What is Results Based Facilitation (RBF)?

Results Based Facilitation[1] is a specific, hands-on method that enables people to practice the skills for getting different and better results in their meetings and conversations. The method is useful in one-on-one conversations, small groups, and large groups whether you are a meeting participant or meeting facilitator.

Skills/Competencies

1) Hold Roles Become aware of how people hold roles in meetings and choose to develop the skill of holding the neutral role (when beneficial) as a participant or as an authorized facilitator.	o Use Boundary of Authority Role and Task (B/ART) to define and differentiate roles o Use B/ART to understand group dynamics and achieve meeting results o Hold neutral facilitator role o Give work back to the group
2) Hold Conversations Become aware that conversations are the focus of collaborative work and to choose to participate in conversations with an appreciation of and openness to other people and their point of view.	o Demonstrate appreciative openness o Use Context Statements, Effective Questions, Listen Fors
3) Hold Groups Become aware that groups are composed of diverse individuals. As a result, they choose to understand each individual's perspectives, preferences, and interests using methods to facilitate and support groups to have one conversation at a time.	o Use flip chart to display group's work o Sequence, Summarize & Synthesize o Check-in and Check-Out
4) Hold 3R Meetings Become aware of the structure and process of conversations and choose to master and apply methods that will help you design and execute meetings that produce results.	o Use concept of Relationships + Resources = Results (3R) to design meetings and in meetings to achieve results.
5) Hold Mental Models Become aware of the range of mental models and choose to master and apply mental models that contribute to moving groups from talk to accountable, aligned action.	o Use Proposal Based Decision Making to move groups from talk to action o Use conversations to develop convergence o Name and address barriers to convergence o Make and help others make action commitments o Observe and respond to group dynamics o Assess and address conflict
6) Hold Action and Results Become aware, that in meetings, groups can commit to aligned action and choose to work toward achieving meeting results that lead to results within programs, organizations, and communities.	o Be accountable in role for contributions to results o Use RBF skills to work collaboratively to accelerate progress toward results

Conceptual Model

The conceptual model for RBF integrates approaches from Heifetz[2] (adaptive leadership), the White Institute (interaction of person, role, and system), Meyers Briggs Type Indicator (use of type preferences to understand differential impact and to respond to group dynamics), Ury, Fisher and Patton[3] (interest based negotiation), Moore[4] (conflict resolution), and Senge[5] (systems thinking). At the core of RBF is the concept of results accountability. RBF is compatible with most results frameworks, and is particularly suitable for supporting the implementation of Friedman's Results Accountability Framework.[6]

The following hypotheses integrate these approaches into a facilitative model of how groups move from talk to action that produce results:

- The work of meetings occurs through conversations and can be thought of as a series of conversations that create meaning and movement to action and results.

- Group conversations can be designed, prepared for, and flexibly supported by someone with a set of listening and speaking skills.

- A facilitator who holds a neutral role, working in support of the group is a key element of success.

RBF is a competency-based approach to participating in and facilitating meetings in order to get results. The six RBF competencies used by participants and facilitators move groups from talk to action that produces results within programs, organizations and communities. This is done by focusing on meeting results and by developing an accountability framework for commitments to align action.

The central organizing concept of RBF is that of achieving results and accountability for results.

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Endnotes

[1] Excepts with permission from Jolie Bain Pillsbury, PhD. (2013). *Results Based Facilitation Moving From Talk to Action, An Introduction.* Sherbrooke Consulting Inc. www.sherbrookeconsulting.com

[2] Heifetz. (1994). *Leadership Without Easy Answers*. Belknap Press.

[3] Fisher, Ury, and Patton. (1991). *Getting to Yes* (2nd Edition). Penguin Books.

[4] Moore. (1986). *The Mediations Process: Practical Strategies for Resolving Conflict*. Jossey-Bass.

[5] Senge. (1990). *The Fifth Discipline the Art and Practice of the Learning Organization*. Doubleday.

[6] Friedman. (2005). *Trying Hard Is Not Good Enough*. Trafford Publishing.

Learn More About Results Based Facilitation

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This document can be found online at:

http://www.buildingchanges.org/library-type/other/item/881-what-is-results-based-facilitation

About Building Changes

Building Changes serves as an intermediary among philanthropy, government agencies, and service providers, seeding and nurturing fundamental change in the ways our communities collaborate to address homelessness.

Meeting Name

Context for the Meeting:

Proposed Meeting Results:

1.
2.
3.

Annotated Agenda

Time	Item	Listen For
	Welcome	
	Check-in - Effective question *Result: Group is ready to work.*	
	Topic: - Context - Effective question *Result:*	
	Topic: - Context - Effective question *Result:*	
	Topic: - Context - Effective question *Result:*	
	Check-out - Context - Effective question *Result: Group is ready for the next conversation.*	
	Adjourn	

Composition Analysis

Name	Role	Contribution	
		Resources	**Relationships**

Agenda Design Tips

What is possible?
What is the priority?

What do you want to be different after the meeting?

What does this group want to accomplish?

Context for the Meeting:

Proposed Meeting Results:
1.
2.
3.

Context might include:
- What has happened leading up to the meeting
- What else is going on that might impact the meeting
- Population focus

Annotated Agenda

Time	Item	Listen For
	Welcome	
	Check-in - Effective question *Result: Group is ready to work.*	
	Topic: - Context - Effective question *Result:*	
	Topic: - Context - Effective question *Result:*	
	Topic: - Context - Effective question *Result:*	
	Check-out - Context - Effective question *Result: Group is ready for the next conversation.*	
	Adjourn	

Give context that supports getting to conversation result. What do people need to know?

What question will connect the group to each other? To the results of the day?

Intention filter held flexibly—helps you hear essence of how people respond to the question.

Listen for:
- Buy-in
- Resistance
- Conflict
- Proposals
- Alignment

Ask questions that ignite conversation and engage people in sharing and listening. Open ended, forward focused, inquisitive (What, How), and appreciative

Transition to what's next in the work; encourage clear accountability

Who will do what, with whom, by when?

Acknowledge work of the group and move people to action.

Composition Analysis

Part of meeting design is considering who will be in the room and how they can contribute or affect a meeting

Where could I get more information? Where other perspectives can I seek?

What do I know about the people attending? Consider race, age, gender, role, authority, expertise, relationships…

Resources can be knowledge, expertise, passion, funding, lived experience, technical skill…

Consider relationships to one another and to the meeting's purpose.

Who is missing and how can I get them in the room?

Once you consider who's in the room, it's an opportunity to redesign or tweak the agenda.

Name	Role	Contribution	
		Resources	Relationships

THE ART OF THE QUESTION

Low Quality	High Quality
Closed Questions (Yes/No) ❑ Do others feel that way, too? ❑ Does that make sense? ❑ Did you talk to her?	**Open Ended** ❑ How do others feel? ❑ What do you think about what I said? ❑ What did she say?
Problem Focused ❑ Why can't we do this? ❑ Where did your team go wrong? ❑ Why isn't this working?	**Solutions Focused** ❑ What would it take? ❑ What does your team need to win? ❑ How can we make it work?
Forced Choice ❑ Did you do that because of X, because of Y or because of Z?	**Exploratory** ❑ What led you to do that? What was your thinking/concern/interest?
Seek Compliance ❑ Why don't you just try? ❑ Do you agree?	**Encourage Challenge** ❑ What about my idea raises doubt? ❑ In what ways is your view different?
Leading or Rhetorical ❑ Don't you think that …?	**Advocate, then Encourage Challenge** ❑ My view is …, how do you see it?
Imply Others are at Fault ❑ Why didn't you just tell me?	**Examine your Contribution** ❑ What prevented you from telling me? I'm wondering if I said or did something that made it difficult.
Encourage Motivational Attributions ❑ Why didn't she come to the meeting?	**Generate Observable Data** ❑ What did she say about coming to the meeting?
Encourage Blame ❑ Whose fault is this?	**Gain Understanding** ❑ What happened that led to the problems?
Elicit Excuses ❑ Why can't we do this?	**Promote Action** ❑ What results do we want to achieve? ❑ What would it take to make it work? ❑ What choices would we have to make? ❑ How might we do both/and rather than either/or?

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POWERFUL QUESTIONS

Q's that focus attention on values and/or outcomes

1) What opportunities can you see in this strategy?

2) What's important to you about this project?

3) What would this give you for the future?

4) How could we make this happen?

5) How could we do both/and rather than either/or?

Q's that connect ideas

1) What's emerging here for you?

2) What's been your major learning or insight so far?

3) What has not yet been said that would help us reach a deeper understanding about this issue?

4) How does this complement your plan?

5) How might we integrate these two positions?

Q's that can create forward movement when "stuck"

1) What would it take to create a change on this issue?

2) What would it take for you to talk about this issue with me?

3) How can I best support your needs going forward?

4) What do you think is possible?

5) How would you like to see this happen?

WHAT or HOW questions are POWERFUL!!
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