FACILITATION

Session plan for a difficult team conversation

A two hour plan for a conversation a team has been avoiding. It gives everyone a turn to be heard before anyone looks for a solution.

Purpose of the session, in one sentence

What is already decided and not open for discussion

Running order for a two hour session

Step	Time	What happens
Open	10 minutes	Say why the group is meeting and what the session has to decide. Agree the ground rules.
Hear everyone	30 minutes	Each person speaks without interruption. Nobody responds until everyone has spoken.
Say back what was heard	15 minutes	The facilitator summarises. People correct anything they would not recognise.
What is underneath	20 minutes	Look for what sits beneath the positions people have taken.
Options	25 minutes	Set out what could happen next, including doing nothing.
Agree next steps	15 minutes	Actions, owners and dates, written down before people leave.
Close	5 minutes	How is each person leaving? Agree the date to look again.

Ground rules to agree at the start

One person speaks at a time.

Speak for yourself.

What is said here stays here, unless someone is at risk.

Challenge ideas and respect people.

Prompts for the facilitator

What would help you say what you need to say today?

What have we not said yet?

If I said that back, would you recognise it?

What could you live with, even if it is not your first choice?