



Synectics LLC

Working with organizations to create sustainable transformation

Facilitation Processes for Chaotic Times

PROCESS FLASH CARDS



Synectics LLC

SPECIAL ACKNOWLEDGEMENTS

Special thanks to two people who have most shaped my practice. I am fortunate that both of these people are also very close friends – Tim Dalmau and Michael Grinder. Michael has significantly influenced my thinking and practice in how I engage with people as I facilitate conversations – what he calls the micro skills. I will forever be grateful for these insights and skills. Tim Dalmau has been a mentor to me in leadership, systems and consulting – macro skills. My entire way of engaging with systems has been completely transformed through the lessons Tim has provided me in our work together, in his generous sharing of his materials and in our many planning sessions together. The work of these two wonderful friends is infused throughout every one of the following pages.

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Selecting Processes Based on Outcomes

–continued



Outcome

It is very common to find an individual or team that has a stated or unstated outcome that does not match one or more of the six well formed conditions. If you reach a “no” to any of the conditions, it is the facilitator’s role to work with the team to help them shift the outcome or the framing of the outcome so that all the conditions can be powerfully satisfied. Going through this process often changes the entire nature of the conversation and the actual work that eventually emerges from it.

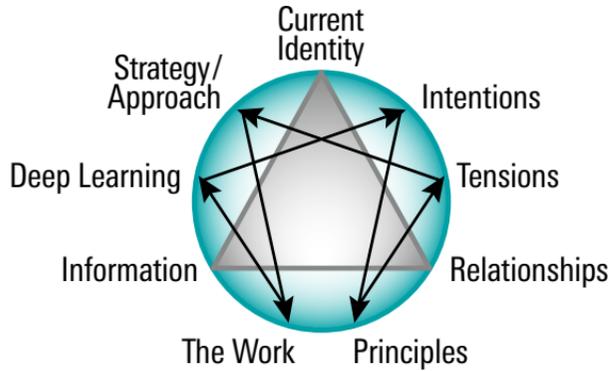
Once a facilitator is clear about the outcomes of a specific meeting, he or she can choose a process that allows the group to reach the intended outcomes. There are two types of outcomes that must be considered when choosing a process – rational and experiential outcomes.

Rational Outcomes relate to the specific task. They are things that can be checked off a “To Do” list.

Experiential Outcomes relate to the individual and collective experiences you wish people to have as they go through a particular process (i.e., a group needs to build a sense of safety).

In many cases, multiple processes will produce the same rational outcome but the experience of the group will vary based on which process is chosen. Each process flashcard lists both rational and experiential outcomes. One of the systematic ways to choose a process via rational outcomes is by using the enneagram in the next section.

THE PROCESS ENNEAGRAM



The Flashcards are organized by the points around the Process Enneagram.

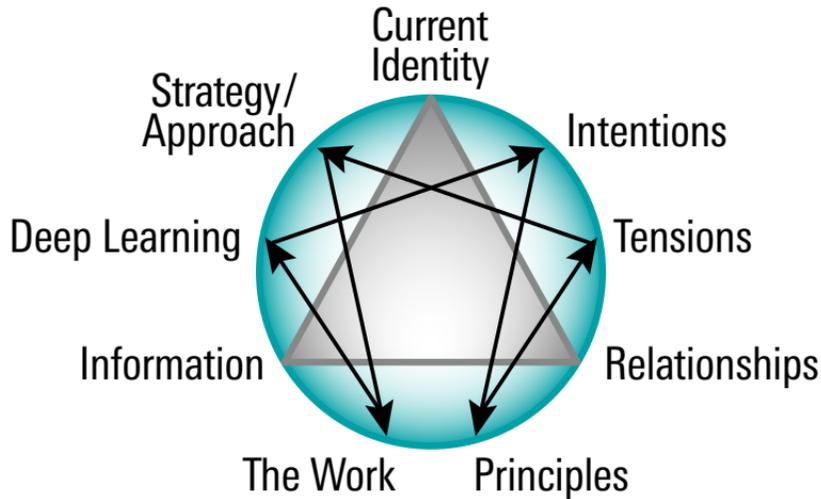
In the training program, I have utilized the Process Enneagram developed by Richard Knowles as a way of organizing processes by rational outcomes. Many of these processes can be utilized for a variety of rational outcomes (points on the enneagram); however, I have tried to select those rational outcomes that are best matched to the particular processes. For example, the Mental

Models process can be used to address every point on the Process Enneagram, but its most powerful application is in identifying the key restraining patterns (Tensions) that keep systems stuck in low performance. Once a facilitator selects a category of processes based on the desired rational outcome, she can then filter down to the “one” process based on matching the desired experiences with the typical experiences engendered by each process.



PROCESS ENNEAGRAM

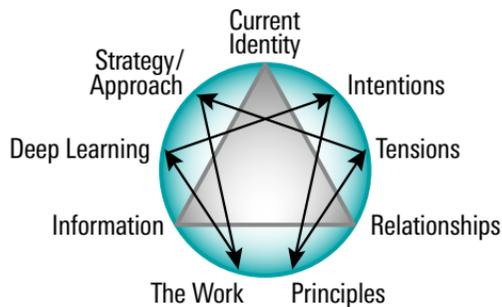
45 TO 90 MINUTES, 4 TO 30 PEOPLE



The Process Enneagram has been around for 3500-4500 years. *Enneagram* is Greek meaning nine-pointed diagram. It has surfaced many times over these years and is currently most known as a personal typology framework.

Richard Knowles is recognized as the person who has translated this body of knowledge into a journey map for understanding how systems get created, sustained and destroyed over time. It is a powerful framework for assisting the consultant and facilitator in understanding and designing change initiatives and it is also a very powerful conversation process.

In our applications it can be viewed as nine areas of inquiry, perspective and conversation.



Current Identity

The purpose and meaning that defines our current way of being and organizing.

Intentions

Intentions define what we want to create in the future. It is our statement of our future identity. It consists of outcomes, values, beliefs, visions and missions.

Principles

Principle describes the ways we individually and collectively model our intentions (often stated as “walking the talk”). Principles are values that are operationalized in behavioral terms.

Tensions

Describes those patterns, systems, mindsets and structures within an organization or team that keep the system locked into its current identity.

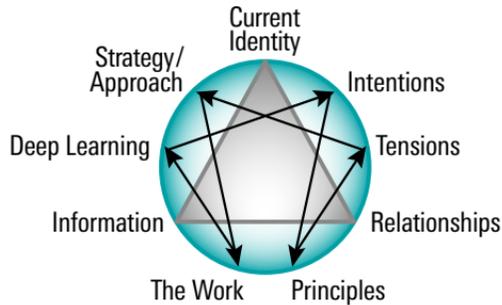
Approaches, Structures and Strategies

Broad level actions that are required to model the principles, break the restraining patterns and thus move systems toward realizing their intentions.

Work

A description of the actions associated with each strategy that needs to be implemented and by whom.





Deep Learning

The insights that emerge as the work is implemented that allow a team or organization to continually adjust and refine both their strategies and underlying assumptions about the system as a whole.

Relationships

This describes the nature of valued relationships between individuals, groups and throughout organizations.

It also defines the nature of connections between departments, programs, systems, and information.

Information

Defines how information flows in organizations, connecting all components of an organization into a system.



..... **Rational Outcome:** When used as a conversation process, it achieves a full plan based on a deep understanding of the future and the patterns that restrain it, and models the desired operational principles.

Outcome Experiential Outcome: It creates a much deeper understanding of the interconnectedness of all facets of a system and conversation. It also provides an experience of the whole and an appreciation of the need for all voices and perspectives in a conversation to arrive at a powerful set of sustainable strategies.

DISCUSSION METHOD-ICA*

20 TO 40 MINUTES, 6 TO 15 PEOPLE



*Copyrighted material of the Institute of Cultural Affairs and is part of its "Technology of Participation" (ToP) curriculum.

Process Description: This process was developed by the Institute of Cultural Affairs. It is an excellent process to begin the exploration of topics and to narrow down a range of issues or concerns. It is best used with between 8-12 people. When you have larger groups the process can still be used, but it is recommended to break the large group into teams of between 8-12 people each.

The method minimally employs four sequential questions:

- 1. Objective Question:** What stands out?
- 2. Reflective Question:** What reactions or feelings are evoked?
- 3. Interpretive Question:** What opinions does each person have about an issue?
- 4. Decisional Question:** What seems to be the common ground or direction to move forward?

Discussion Method Overview





Outcome

Rational Outcome:

This is very effective for developing a shared understanding of an issue or direction prior to more detailed planning conversations.

Experiential Outcome:

The Discussion Method creates a sense of shared focus and helps to find the common ground for a group or team.

Process Tips and Reminders



This process is useful for initial exploration of an issue. It is not as effective to dig more deeply into issues, and is often best used to begin an exploration.

It can be used in very large groups as an input into other processes. For example, it can be used to create more focused brainstorming ideas that feed into the Workshop Method.

The process can be used with minimal directions so it is good to use with large groups where you don't have access to a pool of trained facilitators.

