CONTENTS

INTRODUCTION TO THE SECOND EDITION xvii

What’s New in the Second Edition? xviii

Case Study: The Secrets in Action—How Two Practitioners Have Put the Secrets to Work xx

INTRODUCTION: A POWERFUL SECRET xxiii

Case Study: Learning the Powerful Secret xxiii

Secret #1—The Fundamental Secret of Facilitation xxiv

Case Study: The Sanitation Workers xxiv

Learning to Apply the Fundamental Secret xxvi

The Principles of SMART Facilitation xxviii

More Ways to Apply the Secret xxxix

What This Book Will Do for You xxxix

Where to Start xl

I. WHAT IS THE ROLE OF A FACILITATOR? 1

Questions Answered in This Chapter 1

Case Study: The Facilitator’s Role in Civic Leadership Groups 1

Sample Scenarios: Group Solutions Needed 3

When Is Facilitation Appropriate? 4

Secret #2—The Secret of When to Use Facilitation 5

Definition: What Is a Facilitated Session? 5

vii
# Contents

<table>
<thead>
<tr>
<th>Description</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>What Are the Responsibilities of a Facilitator?</td>
<td>6</td>
</tr>
<tr>
<td>The Soul of a Facilitator</td>
<td>7</td>
</tr>
<tr>
<td>When Is Facilitation Not Appropriate?</td>
<td>8</td>
</tr>
<tr>
<td>Facilitation: Where Is the Industry Today?</td>
<td>10</td>
</tr>
<tr>
<td>What’s Next for Facilitation?</td>
<td>11</td>
</tr>
<tr>
<td>Applying the Secrets to Gain Buy-In to a Strategic Plan</td>
<td>13</td>
</tr>
<tr>
<td>Facilitator’s Checklist for Understanding Facilitation and the Roles of a Facilitator</td>
<td>14</td>
</tr>
<tr>
<td>Exercise Your Skills</td>
<td>15</td>
</tr>
<tr>
<td><strong>II. THE SECRETS TO QUESTIONING: DESIGN YOUR QUESTIONS TO GET BETTER ANSWERS</strong></td>
<td></td>
</tr>
<tr>
<td>Questions Answered in This Chapter</td>
<td>17</td>
</tr>
<tr>
<td><em>Case Study:</em> Starting Questions</td>
<td>17</td>
</tr>
<tr>
<td>The Starting Question</td>
<td>18</td>
</tr>
<tr>
<td><strong>Secret #3—The Secret of the Starting Question</strong></td>
<td>20</td>
</tr>
<tr>
<td><em>Case Study:</em> The Starting Question to Engage the VP’s Number Two</td>
<td>26</td>
</tr>
<tr>
<td>The Reacting Questions</td>
<td>27</td>
</tr>
<tr>
<td><strong>Secret #4—The Secret to Guiding a Group</strong></td>
<td>28</td>
</tr>
<tr>
<td>Floating an Idea</td>
<td>29</td>
</tr>
<tr>
<td><strong>Secret #5—The Secret to Influencing Idea Ownership</strong></td>
<td>30</td>
</tr>
<tr>
<td>Applying the Questioning Techniques</td>
<td>32</td>
</tr>
<tr>
<td>A Final Note on Questioning</td>
<td>34</td>
</tr>
<tr>
<td>Facilitator’s Checklist for Questioning</td>
<td>34</td>
</tr>
<tr>
<td>Exercise Your Skills</td>
<td>35</td>
</tr>
<tr>
<td><strong>III. THE SECRETS TO PREPARING: KNOW YOUR 5 PS</strong></td>
<td></td>
</tr>
<tr>
<td>Questions Answered in This Chapter</td>
<td>37</td>
</tr>
<tr>
<td><em>Case Study:</em> The Principals’ Conference</td>
<td>37</td>
</tr>
<tr>
<td>The 5 Ps of Preparation</td>
<td>38</td>
</tr>
<tr>
<td><strong>Secret #6—The Secret to Preparation: The 5 Ps</strong></td>
<td>38</td>
</tr>
<tr>
<td>It’s All About Purpose</td>
<td>39</td>
</tr>
<tr>
<td><strong>Secret #7—The Secret Power of Purpose</strong></td>
<td>40</td>
</tr>
<tr>
<td>Defining the Product</td>
<td>41</td>
</tr>
<tr>
<td><strong>Secret #8—The Secret to Defining the Session Product: The 3 Hs</strong></td>
<td>42</td>
</tr>
<tr>
<td>Selecting Participants</td>
<td>42</td>
</tr>
<tr>
<td>Identifying the Probable Issues</td>
<td>45</td>
</tr>
<tr>
<td>Preparing the Process</td>
<td>46</td>
</tr>
<tr>
<td>The Meeting Notice</td>
<td>46</td>
</tr>
</tbody>
</table>
## IV. THE SECRETS TO STARTING: INFORM, EXCITE, EMPOWER, INVOLVE

<table>
<thead>
<tr>
<th>Questions Answered in This Chapter</th>
<th>57</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Case Study:</strong> Kicking off Vision 2020</td>
<td>57</td>
</tr>
<tr>
<td>Opening the Session</td>
<td>58</td>
</tr>
<tr>
<td><strong>Secret #10—The Secret to a Strong Opening</strong></td>
<td>59</td>
</tr>
<tr>
<td><strong>Secret #11—The Secret to Exciting in the Opening</strong></td>
<td>62</td>
</tr>
<tr>
<td>Gaining Buy-In to the Agenda</td>
<td>63</td>
</tr>
<tr>
<td><strong>Secret #12—The Secret to Gaining Agenda Buy-In</strong></td>
<td>63</td>
</tr>
<tr>
<td>Using Ground Rules</td>
<td>65</td>
</tr>
<tr>
<td><strong>Secret #13—The Secret to Using Ground Rules</strong></td>
<td>65</td>
</tr>
<tr>
<td><strong>Case Study:</strong> Avoiding the Executive Feeding Frenzy</td>
<td>68</td>
</tr>
<tr>
<td>Using Parking Boards</td>
<td>70</td>
</tr>
<tr>
<td><strong>Secret #14—The Secret to Parking Boards</strong></td>
<td>70</td>
</tr>
<tr>
<td>Effective Introductions</td>
<td>71</td>
</tr>
<tr>
<td><strong>Secret #15—The Secret to Effective Introductions</strong></td>
<td>72</td>
</tr>
<tr>
<td>Opening Nonfacilitated Meetings</td>
<td>73</td>
</tr>
<tr>
<td>When Should You Arrive for the Meeting?</td>
<td>73</td>
</tr>
<tr>
<td>Getting Started on Time</td>
<td>74</td>
</tr>
<tr>
<td><strong>Secret #16—The Secret to Starting on Time</strong></td>
<td>74</td>
</tr>
<tr>
<td>Applying the Secrets to Starting</td>
<td>75</td>
</tr>
<tr>
<td>Facilitator’s Checklist for Getting the Session Started</td>
<td>76</td>
</tr>
<tr>
<td>Exercise Your Skills</td>
<td>77</td>
</tr>
</tbody>
</table>

## V. THE SECRETS TO FOCUSING: ESTABLISH THE COURSE, AVOID DETOURS

<table>
<thead>
<tr>
<th>Questions Answered in This Chapter</th>
<th>79</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Case Study:</strong> Facilitating the Senator and the Chief of Staff</td>
<td>79</td>
</tr>
<tr>
<td><strong>Secret #17—The Secret to Using Checkpoints</strong></td>
<td>79</td>
</tr>
<tr>
<td>Focusing the Group: Using Checkpoints</td>
<td>79</td>
</tr>
<tr>
<td>The Extended Checkpoint</td>
<td>83</td>
</tr>
<tr>
<td>Warming Up a Group</td>
<td>84</td>
</tr>
<tr>
<td><strong>Secret #18—The Secret to Warming Up a Group</strong></td>
<td>84</td>
</tr>
<tr>
<td>Delivering Accurate, Clear, and Concise Directions (PeDeQs)</td>
<td>85</td>
</tr>
</tbody>
</table>
Secret #19—The Secret to Giving Clear Directions 85
Keeping a Group on Track 88
Secret #20—The Secret to Keeping a Group on Track 88
Managing Breakout Groups 90
Secret #21—The Secret to Effective Breakout Groups 90
Secret #22—The Secret to Rotating Flip Charts 95
Applying the Secrets to Focusing 97
Facilitator’s Checklist for Focusing a Group 97
Exercise Your Skills 99

VI. THE SECRETS TO RECORDING: THE POWER OF THE PEN—USE IT, DON’T ABUSE IT, MAKE IT THEIRS 101
Questions Answered in This Chapter 101
Case Study: Public Safety Collaborative 101
How Facilitators Abuse the Pen 102
Using, Not Abusing the Pen 104
Secret #23—The Secret to Using, Not Abusing, the Power of the Pen 104
Case Study: The Power of the Pen, ELMO, and Parking Boards 107
Knowing What to Record 107
Secret #24—The Secret to Knowing What to Record 108
Managing the Recording Process 110
Secret #25—The Secret to Keeping the Recording Concise 112
Using Strategies to Avoid Lulls While Writing 113
Secret #26—The Secret to Avoiding Lulls While Writing 114
Additional Techniques for Recording 116
The Seven Deadly Sins of Facilitation 118
 Applying the Secrets to Recording 119
Facilitator’s Checklist for Recording 119
Exercise Your Skills 120

VII. THE SECRETS TO INFORMATION GATHERING: KNOW YOUR TOOLS AND HOW TO USE THEM 123
Questions Answered in This Chapter 123
Case Study: The Retailing Conference 123
Understanding the Major Information Gathering and Processing Functions 125
Understanding Processing Groups 126
Understanding Processing Order 127
Gathering and Processing Information 127
Secret #27—The Secret to Gathering Information 127
Gathering Facts 128
Secret #28—The Secret to Getting the Details 129
Categorizing 130
Secret #29—The Secret to Categorizing 130
Inquiring 133
Secret #30—The Secret to Q&A Sessions 133
Generating Ideas 136
Secret #31—The Secret to Generating Ideas 136
Prioritizing 138
Secret #32—The Secret to Prioritizing 139
Reporting 143
Secret #33—The Secret to Reporting Back 144
Getting Feedback 145
Secret #34—The Secret to Getting Quality Feedback 145
Additional Information Gathering and Processing Strategies 147
Applying the Secrets to Information Gathering 150
Case Study: Facilitation in the Classroom 151
Facilitator’s Checklist for Information Gathering 152
Exercise Your Skills 153

VIII. THE SECRETS TO CLOSING: REVIEW, DEFINE, EVALUATE, END, DEBRIEF 155

Questions Answered in This Chapter 155
Case Study: Polling for Agreement at the Close 155
Secret #35—The Secret to a Strong Close 157
Reviewing Activities Completed and Personal Objectives 157
Confirming Commitment to Decisions Made 158
Secret #36—The Secret to Confirming Commitment to Decisions 158
Clearing the Issues List 163
Secret #37—The Secret to Clearing the Issues List 163
Assigning Actions 164
Secret #38—The Secret to Assigning Actions 164
Defining What Can Be Communicated About the Session 165
Evaluating the Session 167
Ending the Session 169
Debriefing 169
What If the Session Is Running Behind? 170
What If the Session Is Going to Run Over? 171
Delivering a Partial Close 171
IX. THE SECRETS TO MANAGING DYSFUNCTION: CONSCIOUS PREVENTION, EARLY DETECTION, CLEAN RESOLUTION

Questions Answered in This Chapter 175
Case Study: The Chairman and the COO 175
Dysfunctional Behavior—What Is It? 177
Secret #39—The Secret to Understanding Dysfunction 178
Techniques for Conscious Prevention 180
Secret #40—The Secret to Preventing Dysfunction 180
Techniques for Early Detection 183
Secret #41—The Secret to Detecting Dysfunction 183
Techniques for Clean Resolution 185
Secret #42—The Secret to Resolving Dysfunction 185
Recommended Responses to Various Dysfunctions 188
When the Unexpected Happens 196
Secret #43—The Secret to Responding When the Unexpected Happens 197
Responding to Mistakes and Attacks 198
Case Study: Making a Mistake as the Facilitator 198
Secret #44—The Secret to Responding to Mistakes and Attacks 199
Rewarding Functional Behavior 201
Lesson Learned 201
Applying the Secrets to Managing Dysfunction 203
Facilitator’s Checklist for Managing Dysfunction 205
Exercise Your Skills 207

X. THE SECRETS TO CONSENSUS BUILDING: CREATE AND MAINTAIN A CONSENSUS-FOCUSED PROCESS

Questions Answered in This Chapter 209
Case Study: Consensus on Values 209
Defining Consensus 210
Secret #45—The Secret to Understanding Consensus 211
Deciding How to Decide 212
Secret #46—The Secret of Five-Finger Consensus 214
Understanding Why People Disagree 215
Secret #47—The Secret to Understanding Disagreement 215
Secret #48—The Secret to Resolving a Level 3 Disagreement 221
Contents

Filling Your Toolbox of Consensus Building Techniques 223
Secret #49—The Secret to Resolving a Level 1 Disagreement 224
Secret #50—The Secret to Resolving a Level 2 Disagreement 231
Case Study: Improving Customer Delivery Times 234
Secret #51—The Secret to Using Weighted Scoring 236
Revisiting the Family Vacation 241
Applying the Secrets to Consensus 242
Secret #52—The Secret to Gaining Consensus on Wording 242
Facilitator’s Checklist for Consensus Building 244
Exercise Your Skills 245

XI. THE SECRETS TO ENERGY: SET THE PACE, ANTICIPATE THE LULLS, REACT ACCORDINGLY 247

Questions Answered in This Chapter 247
Case Study: Learning the Impact of Energy 247
Understanding the Impact of Energy 248
Secret #53—The Secret of Energy: The Three Es 248
Projecting Energy from the Start 250
Secret #54—The Secret to Starting with Energy 250
Case Study: The Low-Key Facilitator 253
Adjusting to the Lullaby Times 253
Secret #55—The Secret to Adjusting to the Lullaby Times 254
Maintaining Energy During the Session 254
Secret #56—The Secret to Maintaining Energy 255
Case Study: A Team Building Mistake 258
Using Team Building Activities 259
Secret #57—The Secret to Using Team Building Activities 259
Crossing the River: My Favorite Team Building Exercise 260
Facilitator’s Checklist for Energy 264
Exercise Your Skills 265

XII. THE SECRETS TO AGENDA SETTING: ADAPT YOUR AGENDA TO ADDRESS THE NEED 267

Questions Answered in This Chapter 267
Case Study: Pay for Performance 267
Understanding Process 268
Using Standard Agendas 269
Secret #58—The Secret of Standard Agendas 269
Customizing the Agenda 273
XV. THE SECRETS TO FACILITATING CROSS-CULTURAL GROUPS: RECOGNIZE YOUR OWN BIASES TO BETTER ADAPT TO THE CULTURE OF OTHERS

Questions Answered in This Chapter
Introduction
Understanding Cultural Competency
Secret #68—The Secret to Facilitating Cross-Cultural Groups
Applying the Secrets to Cross-Cultural Groups
Case Study: What Is the Objective?
Case Study: Facilitating the Strategic Plan for a Caribbean Government
Case Study: Facilitating for Morehouse
Interrupting the Effects of Institutional Power Through Facilitation
Facilitator’s Checklist for Facilitating Cross-Cultural Groups
Exercise Your Skills

XVI. THE SECRETS TO BUILDING AN INTERNAL FACILITATOR CAPABILITY: BUILD THE CASE, RAISE AWARENESS

Questions Answered in This Chapter
Introduction
Case Study: The Pull Strategy at Hydro One
Case Study: From Training to Something Bigger at Direct Supply
Case Study: The Facilitator Development Program at Saudi Aramco
Best Practice Strategies
Secret #69—The Secret to Establishing an Internal Facilitator Cadre
Exercise Your Skills

XVII. SPECIAL TOPICS

Questions Answered in This Chapter
Apply the Secrets to Running a Simple Meeting
Applying the Secrets as a Meeting Participant
Secret #70—The Secret to Guerrilla Facilitation
Applying the Secrets to Very Small Groups
Applying the Secrets as a Consultant or Subject Matter Expert
Case Study: The Strategy Firm and the Nonprofit
Becoming a Certified Facilitator
Facilitator Neutrality: Fact or Fiction?
<table>
<thead>
<tr>
<th>EPILOGUE</th>
<th>417</th>
</tr>
</thead>
<tbody>
<tr>
<td>RESOURCE GUIDE FOR FACILITATORS</td>
<td>419</td>
</tr>
<tr>
<td>Leadership Strategies—The Facilitation Company</td>
<td>419</td>
</tr>
<tr>
<td>The FindaFacilitator Database</td>
<td>420</td>
</tr>
<tr>
<td>The International Association of Facilitators</td>
<td>420</td>
</tr>
<tr>
<td>The International Institute for Facilitation</td>
<td>420</td>
</tr>
<tr>
<td>Training Courses in Facilitation</td>
<td>420</td>
</tr>
<tr>
<td>Recommended Books</td>
<td>424</td>
</tr>
<tr>
<td>70 Secrets of Facilitation</td>
<td>427</td>
</tr>
<tr>
<td>Acknowledgments</td>
<td>431</td>
</tr>
<tr>
<td>The Author</td>
<td>433</td>
</tr>
<tr>
<td>Index</td>
<td>435</td>
</tr>
</tbody>
</table>