

Facilitation and Moderation skill development

FBN Directors Retreat
Geneva, January 26, 2023

Albert Jan Thomassen



Two exercises to strengthen your role as moderator/facilitator

Intervision exercise

A powerful tool to explore a dilemma ...
... for which a person seeks advice
To design tips and solutions ...
... based on its root cause

Having meaningful conversations with your board

- Understanding your board roles ...
- ... and your roles as director
- Clarify what you want from your board ...
- ... to better facilitate their roles

Intervision:

Explore a dilemma and rephrase
Provide advice as a friend

Structured and rigorous process
Solutions based on deeper understanding
Peer to peer
With help of moderator

Use it with families and in educational programmes
Use it in your own team, with the board or with peers

Some real life examples of dilemmas in a member association

- It's more difficult to attract participants to our events, numbers are going down, whilst we communicate more. What could we do?
- The board questions the amount budgeted for FBN International and wants to know what the tangible deliverables are for our members. I don't seem to have the right arguments that are convincing for the board.
- We send out all the materials well before the board meeting but when at the meeting I still must provide a lot of information because not all have read it. Necessary decisions are postponed. How can I make it more effective?

Intervision

For the group:

- Think of a dilemma you face in your organization and you would like to have input from your peers
- Choose a dilemma
- Assign a moderator

For the moderator:

- Follow the process
- You can participate as group member (you have more to bring than you might think)

Core element in FBNed's leadership programme *My Way*

Facilitation of a dilemma discussion and solution

1. Advise Seeker (AS) presents dilemma
2. Advise Provider (AP) asks questions for understanding (2-3 rounds)
3. Positive gossiping with AS in the room
4. Reframing dilemma by AP as if AS: my dilemma is
5. AS only reacts with 'warm' or 'cold'
6. AS reframes his/her own dilemma
7. APs provide possible solutions: 'tips as a friend'
8. AS explains which tip (s)he wants to take boack home
9. All: what insights did this intervission bring for you?



Having meaningful conversations with your board

From role understanding to role assessment to role facilitation

Board roles

| Board Role | Characteristics | Divide 100 % |
|-------------|--|--------------|
| Ratifying | Explaining and promoting strategic objectives, monitoring, support and facilitate director | |
| Recognizing | Recognizing potential and talent, addressing strategic direction, enabling and empowering | |
| Directing | Planning of renewal, allocating resources and providing tasks to director and team | |
| Executing | Active involvement in execution, providing orders, lead as if director | |

Based on Floyd & Lane

Director roles

| Director Role | Characterstics | Divide 100 % |
|---------------|--|--------------|
| Championing | Develop and defend ideas, lead by example, presenting alternatives to the board | |
| Synthesizing | Structuring and prioritizing issues/topics, translate and connect strategy and operation | |
| Facilitating | Provide adaptability power, share information, support change, facilitate learning and development | |
| Implementing | Implement and fine tune processes, review and adjust, coach and motivate, delegate | |
| Executing | Doing operational tasks yourself | |

Dialogue

Take a moment and write down for yourself:

1. What do you like to see more from your board?
2. What should the board continue to do?
3. What do like to see less from your board?

Exchange:

1. With team members present: explore commonalities and differences, identify up to 3 follow-up actions
2. Others in groups of 4: others ask questions to clarify and explore, write down 3 follow-up actions for yourself

Conclusion: what do you want discuss with your chairman about having more meaningful conversations within and with the board?

Facilitating an effective board

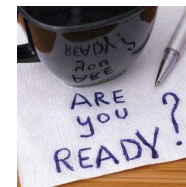
Some insights from our experiences over the last 5 years which maybe helpful for you



Have separate (vice-) chair calls: Updates, running issues, prepare board meetings. Share minutes with the whole board.



Board agenda:
Time slot per item.
Eisenhower matrix for order agenda.
Updates on paper beforehand, only Q&A.



All board members are prepared/have read documents.
If not, announce at beginning, collect opinion in the week after or decide to postpone item (unless urgent).



Label each board item in the agenda:

I = inform, Q&A
E = exchange views
D = decide

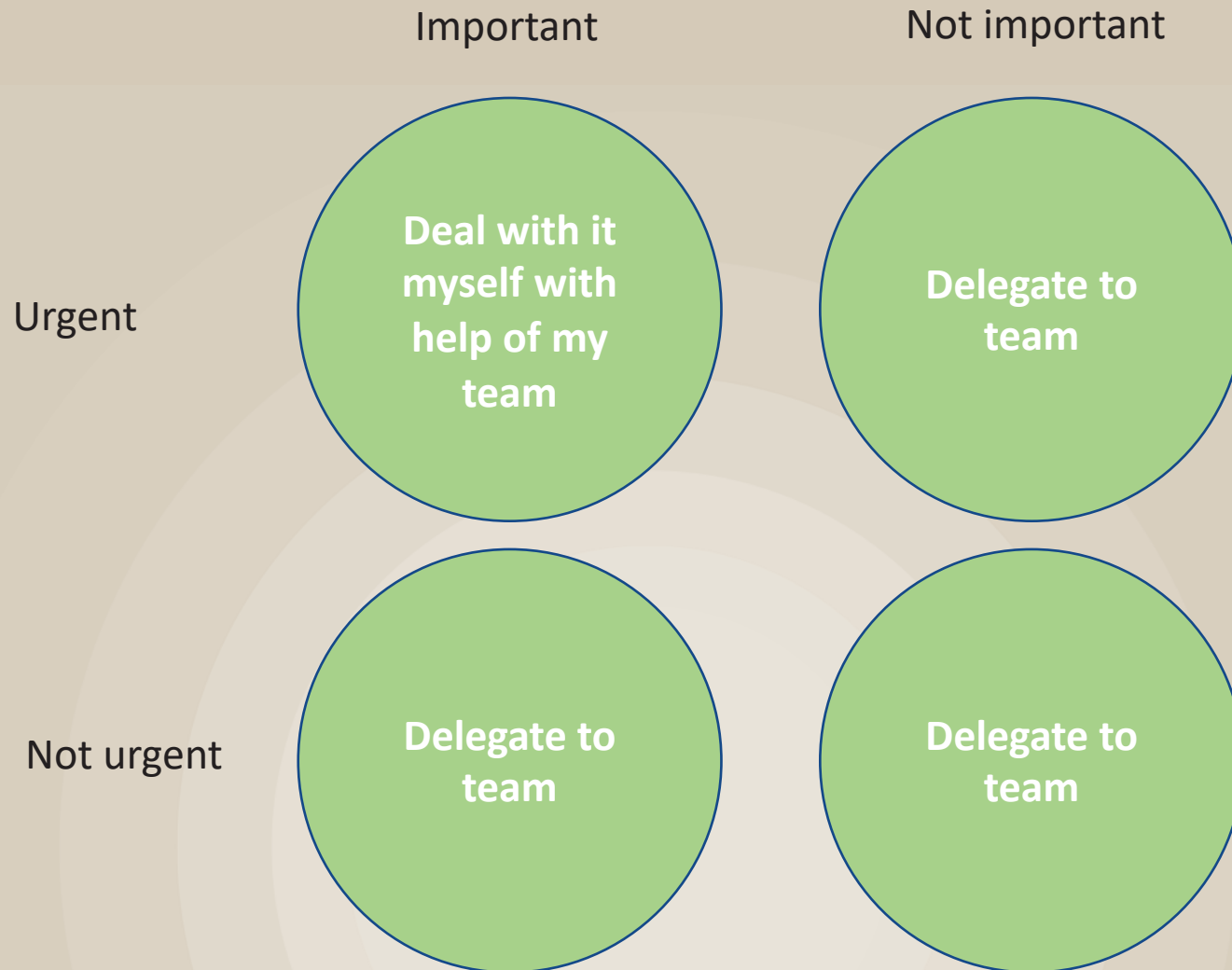


Align board members' opinions:
Board meets without director 30 minutes before.
Dedicated chair for board meeting.

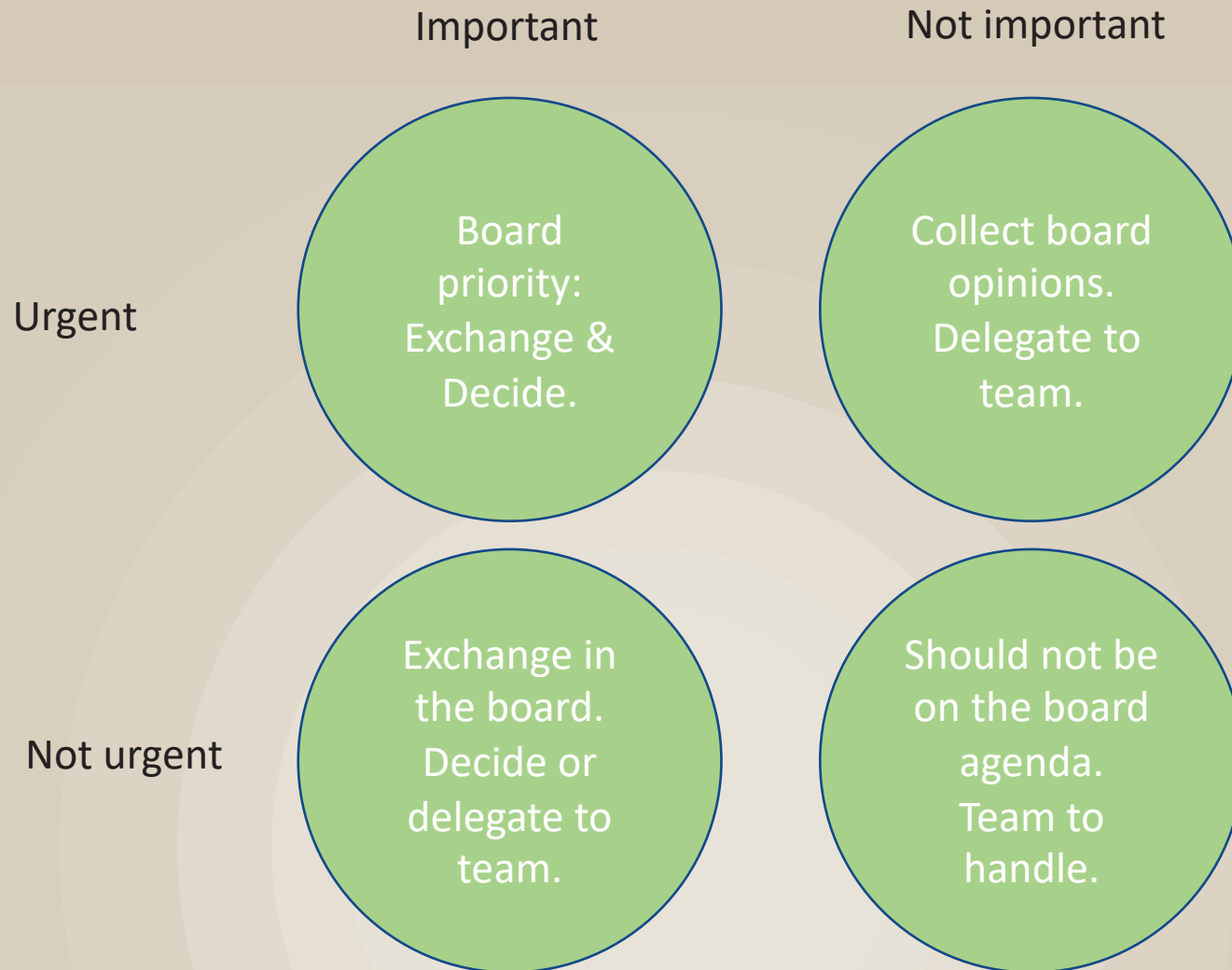


Once a year:
- board (self-) evaluation
- board/director evaluation
- joint meeting board & NxG/Explorers commitment

Eisenhower Matrix



Eisenhower Matrix (adapted for using in board preparation)



INVITATION
FBNed board meeting

Tuesday 31 January 2023
FBNed office - 12:30 – 15:00 hours

Programme:

12:30 – 13:00 hours Board meets without directors (including light lunch)

13:00 – 15:00 hours Board meeting

| | | | |
|----|--|--------------------|-------|
| 0 | Board without directors | | 12:30 |
| | Board meeting | Goal | Time |
| 1 | Minutes Board meeting 1 december 2022 (<i>app. 1</i>) | Decide | 13:00 |
| 2 | Annual Accounts 2022 (<i>app. 2</i>) | Decide | 13:05 |
| 3 | Revised budget and dashboard 2023 (<i>app. 3</i>) | Decide | 13:15 |
| 4 | FBNed Dossiers (update on lobby and advocacy activities (<i>app. 4</i>)) | Inform | 13:25 |
| 5 | Working plan co-operation FBNed/VNO-NCW (<i>app. 5</i>) | Exchange Decide | 13:45 |
| 6 | Report on active and non-active members (<i>app. 6</i>) | Exchange | 14:00 |
| 7 | Agenda AGM March 27 (<i>app. 7</i>) | Decide | 14:10 |
| 8 | Programme joint Board/NxG/explorers committees diner (<i>app. 8</i>) | Decide | 14:20 |
| 9 | Candidacy for FBN International Board (<i>app. 9</i>) | Exchange | 14:25 |
| 10 | Board profile vice-chair (<i>app. 10</i>) | Exchange | 14:35 |
| 11 | New articles of association (<i>app. 11</i>) | Decide | 14:45 |
| 12 | FBNed 25th anniversary – gift to members (<i>app. 12</i>) | Exchange Decide | 14:50 |
| 13 | AOB | Exchange | 14:55 |



If you can decide what is a meaningful board for you ...

How does the profile of a board member look like?

How does a meaningful board conversation look like?



Thank you!