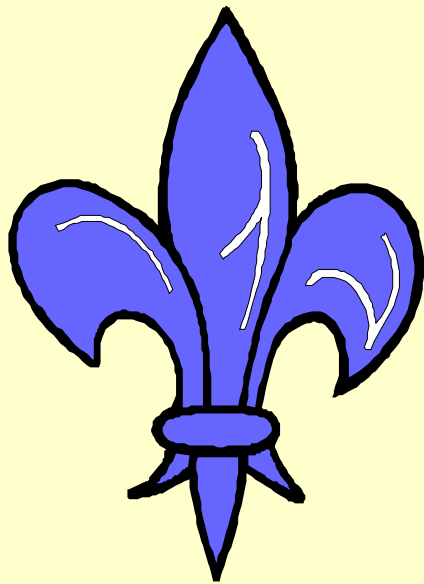
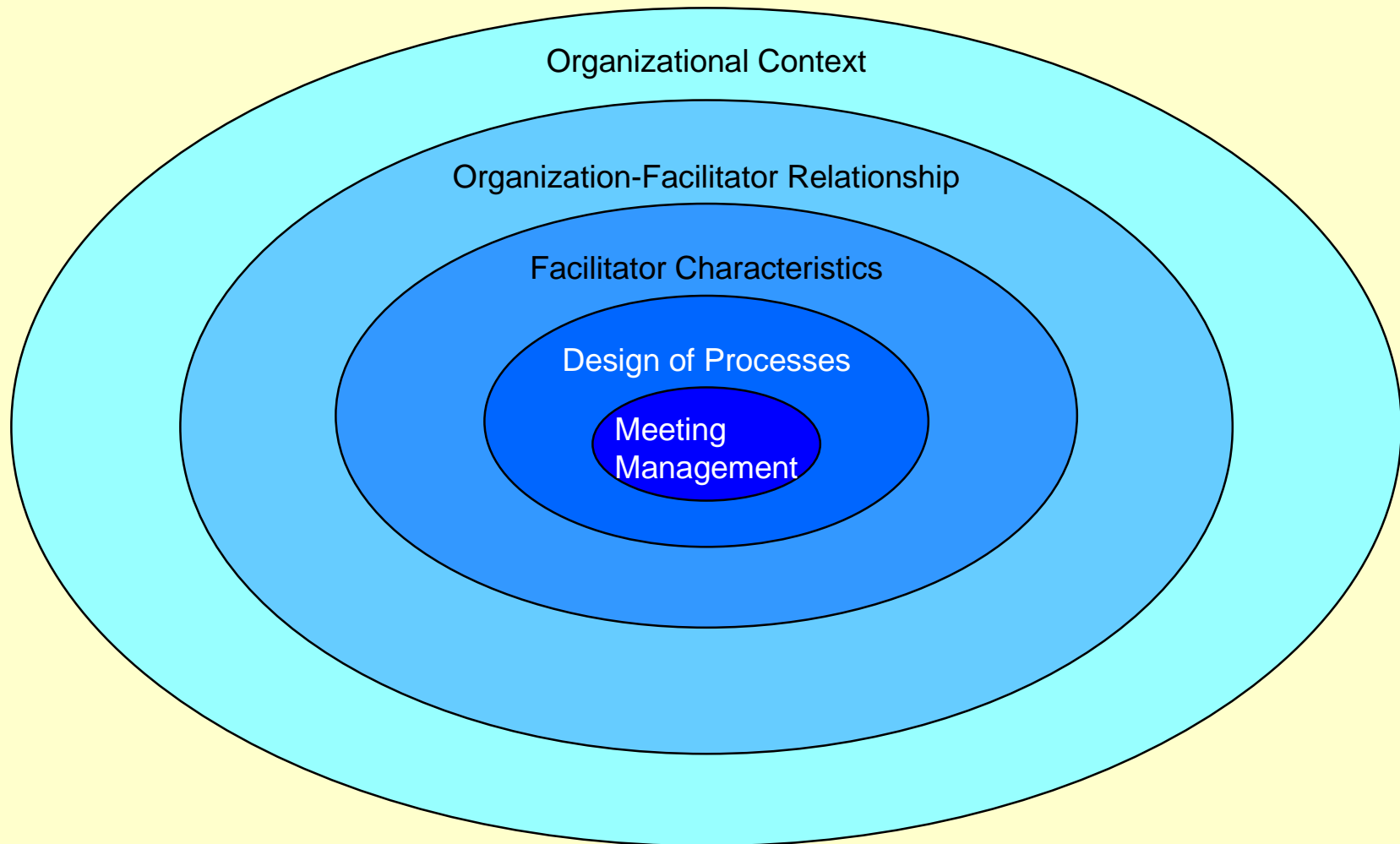


Reflections on Facilitation, Agendas, Evaluation, and Technology-supported Meetings



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A Framework for the Study of Facilitation



AGENDA RESEARCH FINDINGS

1. Agenda use
2. Agenda evaluation
3. Construction of agendas
4. Interactions with meeting task sponsors
5. Variations from agenda use during meetings
6. Perceived benefits of agenda use

AGENDA USE

- Extensive agenda use
- Time estimates for agenda items less frequent
- Frequency of agenda use correlated with GSS experience
- Frequency of using a written agenda correlated with GSS experience for GSS subset but not for overall sample
- Frequency of estimating time varied with GSS experience for overall sample but not GSS subset.

AGENDA EVALUATION



- Moderate agenda evaluation
- Agenda evaluation correlated with GSS experience
- Full sample and GSS subset means did not significantly differ

CONSTRUCTING AGENDAS



- Meetings broken up mostly by tailoring generic process
- Using scenarios and designing new processes correlated with GSS experience
- Task difficulty most important influence
- Dealing with conflict second most important influence
- Discussing use of technology correlated to GSS experience for overall sample but not for GSS subset

INTERACTION WITH MEETING SPONSORS

- Frequent pre-meeting sessions with group sponsor, less frequent with other group stakeholders
- No correlation with GSS experience
- Main pre-meeting activities with sponsor were
 - Specifying outcomes
 - Making sure of what sponsor wants
 - Establishing deadlines
- Several factors varied with GSS experience including:
 - More search for assumptions prior to the meeting
 - Discovering how the meeting fits the overall task

VARYING DURING MEETING

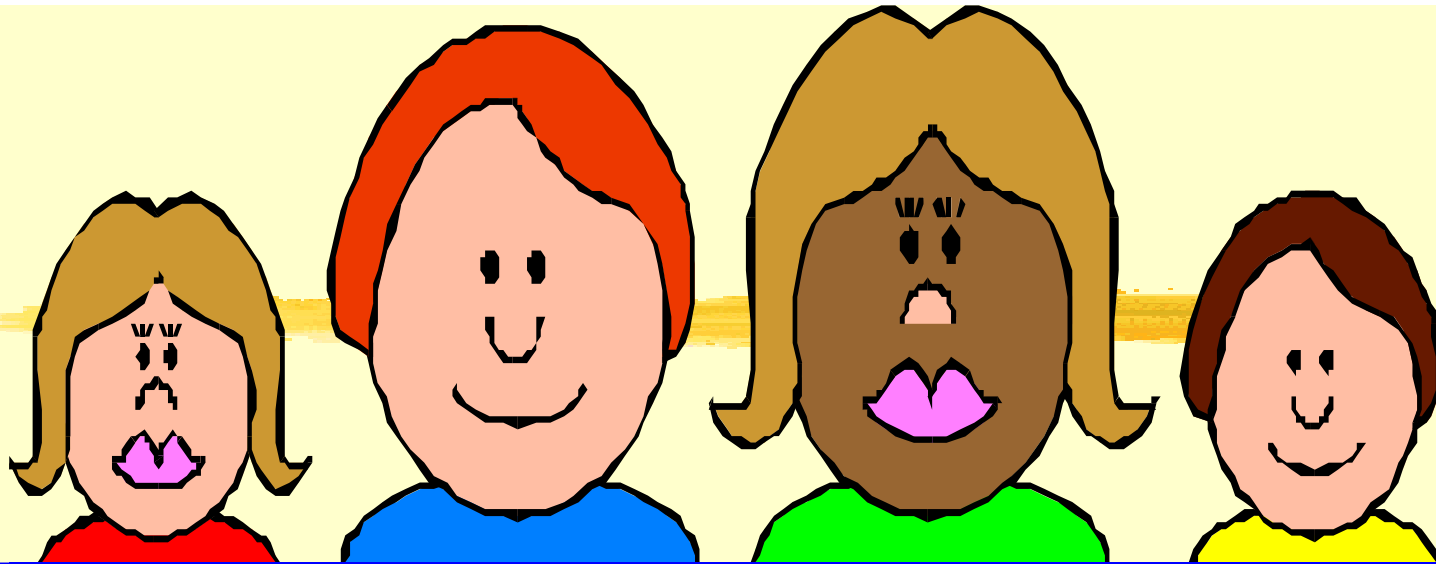


- During about half of all meetings
- Correlated with GSS use
- No significant difference between GSS and no-GSS facilitators
- Items relating to task and change in task were viewed as more likely to trigger variation from agenda in contrast to process oriented factors

BENEFITS



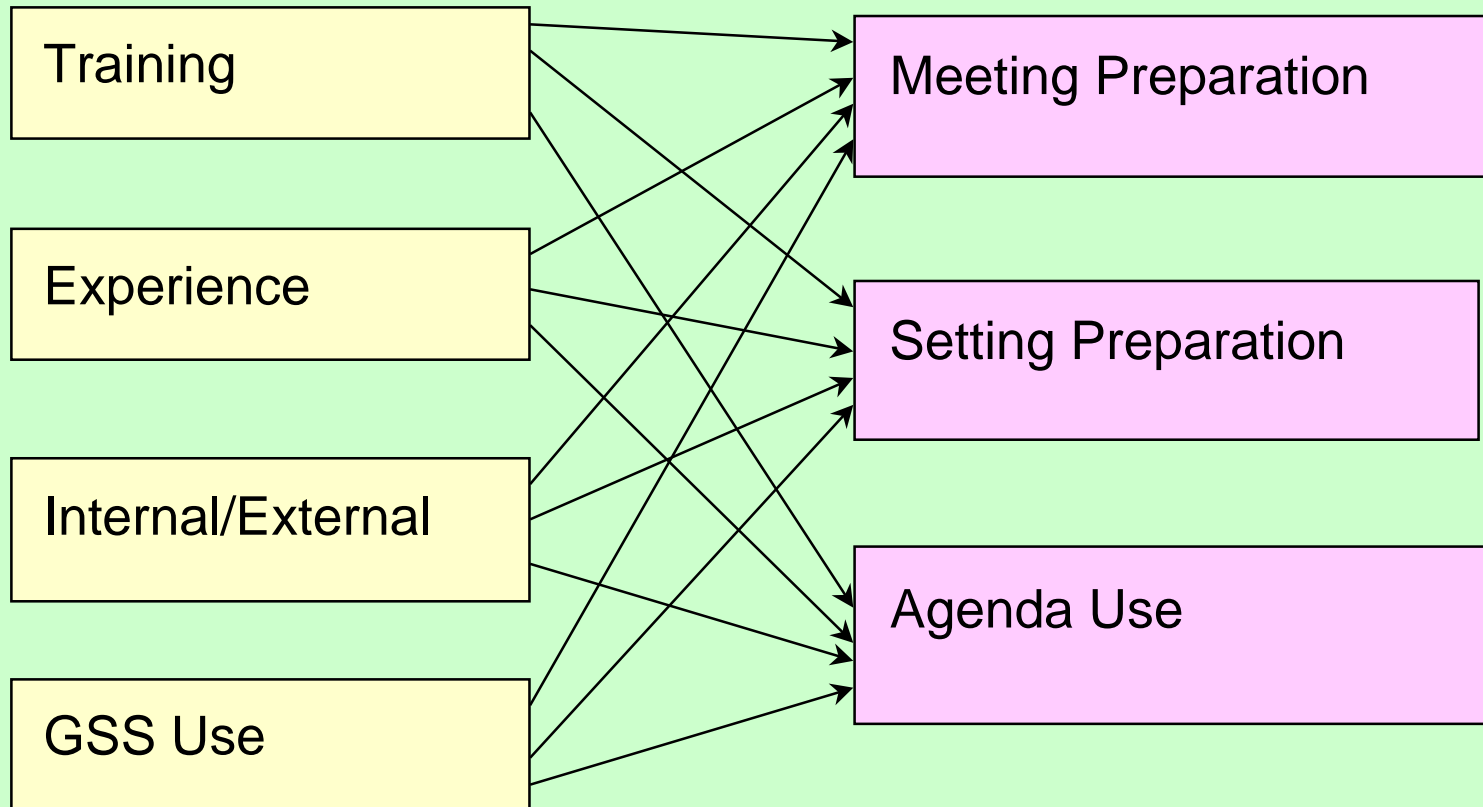
- Extensive benefits from agenda use
- Potential benefits ranked as follows:
 - Quality of outcomes
 - Satisfaction with outcome
 - Satisfaction with process
 - Efficiency
 - Long-term organizational impacts
 - Consensus
- Efficiency negatively correlated with GSS experience



DISCUSSION POINT --

Do these findings regarding use of agendas match your experiences?

FACILITATOR OBSERVATIONS



TRAINING

MEETING PREPARATION

Learn how meetings fit

Learn about group

Get contract

Meet client

Identify conflicts

Discuss tech

SETTING PREPARATION

Ensure room setup

Ensure equipment functioning

AGENDA USE

Time estimates

Agenda evaluation

EXPERIENCE

MEETING PREPARATION

Learn how meetings fit

Identify assumptions

Meeting with non-leader

(Use formal checklist)

SETTING PREPARATION

Ensure room setup

AGENDA USE

Start with agenda setting

Vary from agenda

INTERNAL/EXTERNAL FACILITATION

MEETING PREPARATION

Identify conflict areas

Meetings with client

Assessing participant type

Identifying assumptions

6 more

SETTING PREPARATION

AGENDA USE

Vary from agenda

Time estimates

Agenda evaluation

GSS USE

MEETING PREPARATION

Meet with
client

Specify
outcome

Discuss
technology

Identify
assumptions

SETTING PREPARATION

AGENDA USE

Agenda
evaluation

Vary from
agenda

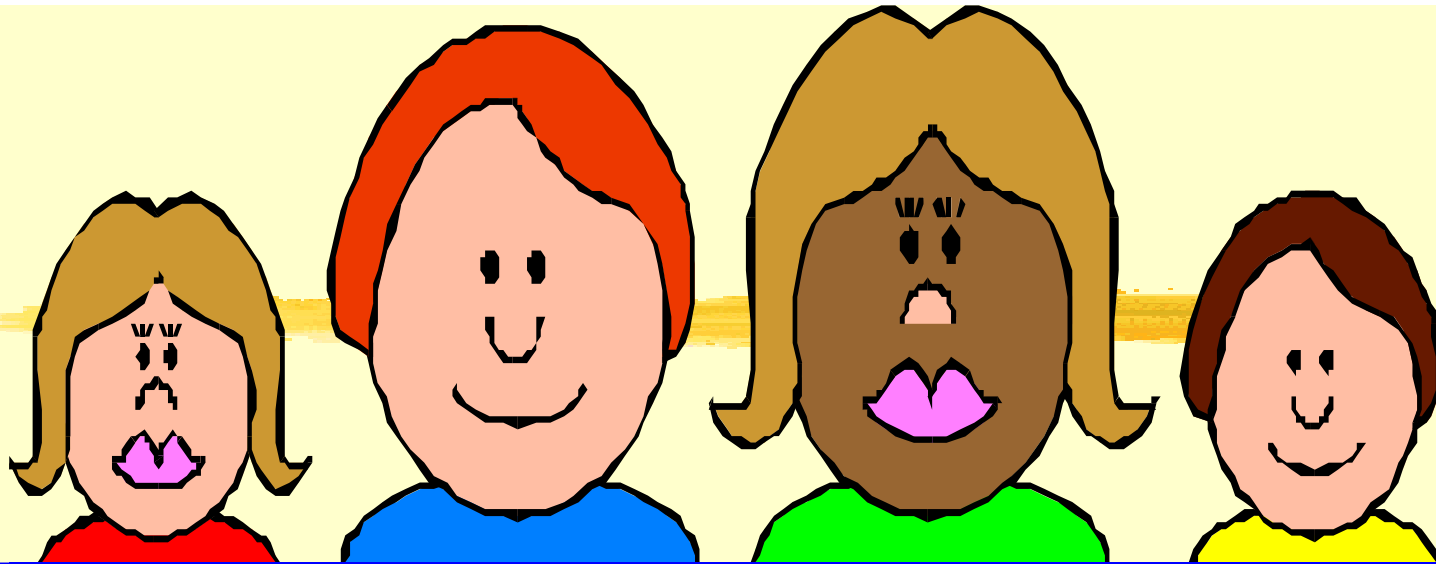
CONCLUSIONS



- Facilitation practices change with training, experience, orientation, and GSS use
- Leanings toward outcome over process activities
- External and GSS use similarities in correlations

FACILITATOR TYPOLOGY

	Internal	External
High Experience	Bounded More Adaptable	Broader More Adaptable
Low Experience	Bounded Less Adaptable	Broader Less Adaptable



DISCUSSION POINTS --

Do These Categorizations Match Your Experience?

Do Other Factors that Differentiate Facilitator Types?

What Have Been the Most Influential Training Experience for Your Facilitation?