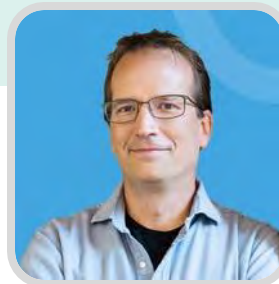


Facilitation Masterclass: Managing Meeting Dysfunction

Presented by:



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Senior Consultant
Interaction Associates



Webinar Purpose

- 1 Self assess your readiness to facilitate a difficult meeting.
- 2 Learn a framework for understanding why people get stuck.
- 3 Craft questions that encourage participation and interaction.
- 4 Successfully deal with interruptions and keep your meeting on track

The Meetings Challenge

Millions of meetings are held every day.

Some of those meetings achieve their desired outcomes.

But most don't.



Agenda

Getting Centered

Ladder of Inference

Listening as an Ally

Facilitating Outcomes

Q&A

Close



Getting Centered

First – Self Check

Activate your intentions.

Being clear about what you want to achieve, and the impact you want to have on others, will hone your focus and increase your confidence.

Activate Your Intentions

A Self-Inquiry

- 1 What is going on here that is important to me? Why is it important to me?
- 2 Regarding this issue, what would I like to see happen?
- 3 Where do I imagine raising the subject? Why then and there?
- 4 What impact would I like to have on others?

Clear Your Mind

Relax your body. Calm your mind.



May seem simple but it's not simplistic. It takes practice.

Exercise

Relax your body.
Calm your mind.

1

Put your feet on the floor.

2

Breathe in through your nose to a count of 4.

3

Breathe out through your mouth to a count of 8.

4

Smile slightly.

5

Say to yourself, “This will be good.”



Checking Reality



Write the number of moving traffic violations (e.g., speeding, illegal turns, etc.) you've ever had in your life.

Do not explain or write anything else. Just the number.

A moving traffic violation is NOT:

X

A warning

X

A fix-it ticket

X

A parking ticket

(Write in chat)



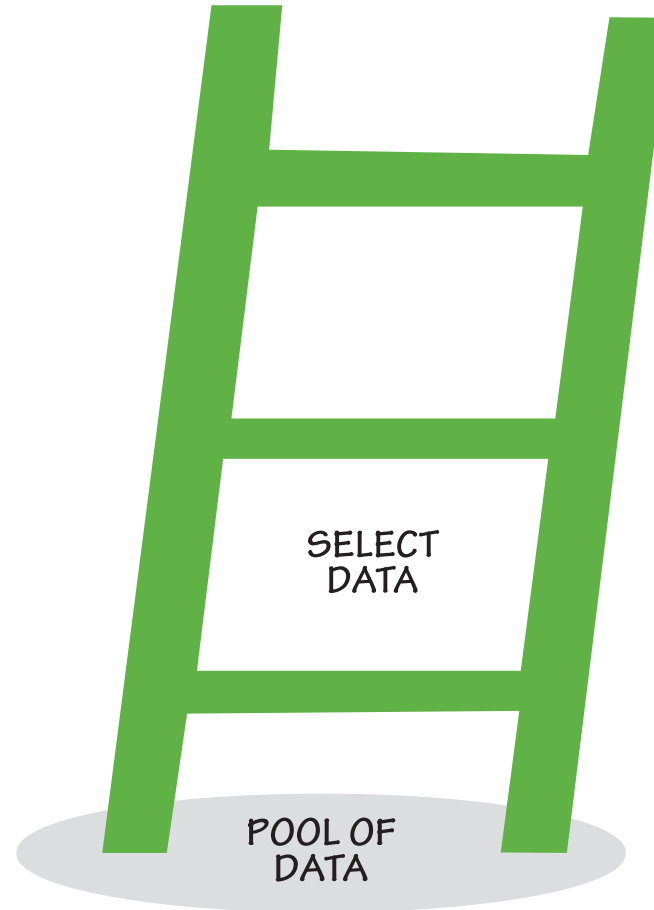
Understanding *Motivation*

Ladder of Inference



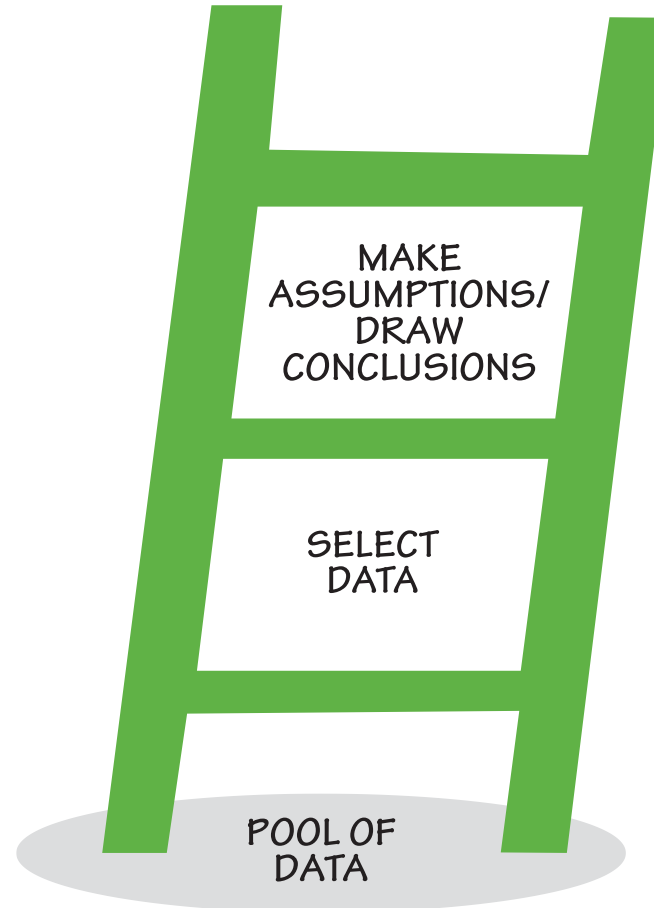
Based on the work of Chris Argyris

Ladder of Inference



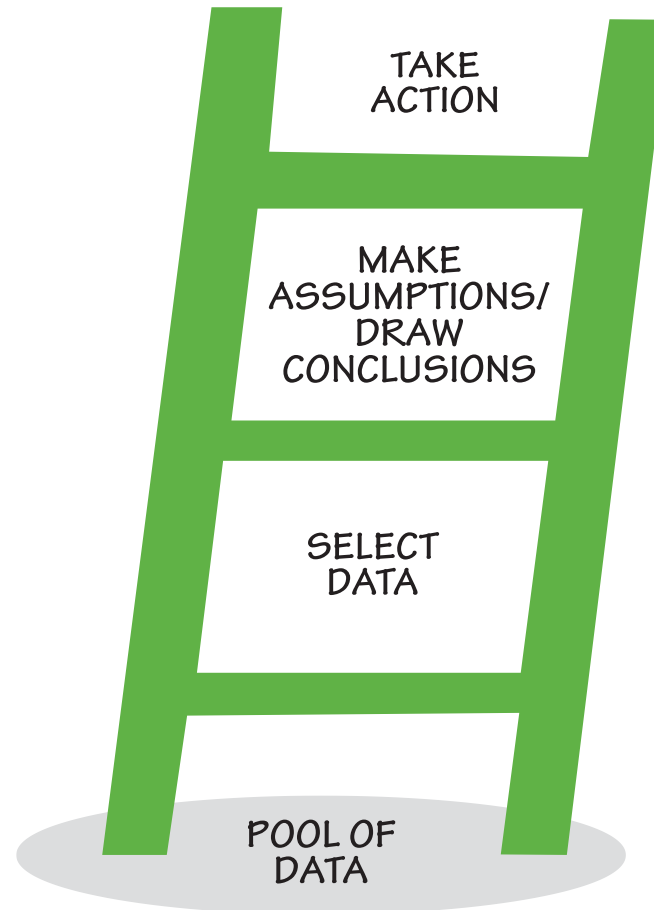
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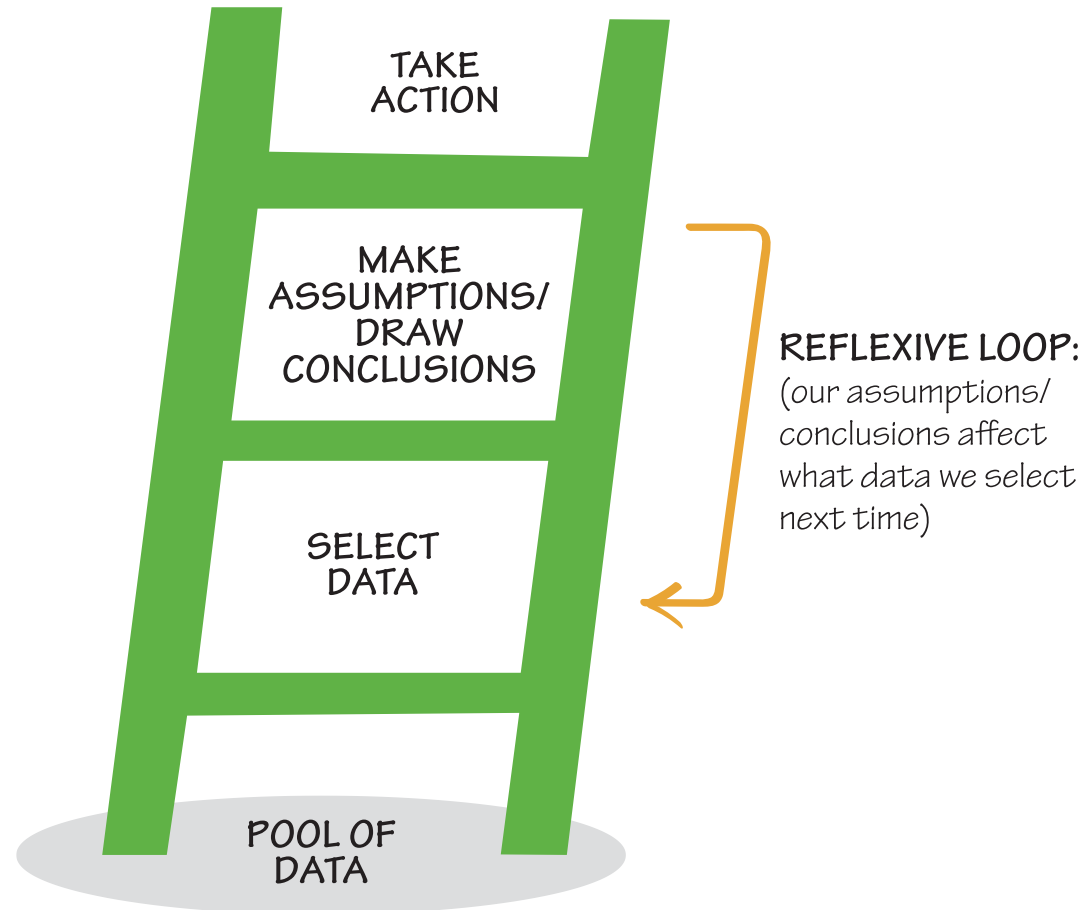
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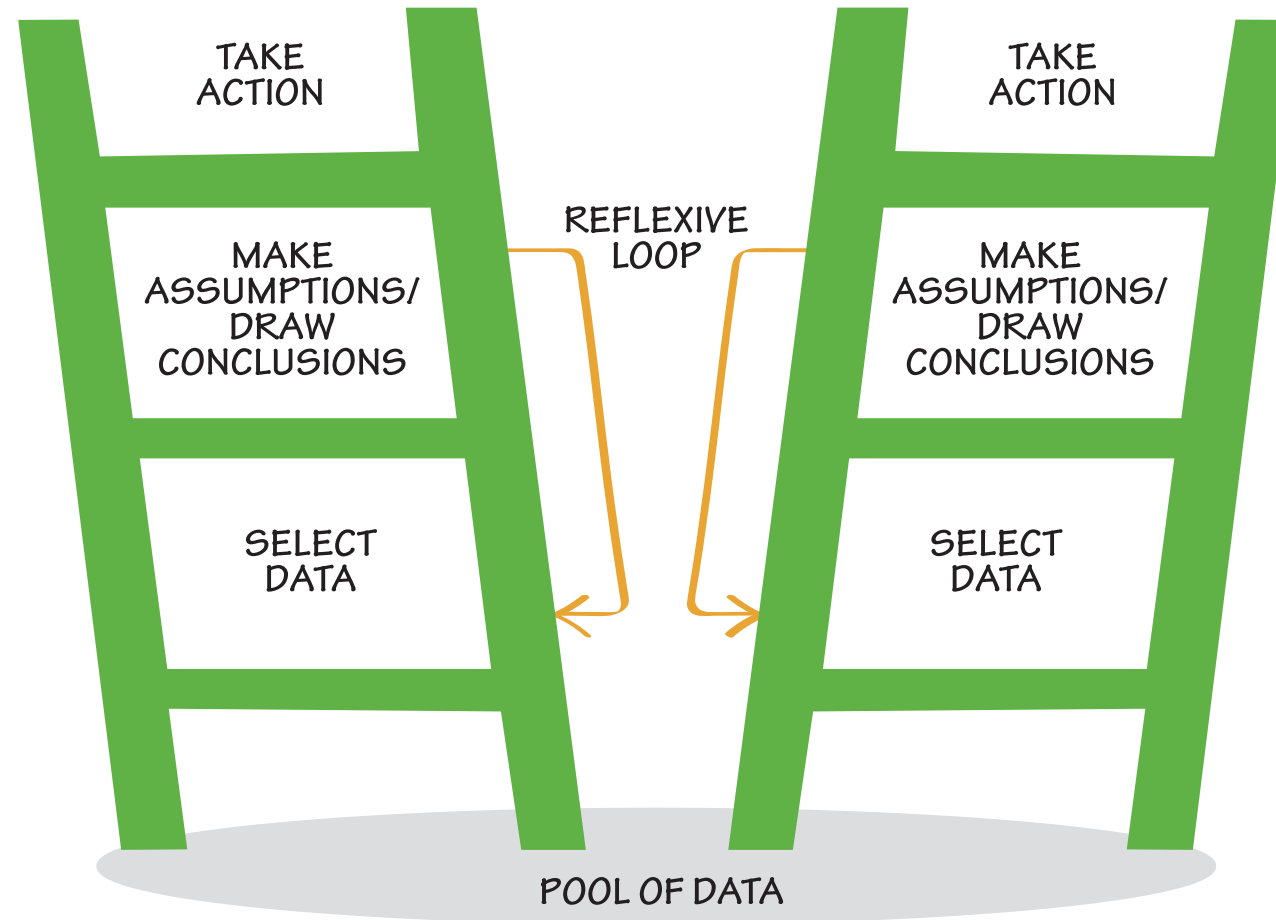
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Ladder of Inference



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Dueling Ladders



Based on the work of Chris Argyris

Proactive Listening Skills

Ask open-ended questions

Questions using **who, what, why, or how** will deepen your understanding of speaker's message.

Closed-ended questions like:
“Did you believe...?” or “Don’t you think...?” tend to elicit defensive reactions and can close the inquiry down.





SKILL DRILL

Rewrite David's closed-ended question to make it open-ended.

(Write in chat)

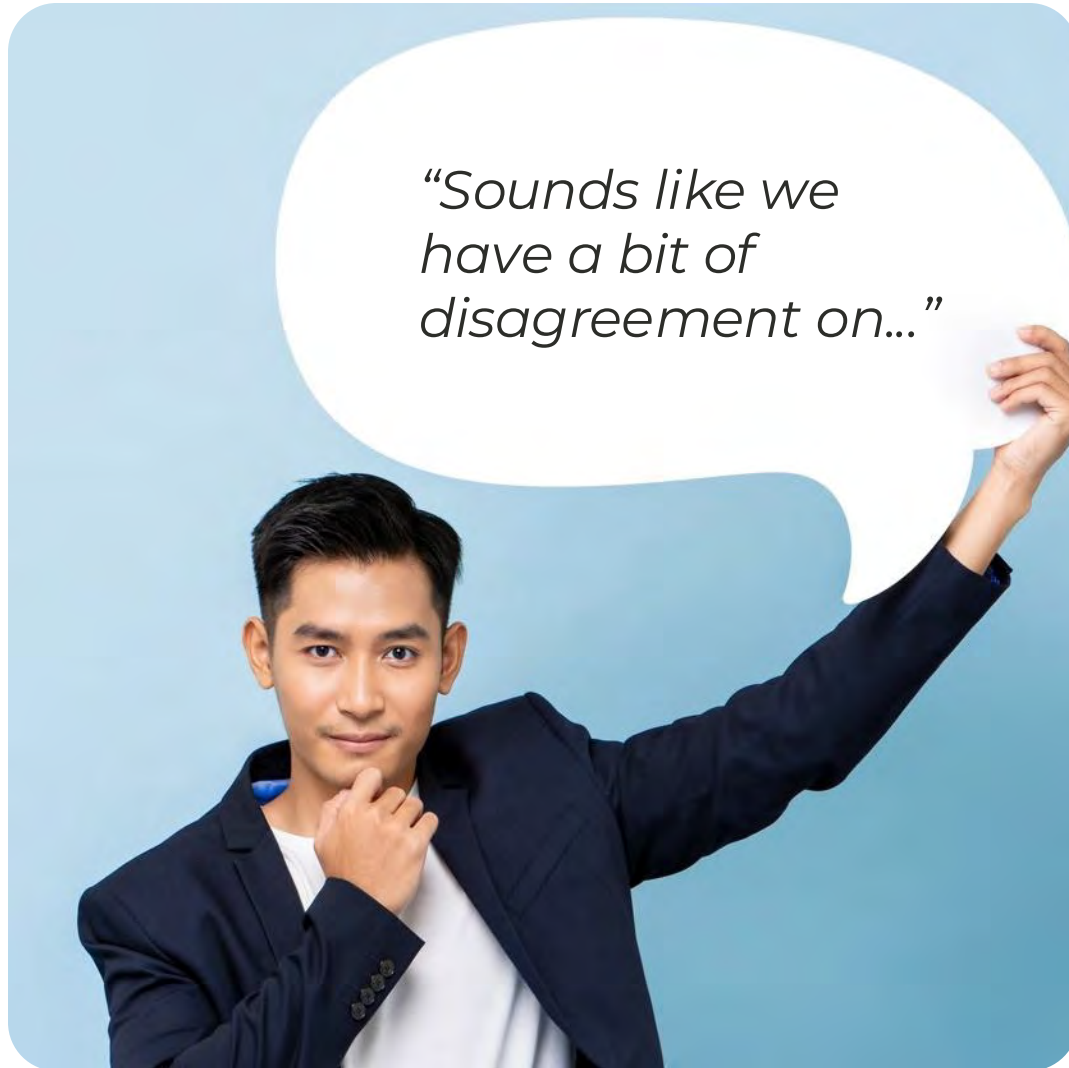


Keeping Your Meeting On Track

Q: Which of these strategic moments do you experience in online meetings?

Feel free to add others in **CHAT**.

- A Some people are quiet; not sharing their perspective.
- B The conversation is going off the topic.
- C Someone challenges the process.
- D One person is dominating the discussion.
- E People are avoiding the subject.
- F Someone is fixated on their own point of view.
- G People are arguing without data.
- H (Another reason not listed)



Facilitative Interventions

- Say/Ask What's Going On
- Recall the Desired Outcome
- Make a Process Suggestion
- Boomerang
- Invite by Name
- Maintain/Regain Focus
- Deal with One Idea at a Time
- Focus on Agreement Before Disagreement
- Build Small Agreements
- Accept, Legitimize, Deal With, or Defer



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Say or Ask

“What’s Going On”

Name or ask what is happening, or where you are in the process, so that everyone can get back on the same page.



“

We were exploring what’s causing our problem. Then things got quiet. It seems some of you may be reluctant to suggest root causes. Am I reading that right?”

Maintain/ Regain Focus

Making sure everyone is working on the same content, using the same process, at the same time by directing group members' attention back to the topic, the agenda, or the current process.



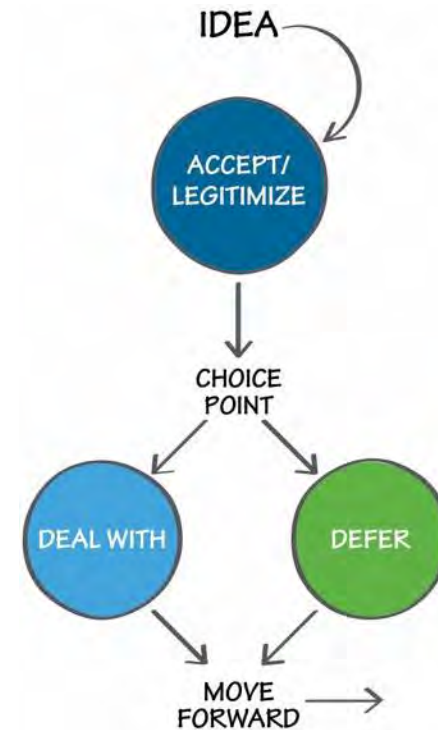
“

Everyone, we've moved to a new topic before finishing the last. Let's look back to our agenda. (The facilitator shows the agenda on the shared screen and places a pointer next to the agenda topic.)

Here's where we are: return-to-office policy. Charlene, you were saying that the policy is not uniformly applied. Please continue.”

Accept, Legitimize, Deal With or Defer

When a speaker's idea, opinion, or suggestion is outside the bounds of the agenda topic or flow of the discussion, try this approach.



“

Harley, it sounds like you are offering a solution. Thank you. Would you be willing to wait until we have an agreement on the problem before we explore your solution?”

Q&A

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Sep 23-25 | San Francisco, CA

Facilitative Leadership™

Sep 29-Oct 1 | Boston, MA

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Oct 2-24 | Live-Online

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