidence
 - Reach a conclusion

Solving Problems Collaboratively

Review the Three Phases

Systematic Problem-Solving Process

Conclusion

- Develop an action plan for implementing the agreement
- Troubleshoot the action plan
- Report on progress
- Evaluate the decision process

The Scientific Problem-Solving Method

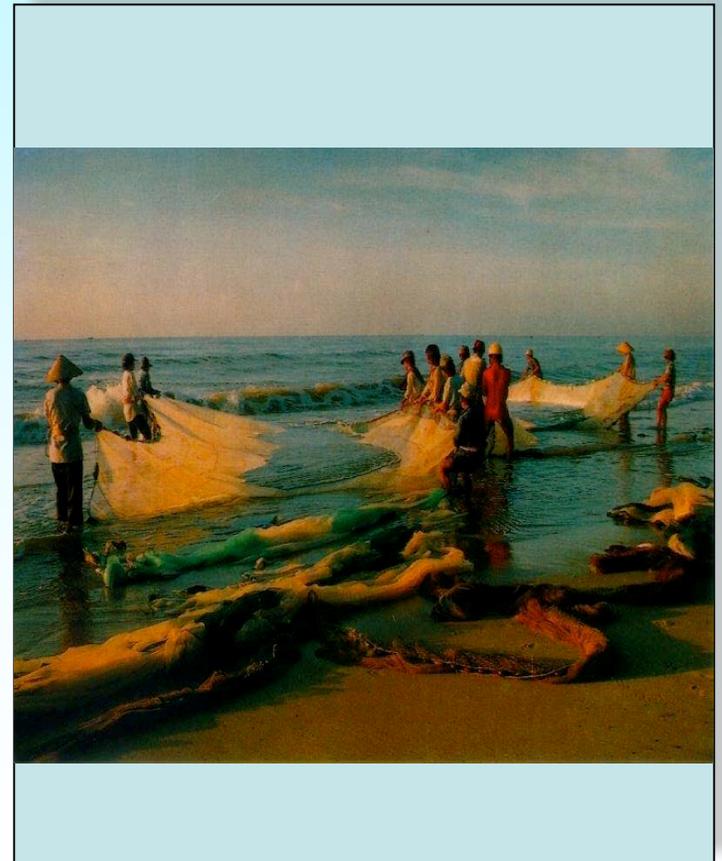
Implementation Phase

- If your hypothesis is not correct, or if there are alternate solutions, present them
- Summarize difficulties or problems with the experiment
- List the "lessons" learned
- Evaluate the research methods used.

Problem-solving through Collaboration

The What, When and Why

- Characteristics of a collaborative process
- When to use a collaborative process
- When NOT to use a collaborative process
- Advantages of a collaborative process



Exercise: Action Plan

Develop a Collaborative Agreement

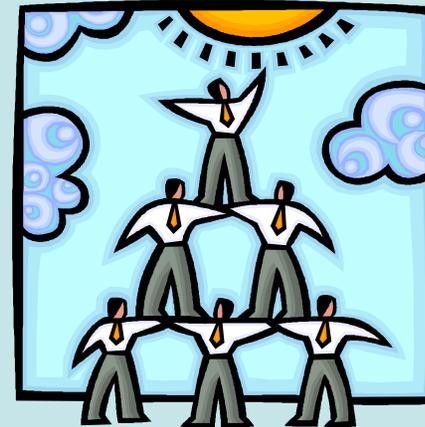
- Work with your team to develop an action plan for implementing a collaborative agreement.
- Be sure to incorporate the three phases of a systematic problem-solving approach: planning, conducting, and implementation.

Tool Kit for Team Building

Goal Setting

- Focused on *long-range issues*, e.g., a long-range plan, public investments, government programs
- *Provides direction* to process, rather than a solution...*where not how*
- Should *generate*

Formulate **goal statements** during Step 3 of the Systematic Problem-solving approach.



Exercise: Goal Setting

Create a Common Goal

- Discuss and define a particular MPA-related problem (e.g., over fishing).
- Think about the following question and create a visual picture: “What will this situation look like 5, 10, or 15 years from now?”
- Pair up with a partner and describe your “picture” to each other.
- Repeat this activity with other “partners” in your group as you develop the perfect picture.
- Draft a common goal statement based on everyone’s “picture.”

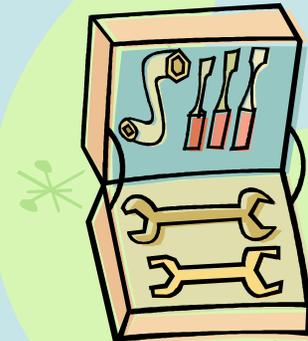
Tool Kit for Team Building

Information Gathering Tools

- **Sequential questioning**
 - A series of questions asked at the beginning of a workshop/meeting

- **Brainstorming**
 - A freethinking forum to generate ideas

Generate
input,
opinions ideas



Tool Kit for Team Building

Information Gathering Tools

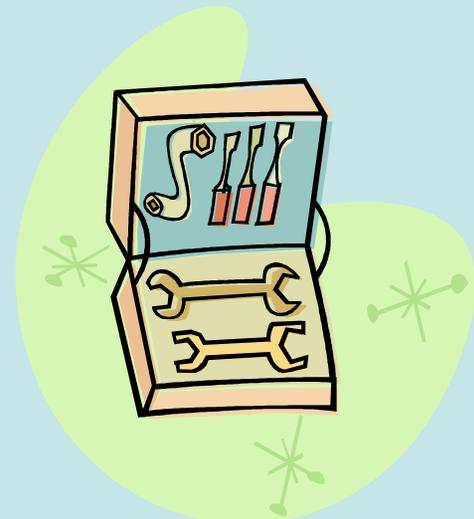
➤ **Gap Analysis**

- Address missing items, information, activities to achieve the perfect solution, as described in a goal statement

➤ **Group Design Activities (Charrettes)**

- Design session in which a team concentrates on a problem and solutions

Provide a framework for options



Tool Kit for Team Building

Evaluation Options

- **Multi-voting or “Dots”**
 - Helps prioritize
- **Impact/Effect Grid**
 - Sift through brainstormed ideas

Helps
stakeholders
agree on a
direction



Tool Kit for Team Building

Evaluation Options

➤ Criteria-based Grids

Criteria (weight)	Solution 1	Solution 2	Solution 3	Solution 4
Cost (2)				
Environment al Impact (1)				
Match with priorities (3)				
TOTALS				

Practical Application of Skills

Put Learning into Action

- Work with your team to identify the significant lessons you have learned in the past two days
- Develop an implementation plan to use these skills during the Management Capacity Training Program.