

# Process management

Facilitation means that we use communicative strategies and methods in order to enhance social learning and negotiation towards innovation in a multi-stakeholder setting.

The facilitator can help, not leading, but organising and designing and by that creating shared purposes, values and meanings, fostering joint learning, and developing appropriate organisational policies, strategies and structures on the basis of the project or mission.

# Process management

## Functional requirements for process facilitators

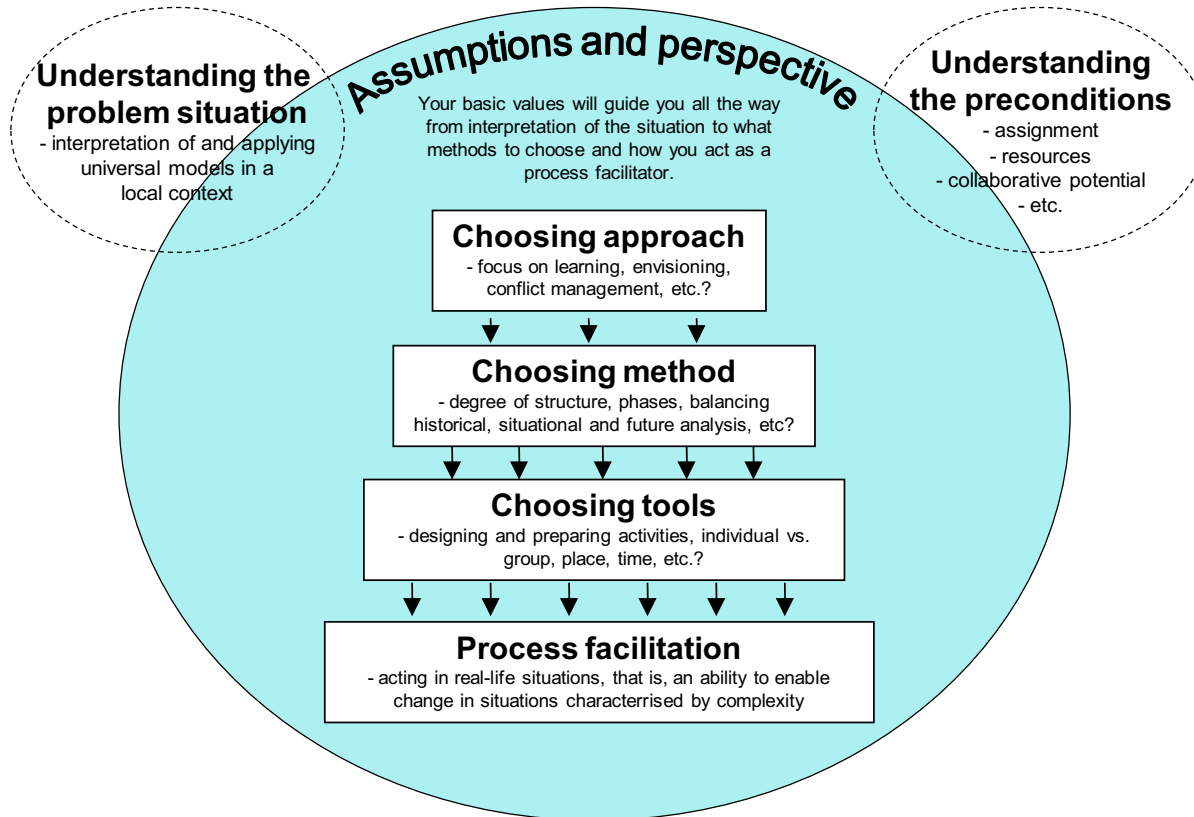
- **Seniority** (credibility or status)
- **Knowledge and skill** (in dynamics of learning and negotiation processes)
- **Mobility** (located “where the action is”)
- **Autonomy and flexibility** (certain amount of autonomy and flexibility regarding their own time and resources)
- **Support and authority** (being able to recruit support if needed. Good over view of the organisation)
- **Independence** (facilitator need to be neutral in the discussed subjects)

# Process management

## Tasks in integrative negotiations

1. Preparing the process
2. Reaching and maintaining process agreements
3. Joint exploration and situation analysis
4. Joint fact-finding and uncertainty reduction
5. Forging agreement
6. Communication of representatives with
7. Coordinated action

# Process management



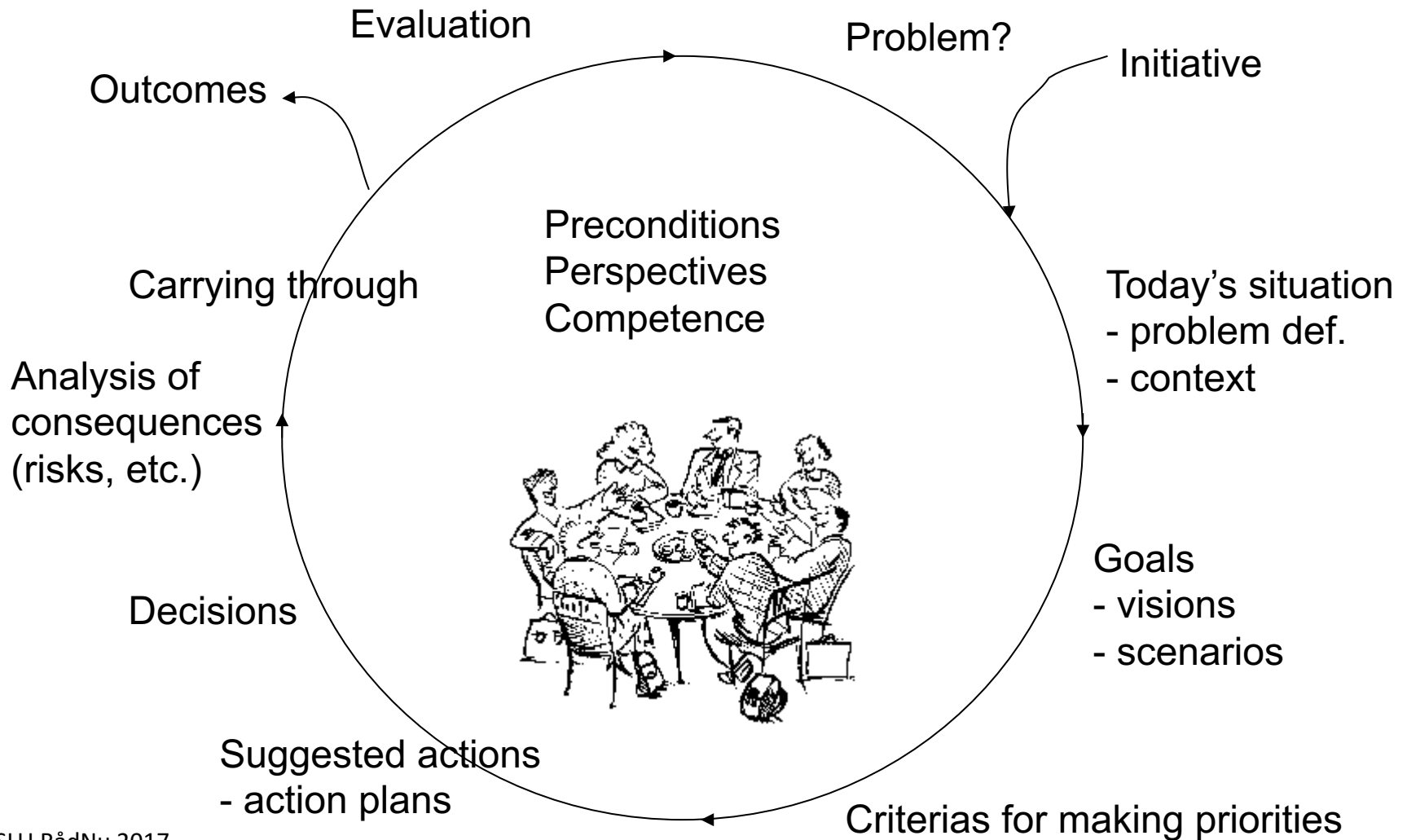
# Process management

## **Different tools for different purposes**

- Creativity and new ideas (eg. Brainstorm)
- Problem solving (eg. SWOT-analysis)
- Goals and visions (eg. Scenarios, Fore- and Back-casting)
- Analysis (eg. Stakeholder analysis, most Mental models)
- Decision making (eg. Voting techniques)
- Organisational development (eg. Lean approaches)
- Collaborative learning (eg. Search conferences)
- etc...

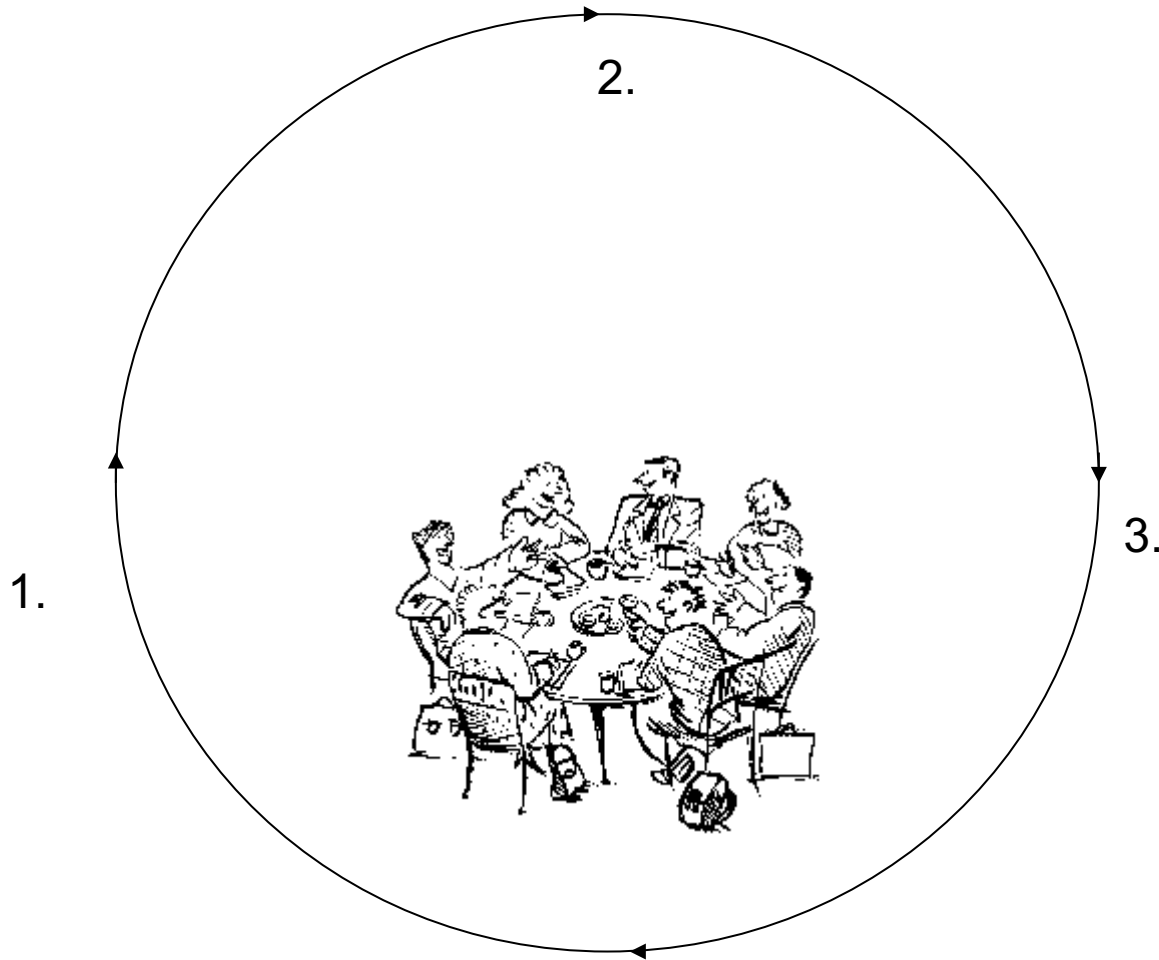
# Process management

Rational decision making



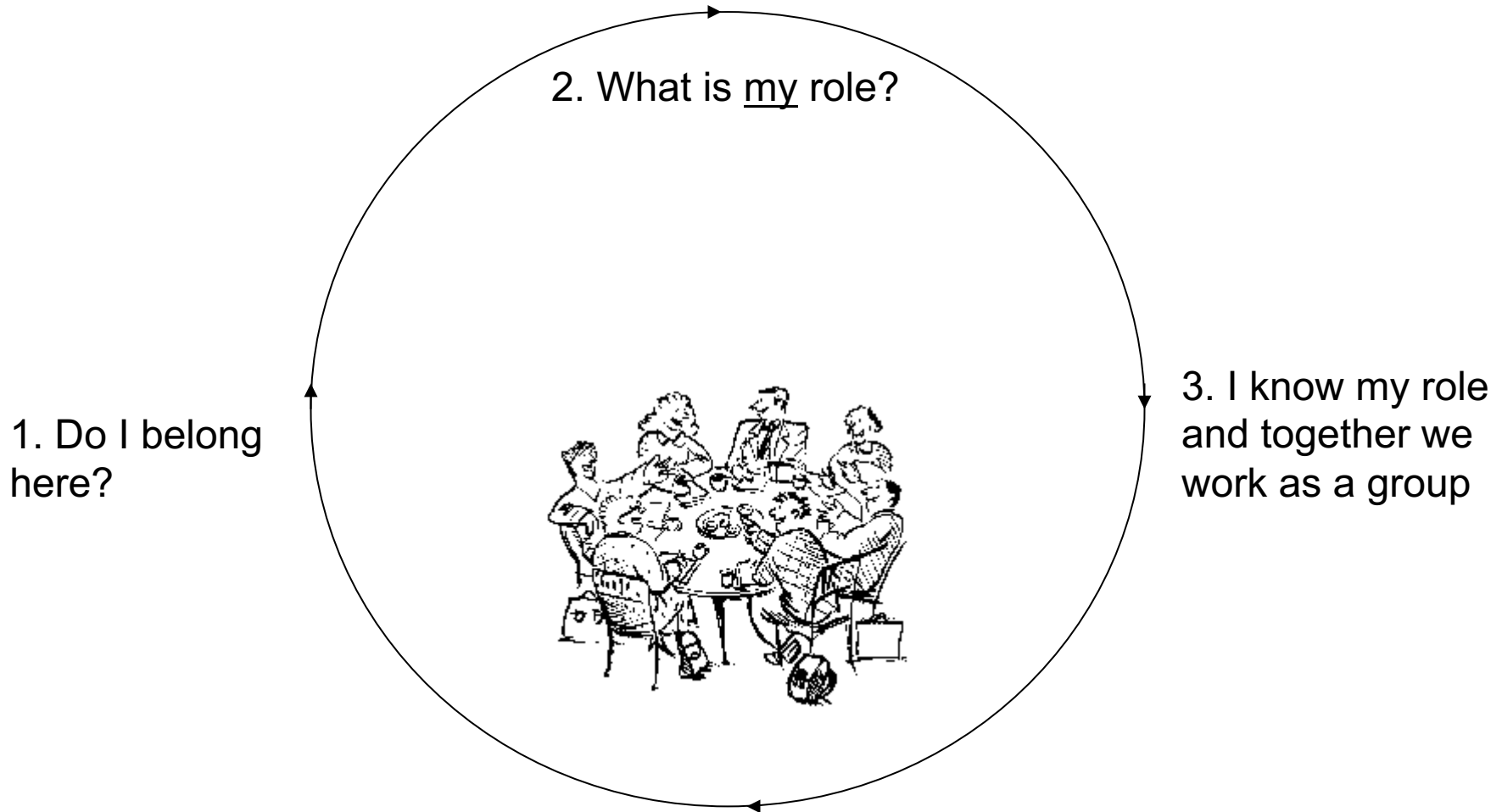
# Process management

Group dynamics and development (exemple)



# Process management

Group dynamics and development (exemple)





# Process management

Group dynamics and leadership

***How do the leadership change over time?***

1. Do I belong here?

2. What is my role?

3. I know my role and together we work as a group



# Process management

Group dynamics and leadership

***How do the leadership change over time?***

1. Do I belong here?

2. What is my role?

3. I know my role and together we work as a group



**L: Authority: You are welcome to participate!**

# Process management

Group dynamics and leadership

***How do the leadership change over time?***

1. Do I belong here?

2. What is my role?

**L: Mediator but also authority when needed**

3. I know my role and together we work as a group



**L: Authority: You are welcome to participate!**

# Process management

Group dynamics and leadership

***How do the leadership change over time?***

1. Do I belong here?

**L: Authority: You are welcome to participate!**

2. What is my role?

**L: Mediator but also authority when needed**



3. I know my role and together we work as a group

**L: A resource for the group when needed**

# Process management

## Levels of participation

Informed consent

Giving a possibility to comment on drafts or working papers

Discussing and agreeing upon means

Discussing and agreeing upon goals

Developing the idea yourself

# Process management

Building bricks of group democracy

Voice – to have possibility to express your view or perspective

Standing – to be respected for what you say and who you are

Influence – to have a potential to influence the outcome of the work