

Facilitative Leadership - A New Style of Leaders

September 20, 2003

Today's Agenda

- Quick introduction of who I am
- What is facilitation and facilitative leadership?
- Demonstration – Johari's Window
- Tools for facilitators

People Focus Consulting (formerly P. Y. International)

Accelerating changes of our client through
Organizational Development
and People Development

- **From traditional organizations to learning organizations**
- **From managers to leaders**
- **From employees to empowered professionals**

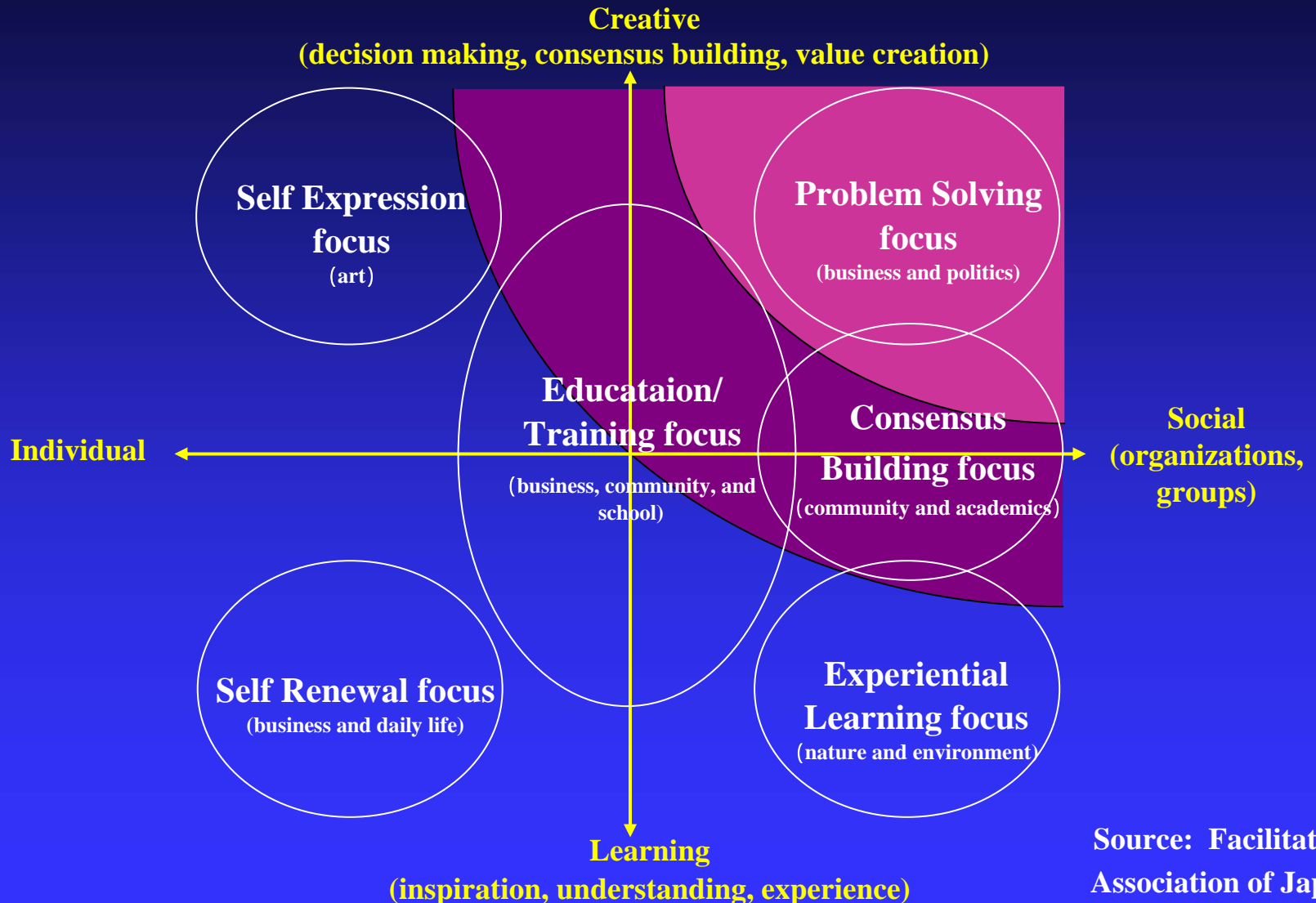
Personal History

- **Junior school - Hong Kong**
- **Junior high school - Germany**
- **High school and university - Japan**
- **Sony**
- **Graduate school – U.S.**
- **American management consulting firm**
- **P.Y.International in December 1994**

Facilitation – What do you know?

- Don't know what it is
- Know what it is but have no actual experiences
- Have actual experiences

Application Areas of Facilitation



Source: Facilitators Association of Japan

Three Types of Facilitation in Business

- **Meetings**
- **Workshops**
- **Organizational change**

What Does A Facilitator Do?

- **Takes a neutral position**
- **Manages and supports process of the team activity**
- **Promotes teamwork and sets the momentum towards accomplishment of task**
- **Supports to maximize the output of the team**

Leadership Continuum



Directive

Facilitative



- **Create and communicate vision/strategy**
- **Give specific instructions**

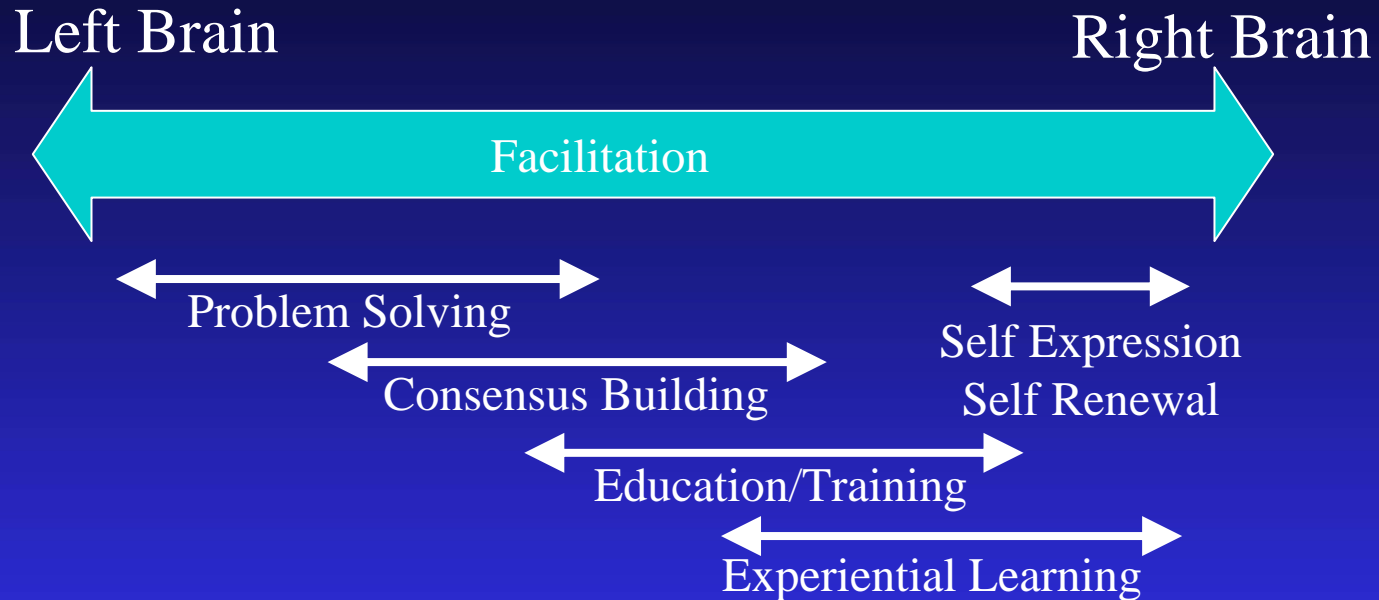
- **Be flexible in using and choosing from both styles**

- **Bring out people's potential and help them develop**
- **Create a team, delegate and inspire them**

Benefits of Facilitation

- **Enables participants to concentrate on the discussion itself, without worrying about the process**
- **Participants are better able to consider, discuss, make decisions, and act based on a broader perspective**
- **Knowledge and wisdom of all participants will be fully utilized**
- **Team will have support in problem solving, breaking through and decision making**
- **Team will become more close-knit and cooperative**
- **Efficiency of meeting increases**
- **Participants' ownership in the decision and motivation towards accomplishment of the tasks increase**
- **Promotes empowerment within the organization**

Skills Required To Be An Effective Facilitator

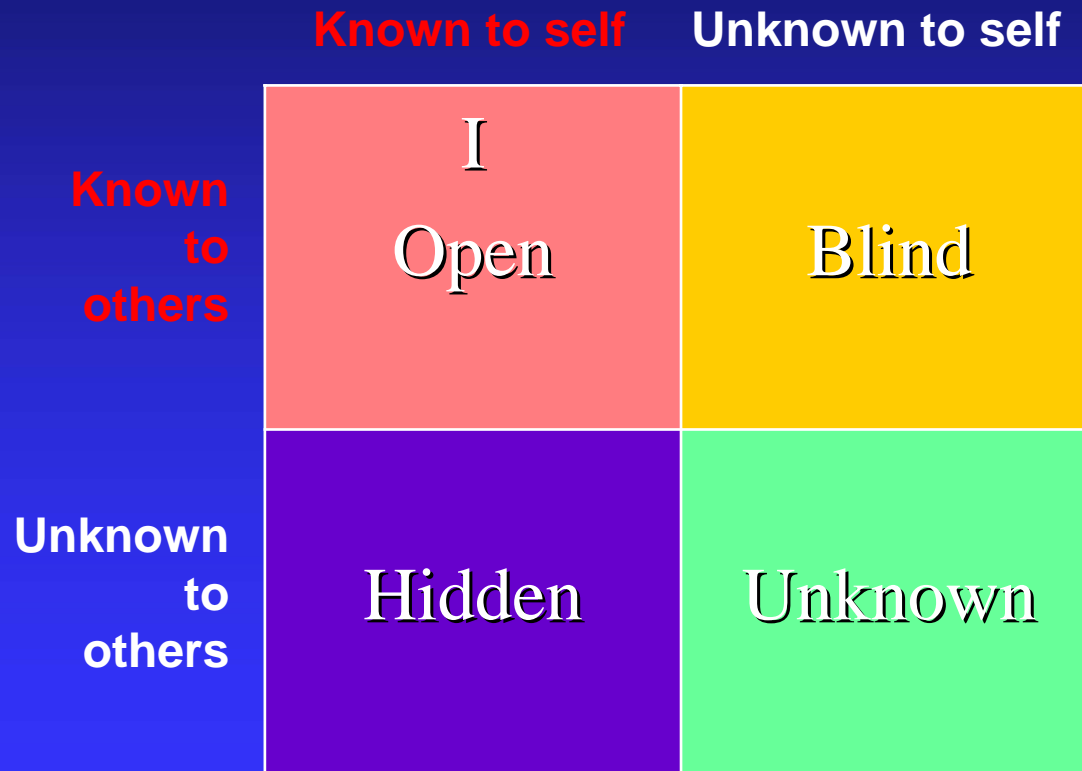


- **Technology**
- **Management**
- **Systematic**
- **Explicit Knowledge**
- **Logical**

- **Art**
- **Psychology**
- **Personal**
- **Tacit Knowledge**
- **Intuitive**

Source: Facilitator

Johari's Window



Johari's Window

