HR Business Partner Masterclass

Strategic Positioner

01/12/2022

Raf Vanzeer

Strategic Positioner
CONTEXT
ORGANIZATION
Capability Builder
INDIVIDUAL
Change Champion
Credible Activist
Technology Proponent
HR Innovator & Integrator

Strategic Positioner

- De veranderende zakelijke context interpreteren.
- De verwachtingen van de stakeholders decoderen.
- De strategische business begrijpen en mee vormgeven.

Strategic Positioner

- Visie over hoe de organisatie haar marktpositie kan verbeteren, nu en in de toekomst.

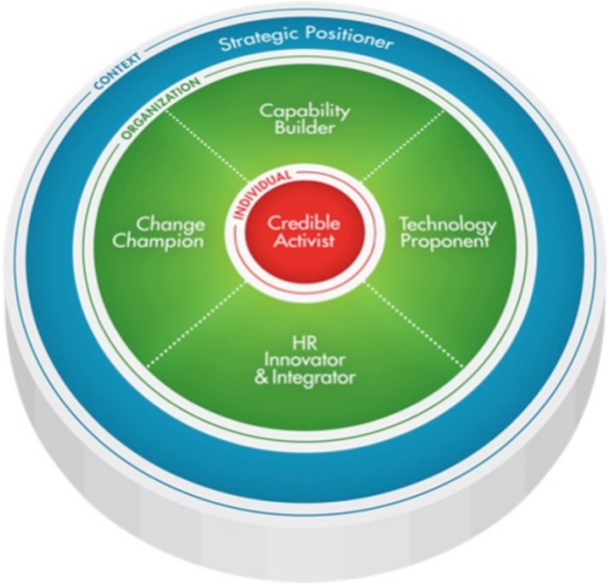
- Cruciaal hierbij is een bijdrage bieden in hoe die visie tot stand kan gebracht worden :
  - Business trends herkennen en de impact op eigen business.
  - Potentiële obstakels tot succes in de eigen business voorspellen.
  - Proces faciliteren om strategische duidelijkheid te bekomen.

- Bovendien is het belangrijk de interne organisatie te linken aan de externe klantenverwachtingen om zo klantengedreven businessstrategieën helder te maken voor je medewerkers.

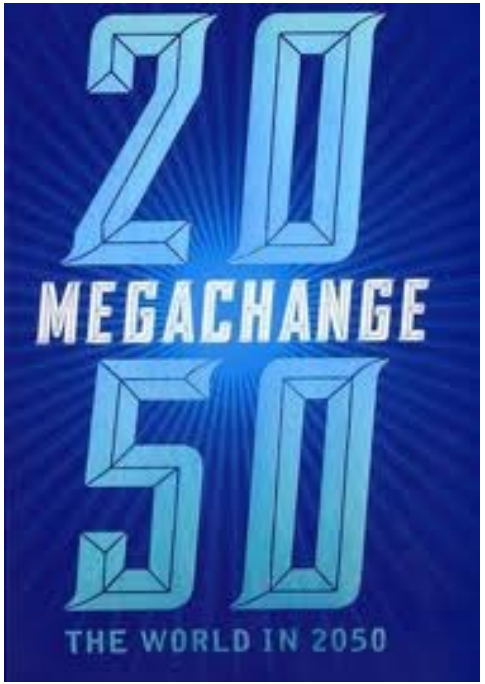
Strategic Positioner

- De sociale context van je business kennen of de setting waarin je bedrijf opereert.
- De waardeketen van je organisatie begrijpen : wie zijn de klanten en waarom kopen ze producten of diensten?
- De onderdelen van je organisatie begrijpen (finance, marketing, research & development, engineering), alsook hun doelstellingen en hoe ze samenwerken om de waardeketen van de organisatie te steunen.

Strategic Positioner



- Dialoog Macrotrends
- Managementmodellen
- Business Modellen begrijpen
- Gamestorming


2050
MEGACHANGE
THE WORLD IN 2050

Groepsdialoog

MACRO TRENDS 2015+ - Looking at society and tomorrow's people

By ANNE LISE KJAER

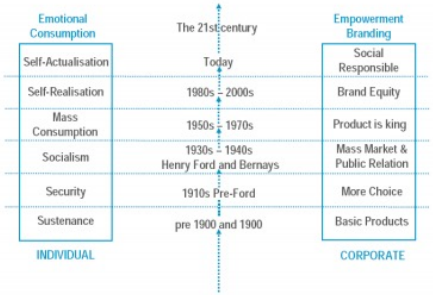
The future is not some place you go – we create the future.

What is **most apparent in today's society** is the sheer **diversity and complexity** of **everyday life**. We are **supposedly more informed than ever** – we feel **burden by the information overload** that has become **a very integrated part of our life**. We are all in the same boat - **constantly bombarded with predictions, promises and warnings.**

But **how often do we ask** ourselves **"what do I really want for my future?"**

Let's have a look on the MACRO TRENDS of our near future – how consumer needs will develop and which business strategies are therefore the ones which will succeed:

I. EVOLUTION OF SOCIETY



We are entering a new era where value sets are shifting

1. EMOTIONAL CONSUMERS

Self Empowerment is a personal goal and therefore **Social Responsibility and Transparency** is top of the agenda for most companies. **We see ourselves as a**

Copyright by Anne Lise Kjaer

Management modellen

Drie Types Management Modellen

Of je er nu van houdt of niet… ze zijn in het bedrijfsleven eigenlijk niet meer weg te denken.

- Strategische
- Tactische
- Operationele

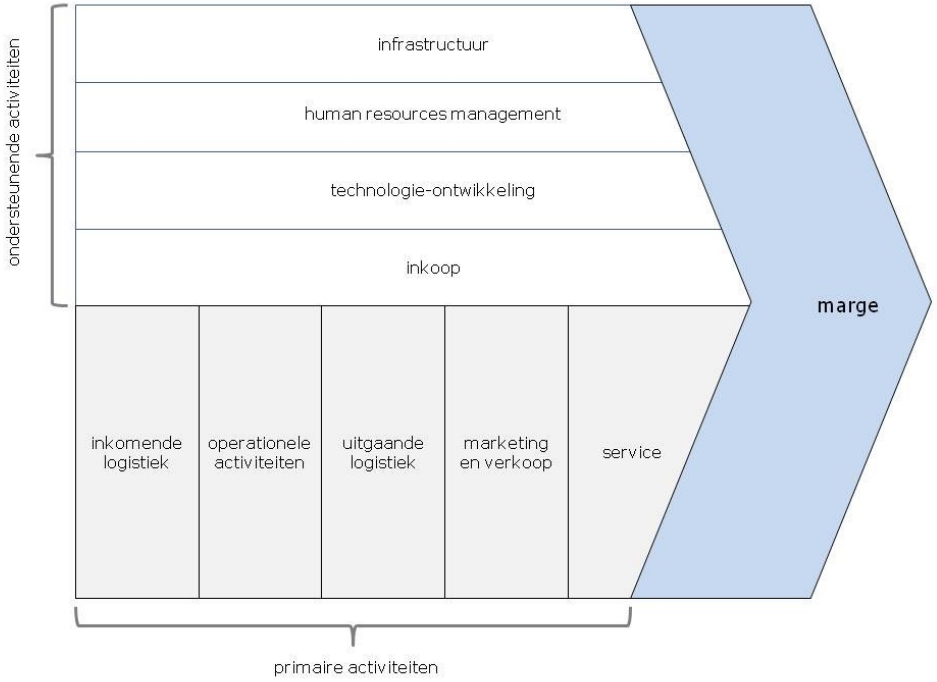
Strategische modellen

- Positionering / Doelen

- Deze modellen dragen bij aan de analyse en planning van de strategische positie van een onderneming en bieden antwoorden op strategische vragen.

- Voorbeelden :
  - Waardeketen van Porter
  - Waardedisciplines van Treacy & Wiersema

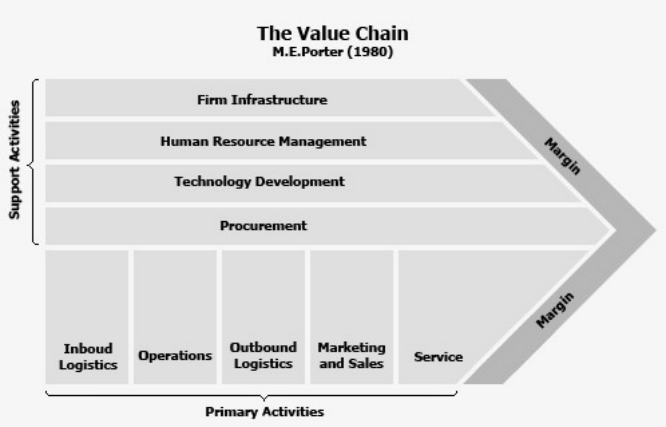
Waardeketen van Porter



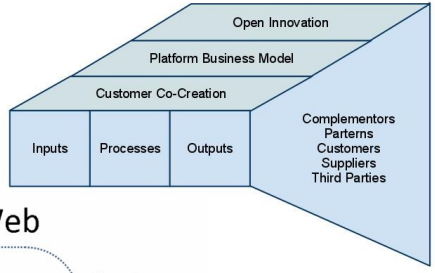
Open innovatie + Services aanpak

- Nieuw paradigma voor management in 21ste eeuw
- Effectieve en krachtige manier om te groeien in een toenemend service gedreven economie
- Business moet meer open staan voor inclusiviteit om innovatiever te worden
- Co-creatie met klanten genereert duurzame business modellen die voortdurend waarde creatie opleveren voor klanten

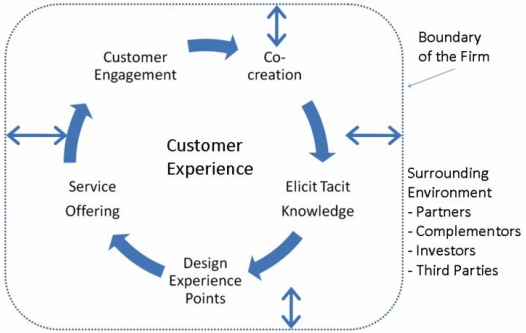
- Services als manier om het product van ons weg te houden
- Competitieve voordeel = betere producten, lage kosten, hogere kwaliteit



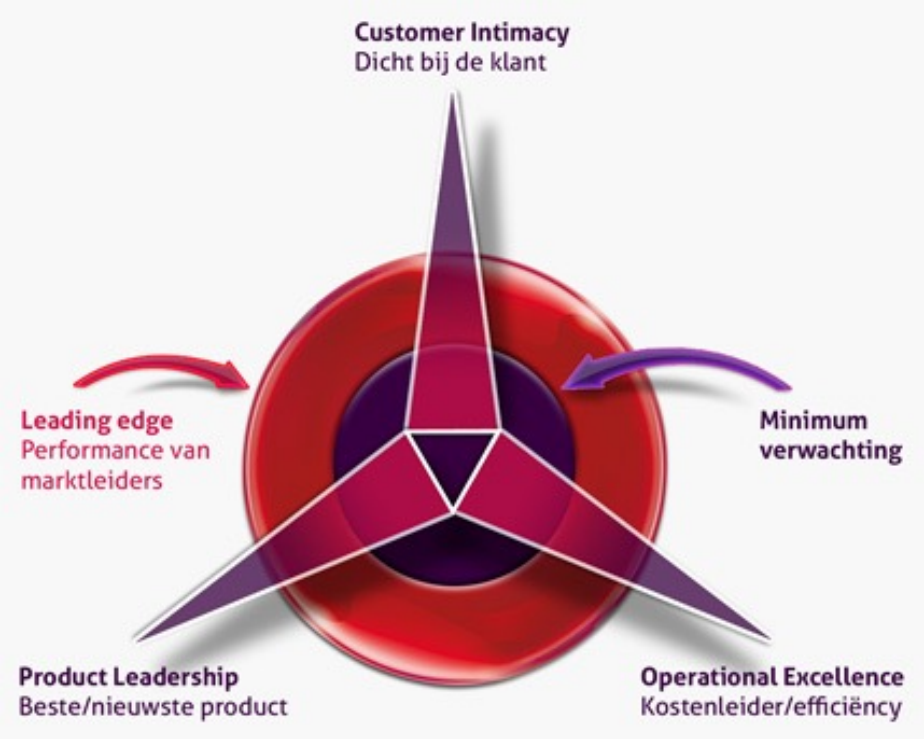
- Onze business herdenken om te kunnen groeien en competitief te zijn in nieuwe tijden
- Creatie van een serie van activiteiten in en buiten je organisatie om je klant te engageren



A Services Value Web



Waardedisciplines (Treacy & Wiersema)

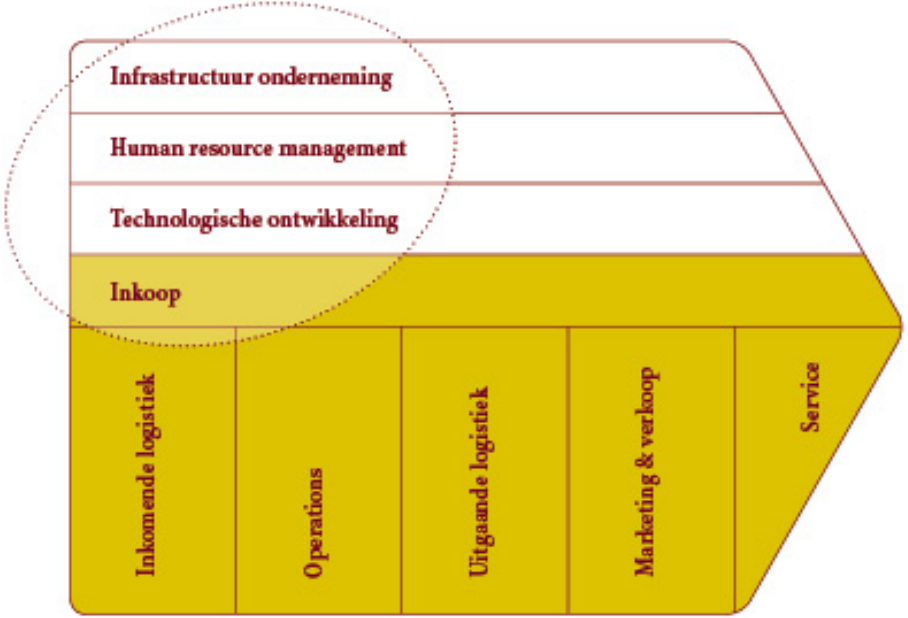


Tactische modellen

- Ontwerp / Organisatie
- Deze modellen dragen bij aan het organiseren van bedrijfsprocessen, -middelen en mensen.
- Zij gaan in op belangrijke vragen hoe iets gedaan moet worden bij de analyse en het ontwerp van excellente organisaties.
- Voorbeelden :
  - Curry’s pyramide
  - Overhead Value Analyse

Pyramide van Curry

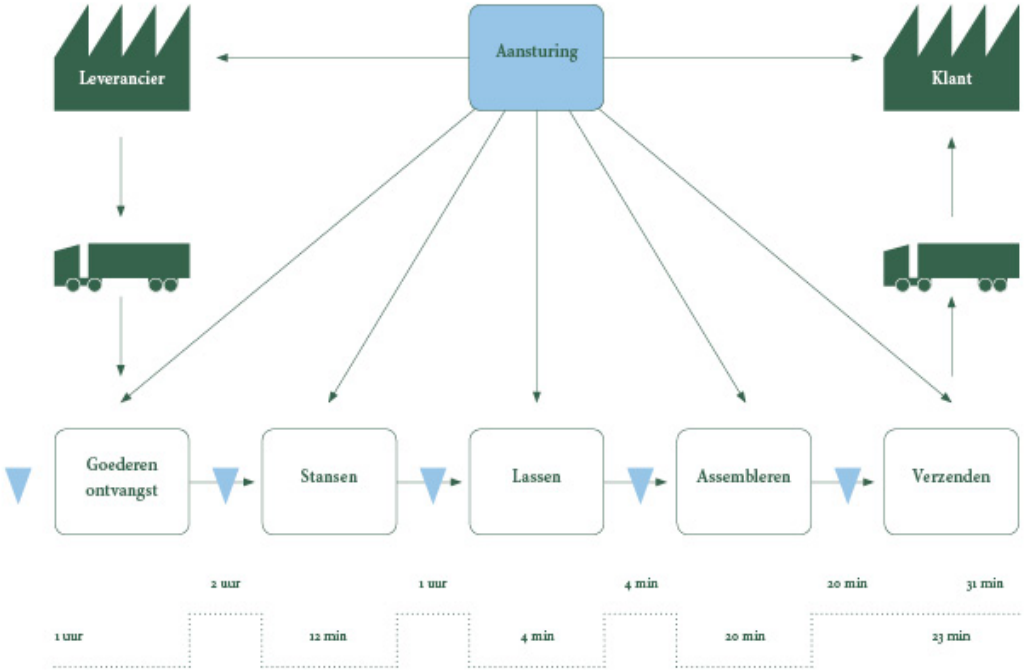
Overhead Value Analyse (OVA)



Operationele modellen

- Implementatie / Uitvoering
- Deze modellen worden gebruikt bij organisatieverandering en de invoering van best practices.
- Voorts omvat deze categorie modellen die bijdragen aan de optimalisatie van operationele processen en activiteiten.
- Ze gaan in op de ‘wie, wat, wanneer’ vragen bij de analyse en verbetering van excellente organisaties.
- Voorbeelden :
  - Value Stream Mapping (VSM)

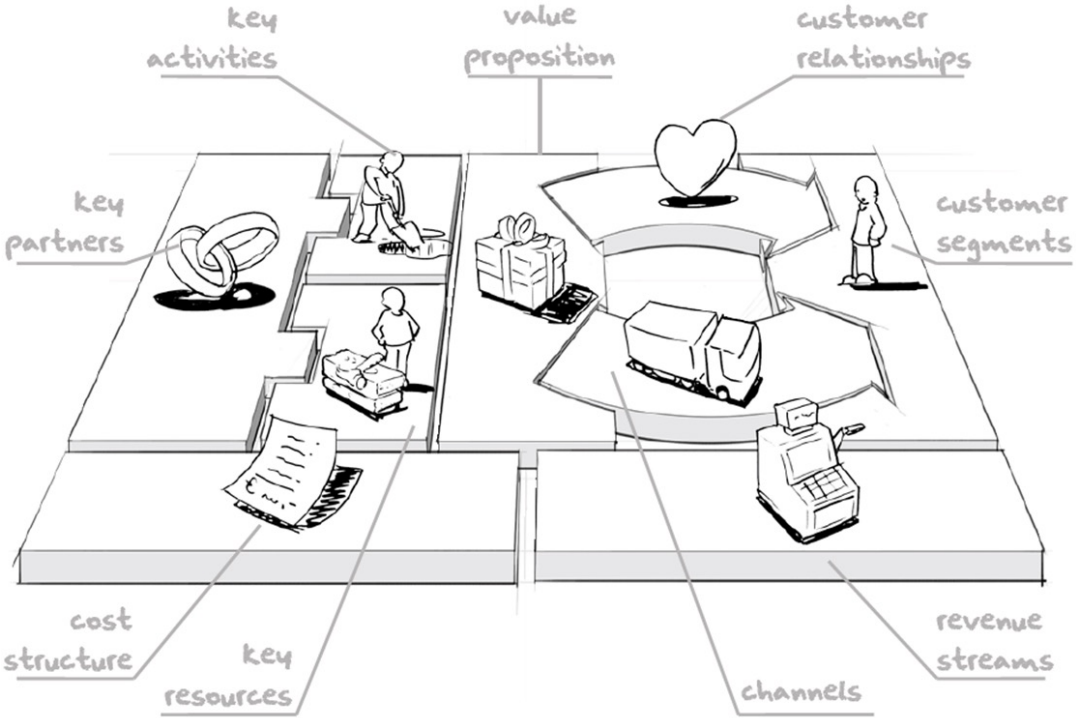
Value Stream Mapping (VSM)



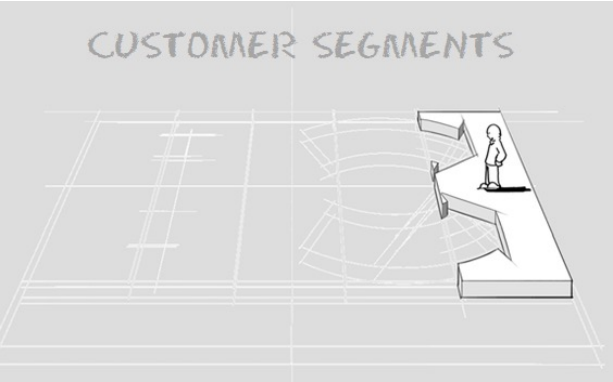
Deze en nog 65 andere in…

Business Modellen begrijpen

Het Business Model Canvas



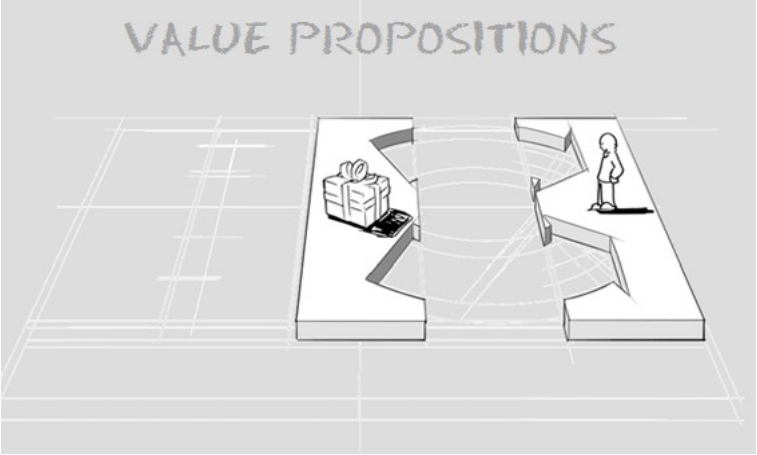
Wie zijn je klanten?



De bouwsteen Klantsegmenten definieert de verschillende groepen mensen of organisaties die een onderneming wil bereiken en bedienen.

- Vereisen hun behoeften een afzonderlijk aanbod ?
- Worden zij via verschillende distributiekanalen bereikt ?
- Vereisen zij verschillende soorten relaties ?
- Verschillen zij in winstgevendheid van elkaar ?
- Zijn zij bereid te betalen voor de verschillende aspecten van het aanbod ?

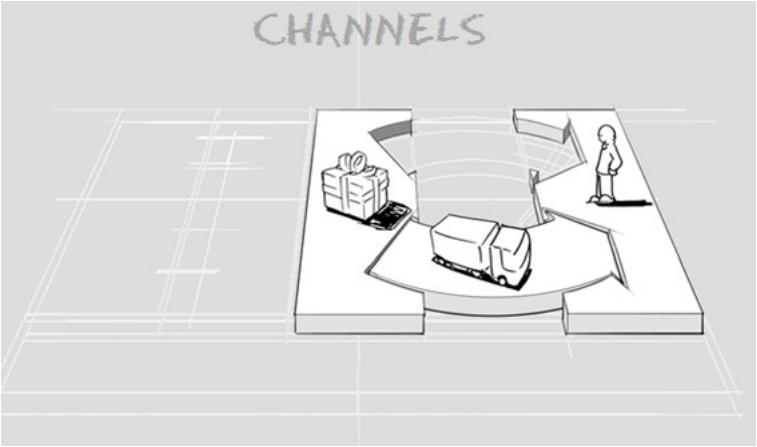
Welke toegevoegde waarde heb je hen te bieden?



Waardenproposities

De bouwsteen waardenproposities beschrijft de bundel van producten en diensten die waarde creëert voor een specifiek segment.

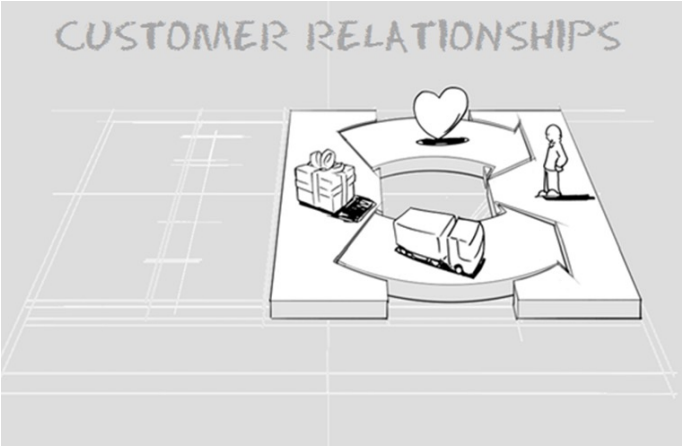
Hoe geraken jouw diensten tot bij hen?



Kanalen

De bouwsteen kanalen beschrijft hoe een bedrijf met zijn klantensegmenten communiceert en ze bereikt om een waardepropositie te leveren.

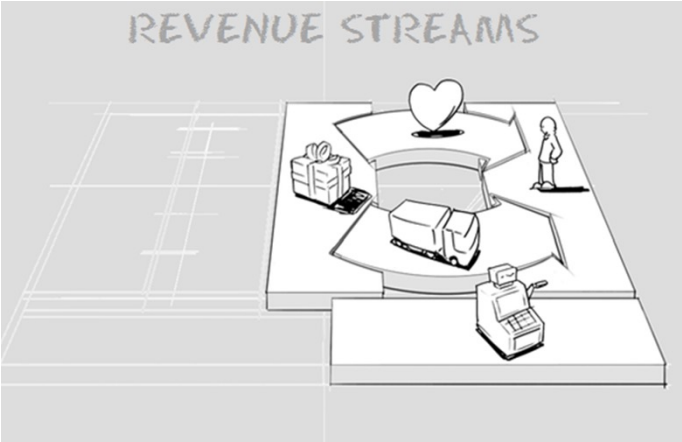
Via welke soort relatie gebeurt dat?



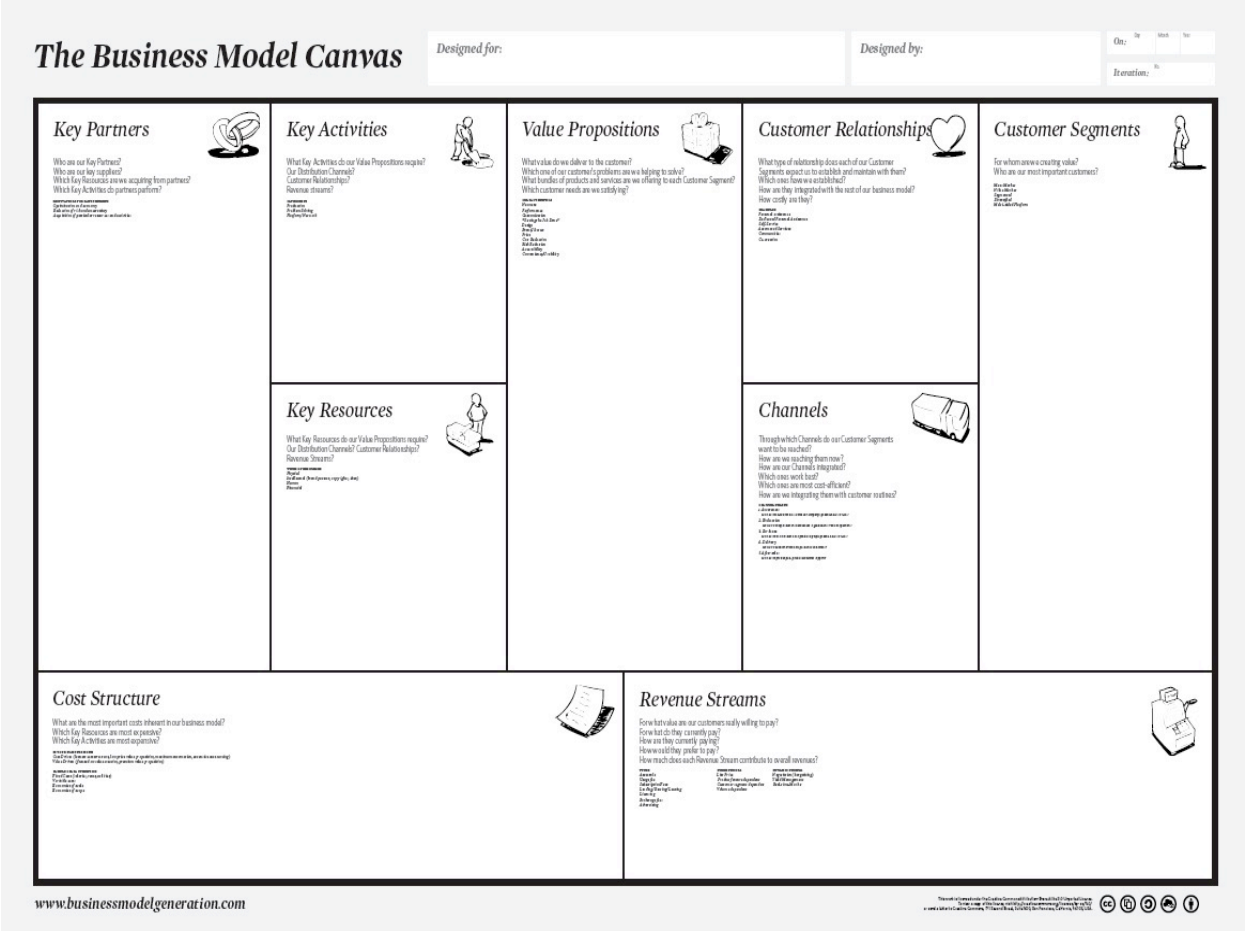
Klantrelaties

De bouwsteen klantenrelaties beschrijft de soorten relaties die een bedrijf aangaat met specifieke klantensegmenten.

Hoe brengt dat geld in het laatje?



Waarvoor kan je hen laten betalen?


The Business Model Canvas
Designed for:
Designed by:
On:
Iteration:
Key Partners
Who are our Key Partners?
Who are our key suppliers?
Which Key Resources are we acquiring from partners?
Which Key Activities do partners perform?
Key Activities
What Key Activities do our Value Propositions require?
Our Distribution Channels?
Customer Relationships?
Revenue streams?
Value Propositions
What value do we deliver to the customer?
Which one of our customer's problems are we helping to solve?
What bundles of products and services are we offering to each Customer Segment?
Which customer needs are we satisfying?
Customer Relationships
What type of relationship does each of our Customer Segments expect us to establish and maintain with them?
Which ones have we established?
How are they integrated with the rest of our business model?
How costly are they?
Customer Segments
For whom are we creating value?
Who are our most important customers?
Key Resources
What Key Resources do our Value Propositions require?
Our Distribution Channels? Customer Relationships?
Revenue Streams?
Channels
Through which Channels do our Customer Segments want to be reached?
How are we reaching them now?
How are our Channels integrated?
Which ones work best?
Which ones are most cost-efficient?
How are we integrating them with customer routines?
Cost Structure
What are the most important costs inherent in our business model?
Which Key Resources are most expensive?
Which Key Activities are most expensive?
Revenue Streams
For what value are our customers really willing to pay?
For what do they currently pay?
How are they currently paying?
How would they prefer to pay?
How much does each Revenue Stream contribute to overall revenues?
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Key Partners

Who are our Key Partners?
Who are our key suppliers?
Which Key Resources are we acquiring from partners?
Which Key Activities do partners perform?

MOTIVATIONS FOR PARTNERSHIPS
Optimization and economy
Reduction of risk and uncertainty
Acquisition of particular resources and activities

- ...
- ...
- ...

Key Activities

What Key Activities do our Value Propositions require?
Our Distribution Channels?
Customer Relationships?
Revenue streams?

CATEGORIES
Production
Problem Solving
Platform/network

- ...
- ...
- ...

Key Resources

What Key Resources do our Value Propositions require?
Our Distribution Channels? Customer Relationships?
Revenue Streams?

TYPES OF RESOURCES
Physical
Intellectual (brand patents, copyrights, data)
Human
Financial

- ...
- ...
- ...

Value Propositions

What value do we deliver to the customer?
Which one of our customer's problems are we helping to solve?
What bundles of products and services are we offering to each Customer Segment?
Which customer needs are we satisfying?

CHARACTERISTICS
Newness
Performance
Customization
"Getting the Job Done"
Design
Brand/Status
Price
Cost Reduction
Risk Reduction
Accessibility
Convenience/Usability

- ...
- ...
- ...

Customer Relationships

What type of relationship does each of our Customer Segments expect us to establish and maintain with them?
Which ones have we established?
How are they integrated with the rest of our business model?
How costly are they?

EXAMPLES
Personal assistance
Dedicated Personal Assistance
Self-Service
Automated Services
Communities
Co-creation

- ...
- ...
- ...

Channels

Through which Channels do our Customer Segments want to be reached?
How are we reaching them now?
How are our Channels integrated?
Which ones work best?
Which ones are most cost-efficient?
How are we integrating them with customer routines?

CHANNEL PHASES
1. *Awareness*
   How do we raise awareness about our company's products and services?
2. *Evaluation*
   How do we help customers evaluate our organization's Value Proposition?
3. *Purchase*
   How do we allow customers to purchase specific products and services?
4. *Delivery*
   How do we deliver a Value Proposition to customers?

- ...
- ...
- ...

Customer Segments

For whom are we creating value?
Who are our most important customers?

Mass Market
Niche Market
Segmented
Diversified
Multi-sided Platform

- ...
- ...
- ...

Cost Structure

What are the most important costs inherent in our business model?
Which Key Resources are most expensive?
Which Key Activities are most expensive?

IS YOUR BUSINESS MORE
Cost Driven (leanest cost structure, low price value proposition, maximum automation, extensive outsourcing)
Value Driven (focused on value creation, premium value proposition)

SAMPLE CHARACTERISTICS
Fixed Costs (salaries, rents, utilities)
Variable costs
Economies of scale
Economies of scope

- ...
- ...
- ...

Revenue Streams

For what value are our customers really willing to pay?
For what do they currently pay?
How are they currently paying?
How would they prefer to pay?
How much does each Revenue Stream contribute to overall revenues?

TYPES
Asset sale
Usage fee
Subscription Fees
Lending/Renting/Leasing
Licensing
Brokerage fees
Advertising

FIXED PRICING
List Price
Product feature dependent
Customer segment dependent
Volume dependent

DYNAMIC PRICING
Negotiation (bargaining)
Yield Management
Real-time-Market

- ...
- ...
- ...

THE DOREL BUSINESS MODEL

KEY PARTNERS

KEY ACTIVITIES

KEY RESOURCES

VALUE PROPOSITION

CUSTOMER RELATIONSHIPS

DISTRIBUTION CHANNELS

CUSTOMER SEGMENTS

COST STRUCTURE

REVENUE STREAMS

Business Model Patronen

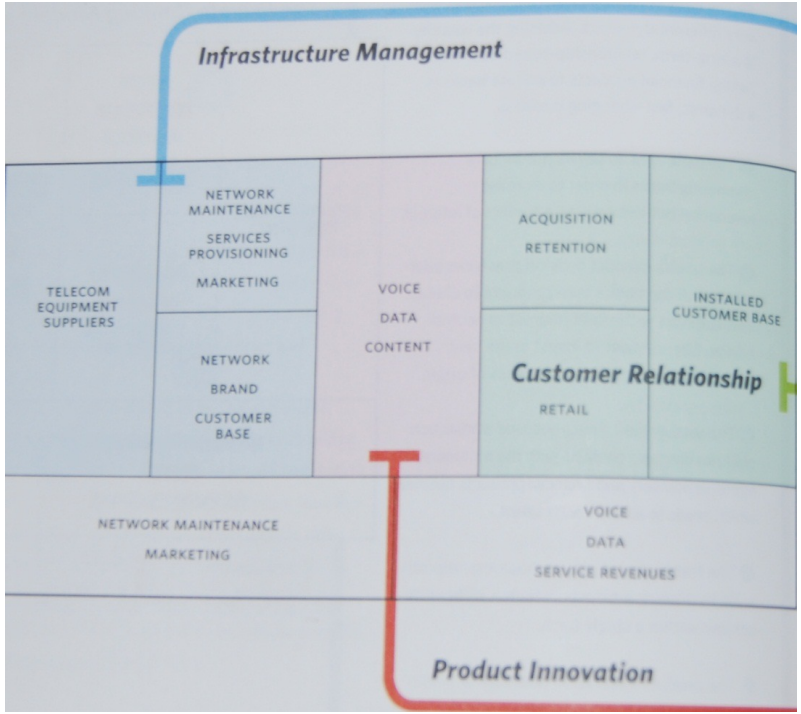
1. Ontbundelen van business modellen
2. Long tail business modellen
3. Meerzijdige business modellen
4. Gratis business modellen
5. Open business modellen

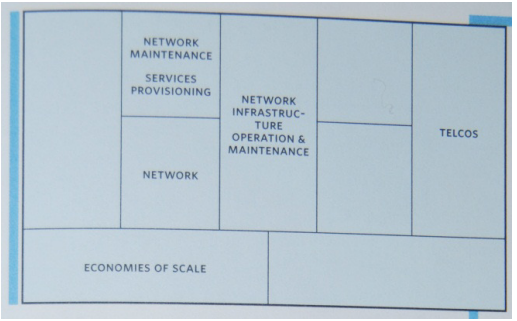
1. Ontbundelen

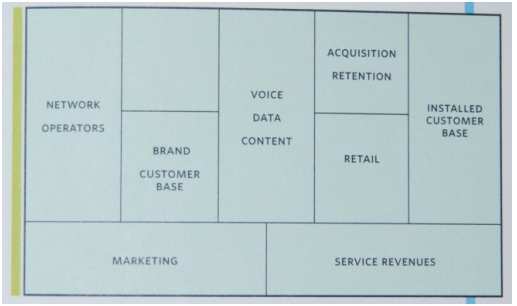
Types Business Vereisten	Product Innovatie	Customer Relationship Management	Infrastructuur Management
Economie	Snelheid : early market entry geeft hoge prijzen en groter marktaandeel.	Scope : hoge kost van klant acquisitie geeft nood aan hoge klantaandeel.	Schaal : hoge vaste kosten maken hoge volumes noodzakelijk.
Cultuur	Battle for talent, veel kleine spelers, kleine instapkosten.	Battle for scope, snelle consolidatie, een paar grote dominante spelers.	Battle for scale, snelle consolidatie, een paar grote dominante spelers.
Competitie	Focus op medewerker, de creatieve sterren betuttelen.	Service oriëntatie, klant komt eerst mentaliteit.	Cost focus (standaardisering, voorspelbaarheid, efficiëntie)

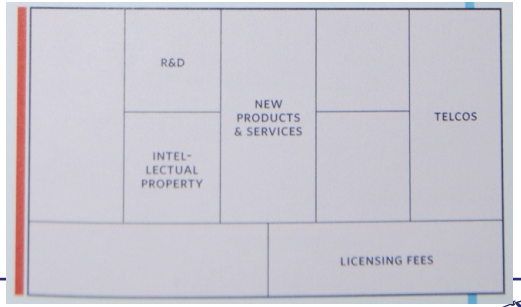
De drie types kunnen bestaan binnen één onderneming maar zijn best ontbundeld in aparte entiteiten.

Casa Telco


Infrastructure Management
TELECOM EQUIPMENT SUPPLIERS
NETWORK MAINTENANCE
SERVICES PROVISIONING
MARKETING
NETWORK
BRAND
CUSTOMER BASE
VOICE
DATA
CONTENT
ACQUISITION
RETENTION
INSTALLED CUSTOMER BASE
Customer Relationship
RETAIL
NETWORK MAINTENANCE
MARKETING
VOICE
DATA
SERVICE REVENUES
Product Innovation


NETWORK MAINTENANCE
SERVICES PROVISIONING
NETWORK
NETWORK INFRASTRUC-TURE OPERATION & MAINTENANCE
TELCOS
ECONOMIES OF SCALE

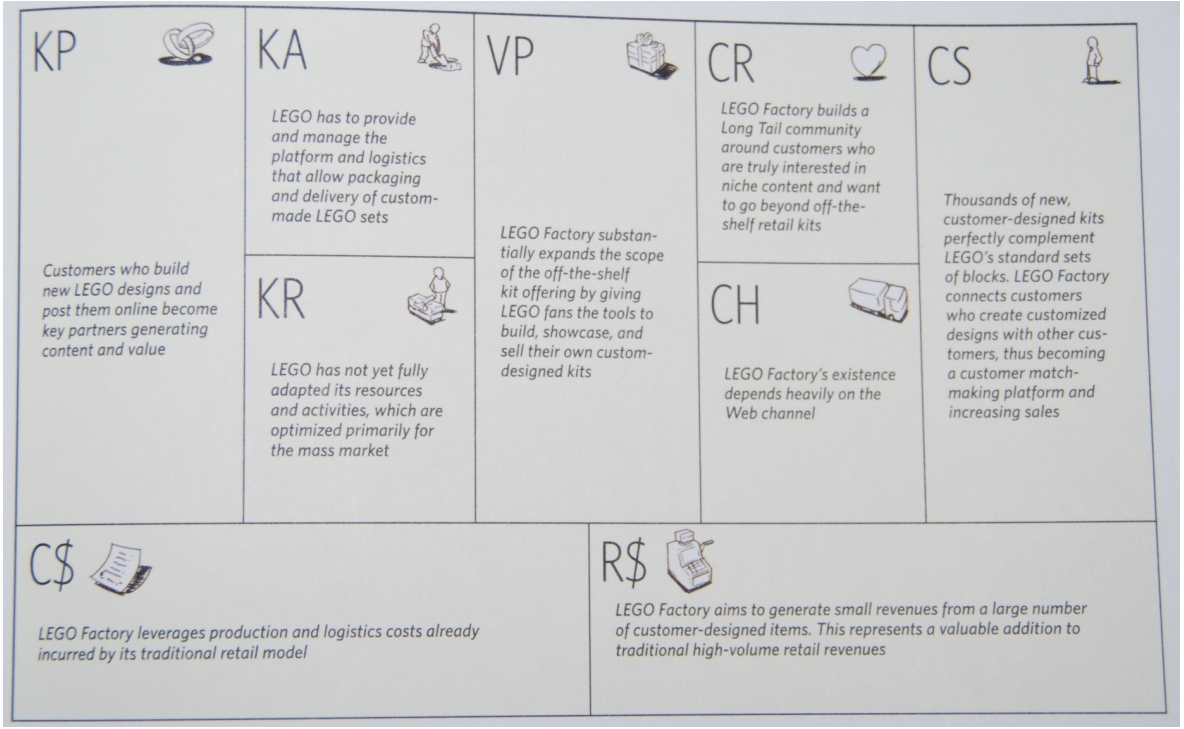

NETWORK OPERATORS
BRAND
CUSTOMER BASE
VOICE
DATA
CONTENT
ACQUISITION
RETENTION
RETAIL
INSTALLED CUSTOMER BASE
MARKETING
SERVICE REVENUES


R&D
INTEL-LECTUAL PROPERTY
NEW PRODUCTS & SERVICES
TELCOS
LICENSING FEES

2. Long tail

- Less of more principe : aanbieden van groot aantal niche producten die elke infrequent verkocht worden.
- Aggregaat verkoop kan lucratief zijn : klein aantal bestsellers tekent voor de meeste revenue.
- Vereisen kleine inventory kosten en sterke platformen om ze toegankelijk te maken voor geïnteresseerde kopers.

Case Lego Factory



3. Meerzijdig

- Brengen twee of meer specifieke maar interafhankelijke groepen klanten samen.
- Enkel waarde voor ene groep als andere groep ook aanwezig is.
- Waarde creatie door faciliteren van interactie tussen de diverse groepen.
- Meer waarde naarmate meer gebruikers worden aangetrokken (netwerkeffect).

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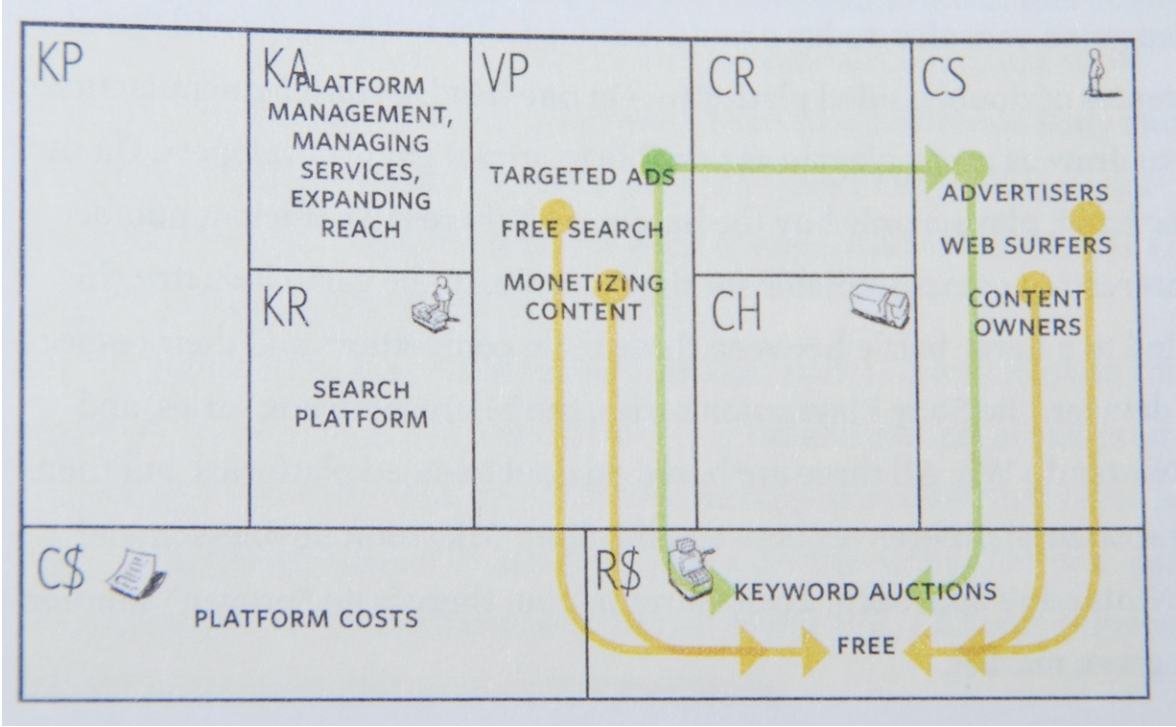
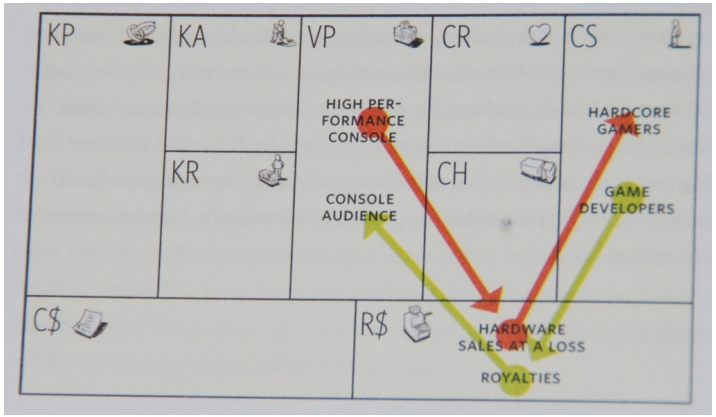
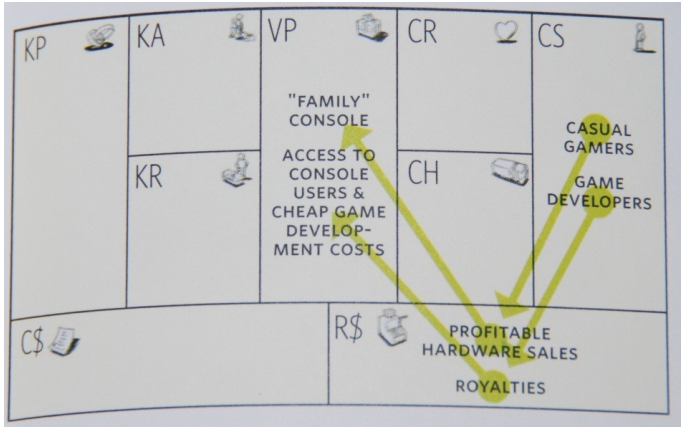

KP
KA
PLATFORM MANAGEMENT, MANAGING SERVICES, EXPANDING REACH
VP
TARGETED ADS
FREE SEARCH
MONETIZING CONTENT
CR
CS
ADVERTISERS
WEB SURFERS
CONTENT OWNERS
KR
SEARCH PLATFORM
CH
C$
PLATFORM COSTS
R$
KEYWORD AUCTIONS
FREE

Casa Game Consoles

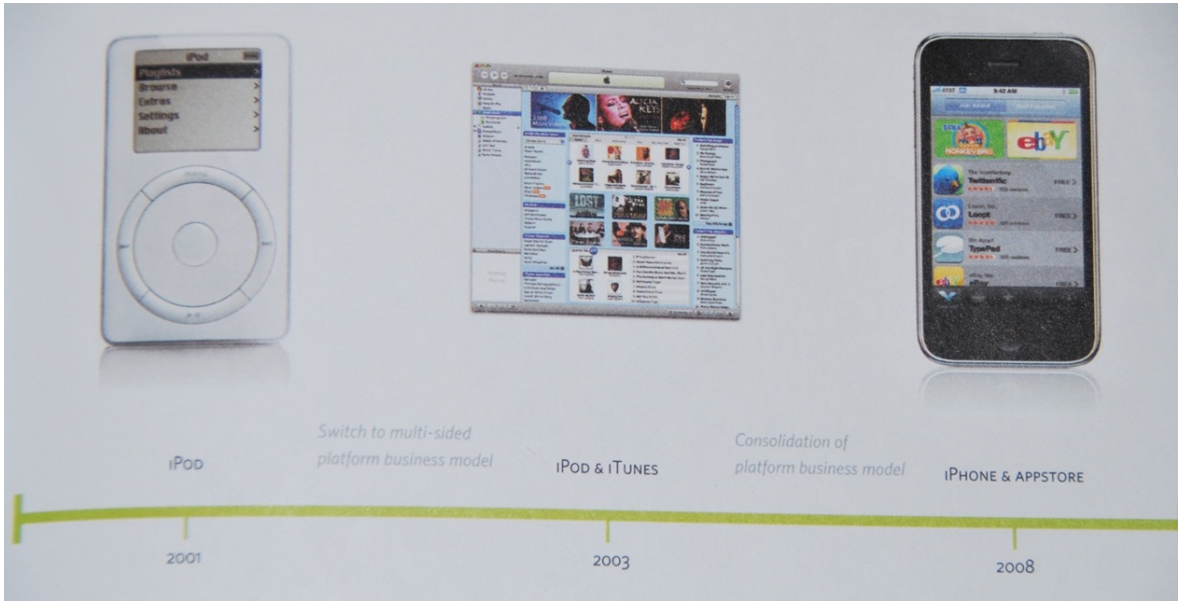


X Box



Wii

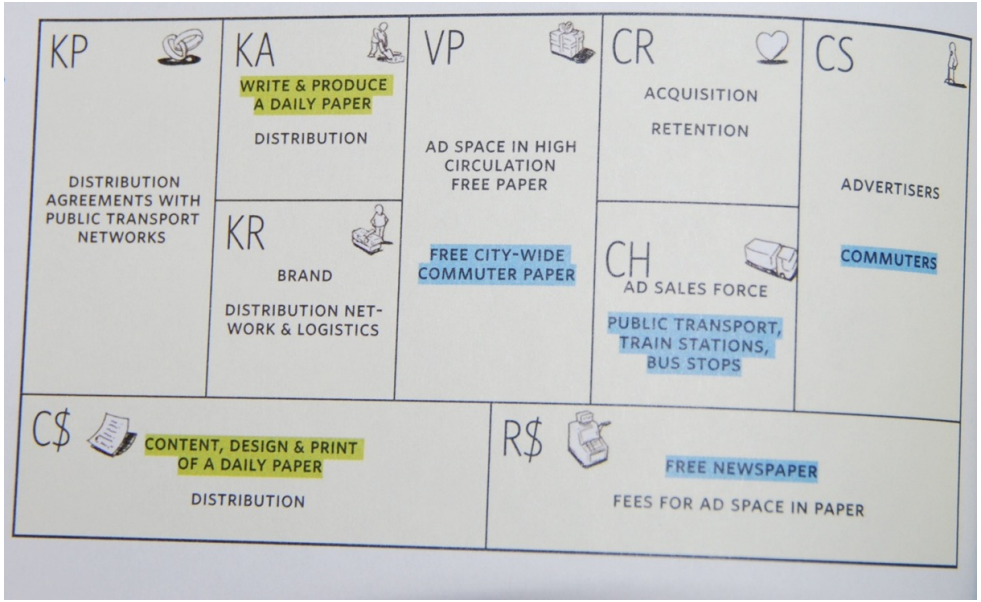
Casa Apple


iPod
Playlists
Browse
Extras
Settings
About
iPod
Switch to multi-sided platform business model
iPod & iTunes
Consolidation of platform business model
iPhone & AppStore
2001
2003
2008

4. Gratis

- Op zijn minst één klantsegment geniet van een gratis aanbod.
- Verschillende patronen maken het gratis aspect mogelijk.
- Niet betalende klanten worden gefinancierd door een ander klantsegment of een ander onderdeel van het business model.

Casa Metro


KP
DISTRIBUTION AGREEMENTS WITH PUBLIC TRANSPORT NETWORKS
KA
WRITE & PRODUCE A DAILY PAPER
DISTRIBUTION
KR
BRAND
DISTRIBUTION NET-WORK & LOGISTICS
VP
AD SPACE IN HIGH CIRCULATION FREE PAPER
FREE CITY-WIDE COMMUTER PAPER
CR
ACQUISITION
RETENTION
CH
AD SALES FORCE
PUBLIC TRANSPORT, TRAIN STATIONS, BUS STOPS
CS
ADVERTISERS
COMMUTERS
C$
CONTENT, DESIGN & PRINT OF A DAILY PAPER
DISTRIBUTION
R$
FREE NEWSPAPER
FEES FOR AD SPACE IN PAPER

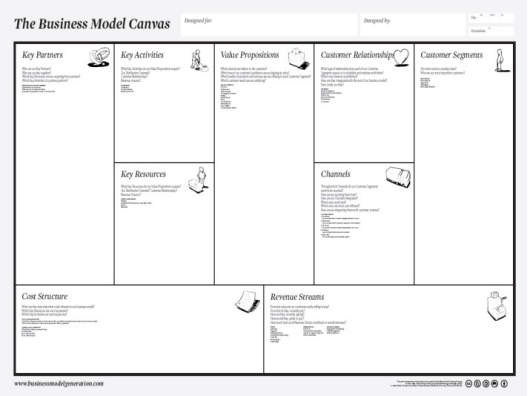
5. Open

- Gebruikt door bedrijven om waarde te creëren en vatten door systematische samenwerking met outside partners.
- Outside in : externe ideeën in de firma exploiteren (P&G : connect & develop).
- Inside out : externe partijen voorzien van ideeën of assets vanuit de firma (GlaxoSmithKline patent pools).

Business Model Context

Trends

Sector



Markt

Macro Economie

Markt

- De uitdagingen identificeren die je markt sturen en transformeren. Welke verschuivingen dienen zich aan? Welke richting gaat de markt uit?
- Belangrijkste marktsegmenten definiëren en hun aantrekkelijkheid bepalen. Nieuwe segmenten spotten. Waar zit het groeipotentieel? Waar valt een terugval te verwachten?
- Behoeftes en vraag analyseren en nagaan hoe goed ze reeds bediend worden. Wat hebben klanten nodig? Waar situeren zich de grootste ontevreden klantennoden? Waar stijgt/daalt de vraag?
- Switch-kosten als klanten kiezen voor de competitie. Wat bindt je klant? Welke kosten verhinderen je klant te kiezen voor concurrentie? Hoe belangrijk is het merk?
- Elementen identificeren aangaande aantrekkelijkheid van omzet en prijspolitiek. Waar kunnen de hoogste marges behaald worden? Wat zijn klanten bereid te betalen? Kunnen klanten makkelijk goedkopere diensten of producten bekomen?

Markt

Case : pharmacie

- Uitdagingen : hoge gezondheidskosten, klemtoon verschuift van behandeling naar preventie, convergentie, stijgend belang emerging markets.
- Marktsegmenten : dokters en verleners van gezondheidszorg, overheid/regulatoren, verdelers, patiënten.
- Behoeftes en vraag : niche behandelingen, managen van exploderende kosten, grote gezondheidsuitdagingen in emerging markets.
- Switch-kosten : patenten en monopolies, generische producten, toename online kwalitatieve informatie.
- Omzet en prijspolitiek : hoge marges op gepatenteerde producten, kleine marges op generieke producten, toename invloed op prijs van overheid, patiënten blijven kleine invloed op prijs hebben.

Sector

- Leveranciers en andere actoren in de waardeketen
- Stakeholders
- Competitie
- Nieuwe spelers
- Vervangproducten en diensten

Trends

- Technologische trends identificeren die je business model kunnen bedrijgen, verbeteren of doen ontwikkelen.
- Regelgeving beschrijven evenals de trends met impact op je business model.
- Maatschappelijke en culturele trends identificeren die je business model kunnen impacteren. Welke invloed hebben ze op aankoopgedrag?
- Socio-economische trends in kaart brengen, relevant voor je business model: demografische trends, uitgavepatronen, verdeling urbane vs rurale vestiging.

Trends

Case : pharmacie

- Technologische trends : nanotechnologie, diagnostiek, gepersonaliseerde medicijnen.
- Regelgeving : heterogeen.
- Maatschappelijke en culturele trends : slecht image van grote pharmareuzen, groeiend sociaal bewustzijn bij users, duurzaamheid bewustzijn, betere informatie.
- Socio-economische trends : verouderende samenleving, goede maar kostelijke healthcare infrastructuur in mature markten, groeiende middle class in emerging markten, grote noden in ontwikkelingslanden.

Macro Economie

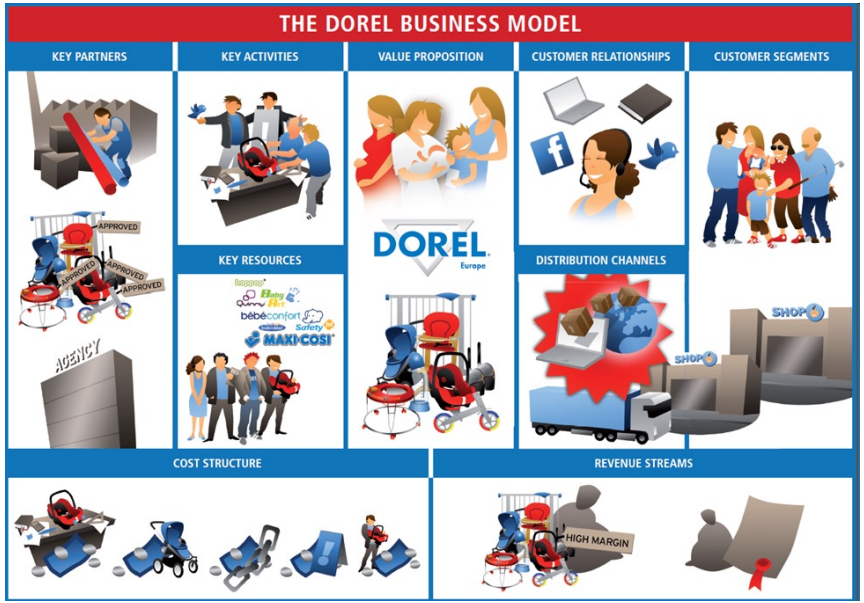
- Globale marktcondities beschrijven vanuit een macro-economisch perspectief. Boom of bust economie?
- Kapitaalmarktcondities beschrijven in functie van de behoeften. Hoe makkelijk is het funding te vinden in je specifieke markt? Hoeveel kost het funds los te weken?
- Prijzen en prijstrends highlighten voor commodities en andere resources gelinkt aan je business model (vb olie, arbeid).
- Economische infrastructuur beschrijven van de markt waarin je business opereert : publieke infrastructuur zoals scholen, transport, handel. Levenskwaliteit. Belastingsgraad.

Macro
Economie

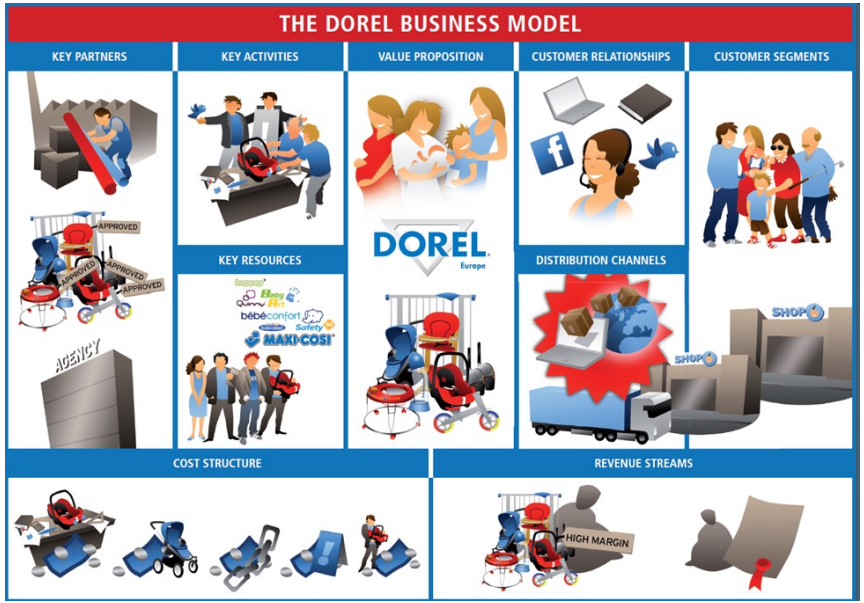
Case : pharmacie

- Globale marktcondities : globale recessie, negatieve groei in Europa/Japan/US, trage groei in China/Indië, onzekerheid rond marktherstel.
- Kapitaalmarktcondities : strakke kapitaalmarkten, beperkte kredietbeschikbaarheid, weinig venture capital, gelimiteerd risico kapitaal.
- Commodities en andere resources : talent battle, stijgende prijzen, vraag naar natuurlijke resources pikt op, olie prijzen fluctueren.
- Economische infrastructuur : regiospecifiek.

Contect Dorel



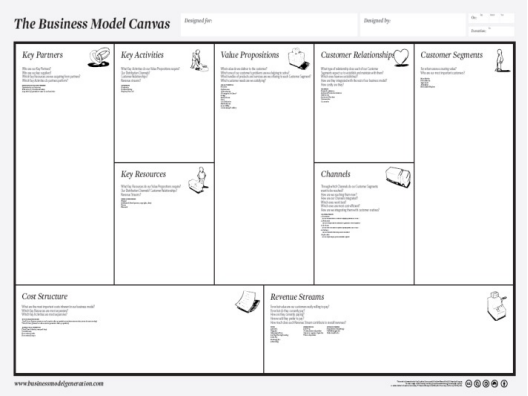
Visie Dorel


THE DOREL BUSINESS MODEL
KEY PARTNERS
KEY ACTIVITIES
VALUE PROPOSITION
CUSTOMER RELATIONSHIPS
CUSTOMER SEGMENTS
APPROVED
APPROVED
APPROVED
APPROVED
AGENCY
KEY RESOURCES
bébéconfort
MAXI-COSI
DOREL
Europe
DISTRIBUTION CHANNELS
SHOP
SHOP
COST STRUCTURE
REVENUE STREAMS
HIGH MARGIN

Uitwerken Business Model Context

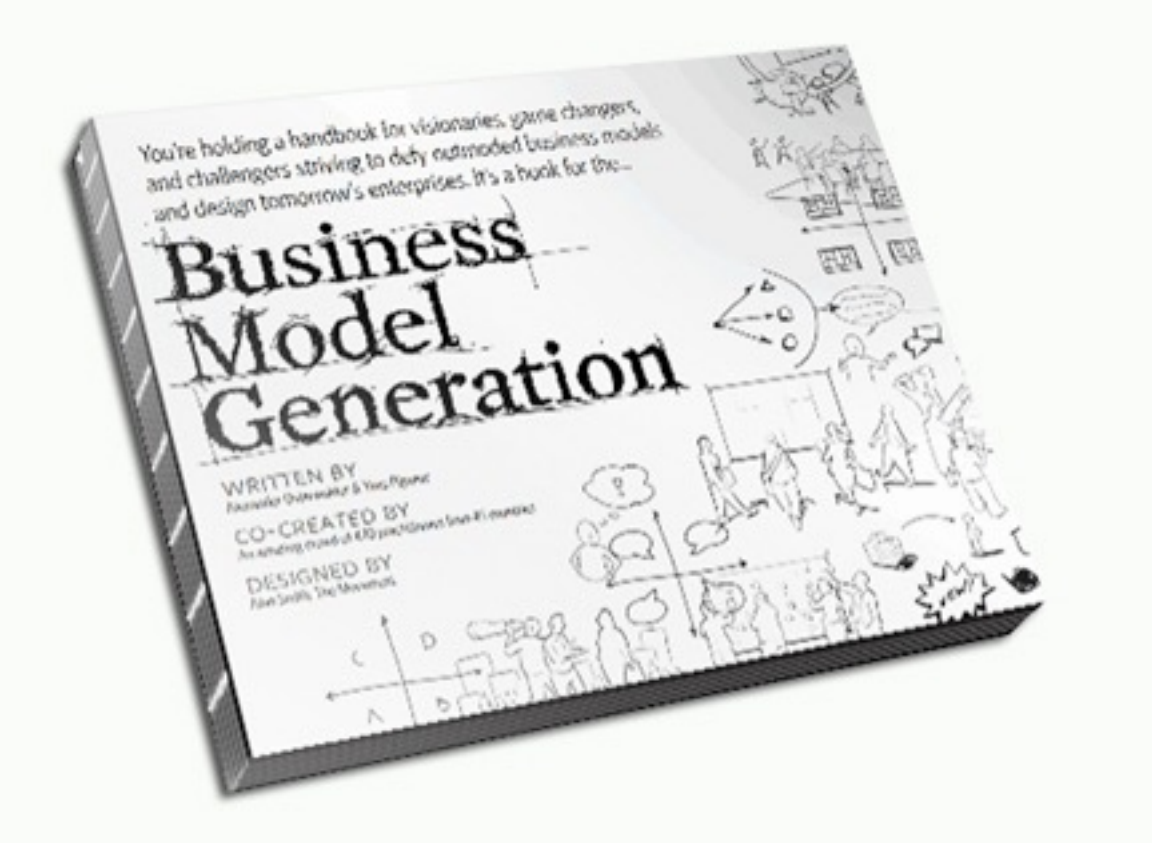
Trends

Sector



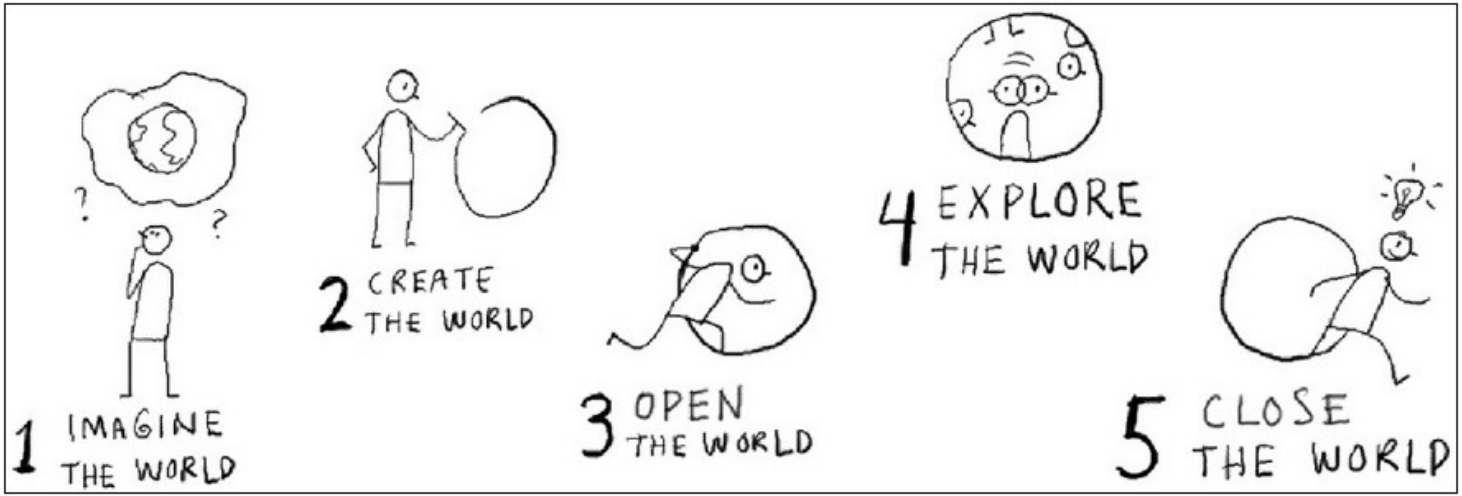
Markt

Macro Economie


You're holding a handbook for visionaries, game changers,
and challengers striving to defy outmoded business models
and design tomorrow's enterprises. It's a book for the...
Business Model Generation
WRITTEN BY
CO-CREATED BY
DESIGNED BY

Gamestorming

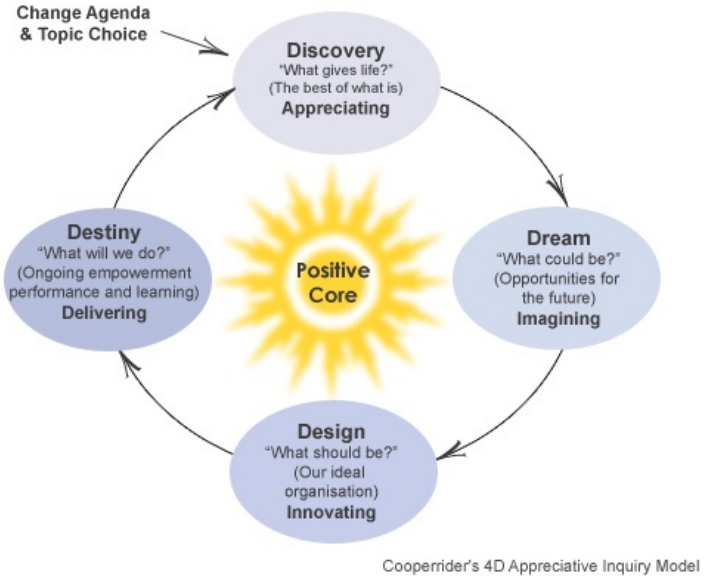
What’s in a game?



Worldcafé: Shaping our future through conversations that matter

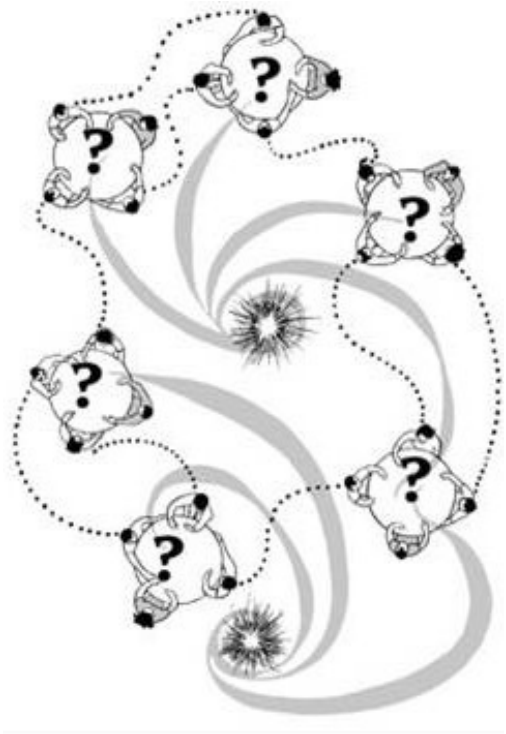
Co-creatie

- hoge en duurzame impact
- oplossing op maat
- openheid
- betrokkenheid
- bouwen op aanwezige expertise



Appreciative Inquiry

Worldcafé praktisch



- Methode om grote groepsdiscussies te verbeteren en versnellen.
- 20 tal deelnemers verdeeld over 4 tot 5 groepen over ronde tafels.
- 2 tal uur van tafelrotaties voorafgegaan door plenaire provocative proposition (uur) en gevolgd door plenaire synthese (uur).
- Meerdere iteraties van 20 tot 30 minuten van tafeldiscussise waarna de host van de tafel blijft zitten en de anderen als ambassadeur een andere tafel vervoegen.
- Bedoeling is tijdens de verschillende ronden ideeën van de ene groep aan de andere te linken om zo versneld tot collectieve inzichten te komen.

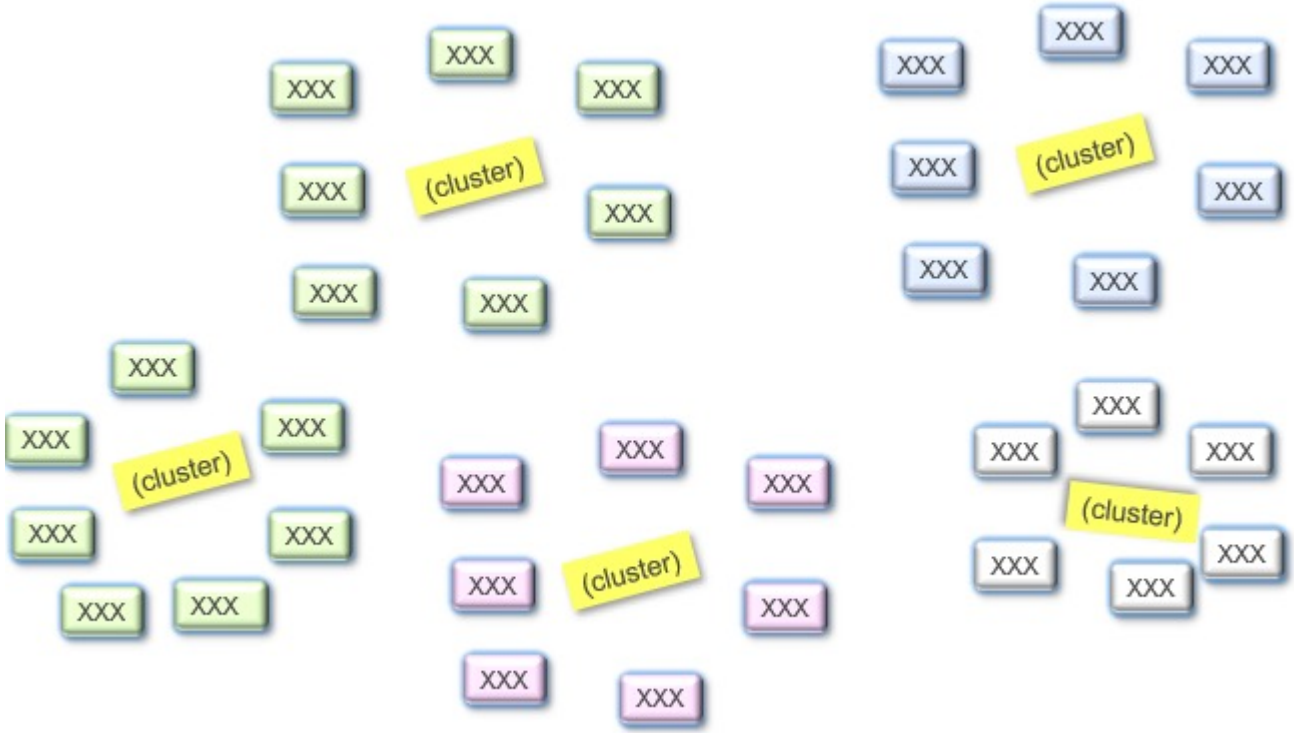
Worldcafé praktisch

- Als leider dien je op voorhand de ‘questions that matter’ tijdens een intake met de facilitator te identificeren.
- Een krachtige vraag is evocatief en eenvoudig, tastbaar en relevant voor een uitdaging waar de groep voorstaat.
- De groep mag op 1 vraag iteratief focusen of door een sequentie van deelvragen gegidst worden.
- Focus op een uitnodigende, gastvrije omgeving voor het worldcafé.
- Benodigheden : beamer en scherm voor plenaire deel, 4 à 5 ronde tafels voor worldcafé met telkens flipchart, postits, markers, pennen, papier,…

Worldcafé Tafelprincipes

- Spendeer de eerste minuten per tafel aan het toelichten van de vorige conversatie. Hosts lichten gedachten toe die aan de tafel werden achtergelaten. Ambassadeurs vertellen over wat ze aan ideeën meebrengen van een andere tafel.
- Laat evidentie achter voor de volgende groep: teken sleutelideeën uit aan de tafels, schrijf gedachten op postits,…
- Connecteer verschillende invalshoeken en respecteer elke bijdrage.
- Zoek naar patronen. Na de tweede en derde ronde zullen thema’s en patronen duidelijker worden. Spoor deelnemers aan deze te identificeren en capteren.

Resultaten Worldcafé per thema



Lijst van actionable items

Thema's	Actionable items
Thema 1	(min 1-max 3)
Thema 2	(min 1-max 3)
Thema 3	(min 1-max 3)
Thema 4	(min 1-max 3)
Thema 5	(min 1-max 3)

Moodwall: samenvatting van reacties

Change for good

Change includes compromise

Key messages are important… and a lot of other helpful input…

Interesting day… but what to do now?

Share & communicate

Right to the top/summit

Good sharing of people review/team assessment in pillar & market

Good to talk about people & teams

Can we walk the talk?

Succeed together

Open minded Building relations

Let's do it!

Business First

We have made the leap; let's see if we can reach the other side

A next step

Objectives/ideas/ one goal/one organization

Good sharing exercise

Share point of view

World café top !!! Open discussions and positive attitudes

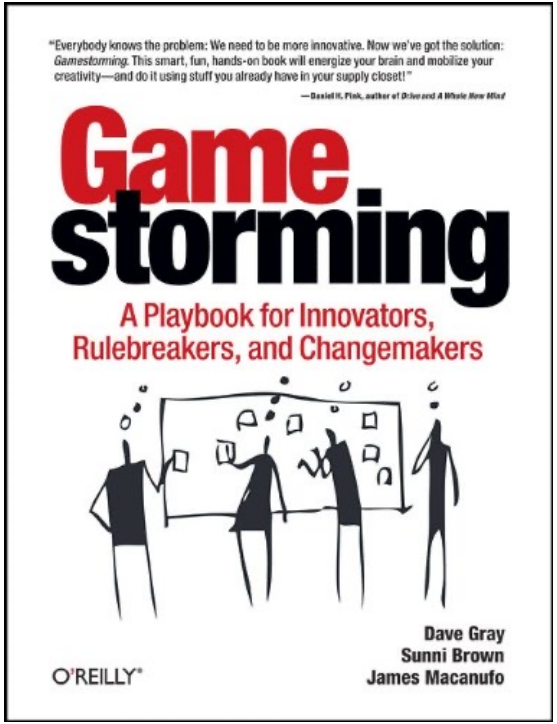
Good sharing session for a 1ste one

Too much time/data for report per pillar

Nice to share views/ideas

Positive thinking about the forward thinking and the fact that we are very aligned on it

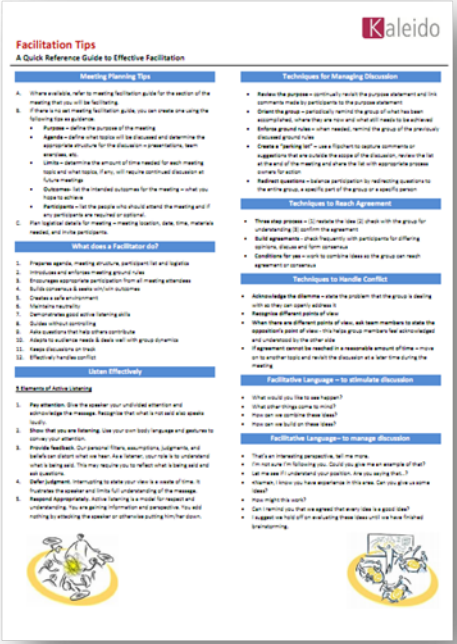
Deze en nog tientallen andere in…



10 essentiële aspecten

1. Opening en closing
2. Vuurtje stoken
3. Artifacten
4. Systemisch werken
5. Betekenisvolle ruimte
6. Sketchen en modelling
7. Randomiseren, omkeren, herkadreren
8. Improvisatie
9. Selecteren
10. Probeer eens iets nieuws

Facilitatie Tips



Kaleido

Facilitation Tips

A Quick Reference Guide to Effective Facilitation

Meeting Planning Tips

A. Where available, refer to meeting facilitation guide for the section of the meeting that you will be facilitating.

B. If there is no set meeting facilitation guide, you can create one using the following tips as guidance.

- Purpose – define the purpose of the meeting
- Agenda – define what topics will be discussed and determine the appropriate structure for the discussion – presentations, team exercises, etc.
- Limits – determine the amount of time needed for each meeting topic and what topics, if any, will require continued discussion at future meetings
- Outcomes- list the intended outcomes for the meeting – what you hope to achieve
- Participants – list the people who should attend the meeting and if any participants are required or optional.

C. Plan logistical details for meeting – meeting location, date, time, materials needed, and invite participants.

What does a Facilitator do?

1. Prepares agenda, meeting structure, participant list and logistics
2. Introduces and enforces meeting ground rules
3. Encourages appropriate participation from all meeting attendees
4. Builds consensus & seeks win/win outcomes
5. Creates a safe environment
6. Maintains neutrality
7. Demonstrates good active listening skills
8. Guides without controlling
9. Asks questions that help others contribute
10. Adapts to audience needs & deals well with group dynamics
11. Keeps discussions on track
12. Effectively handles conflict

Listen Effectively

5 Elements of Active Listening

1. Pay attention. Give the speaker your undivided attention and acknowledge the message. Recognize that what is not said also speaks loudly.
2. Show that you are listening. Use your own body language and gestures to convey your attention.
3. Provide feedback. Our personal filters, assumptions, judgments, and beliefs can distort what we hear. As a listener, your role is to understand what is being said. This may require you to reflect what is being said and ask questions.
4. Defer judgment. Interrupting to state your view is a waste of time. It frustrates the speaker and limits full understanding of the message.
5. Respond Appropriately. Active listening is a mode for respect and understanding. You are gaining information and perspective. You add nothing by attacking the speaker or otherwise putting him/her down.

Techniques for Managing Discussion

- Review the purpose – continually revisit the purpose statement and link comments made by participants to the purpose statement
- Orient the group – periodically remind the group of what has been accomplished, where they are now and what still needs to be achieved
- Enforce ground rules – when needed, remind the group of the previously discussed ground rules
- Create a "parking lot" – use a flipchart to capture comments or suggestions that are outside the scope of the discussion, review the list at the end of the meeting and share the list with appropriate process owners for action
- Redirect questions – balance participation by redirecting questions to the entire group, a specific part of the group or a specific person

Techniques to Reach Agreement

- Three step process – (1) restate the idea (2) check with the group for understanding (3) confirm the agreement
- Build agreements – check frequently with participants for differing opinions, discuss and form consensus
- Conditions for yes – work to combine ideas so the group can reach agreement or consensus

Techniques to Handle Conflict

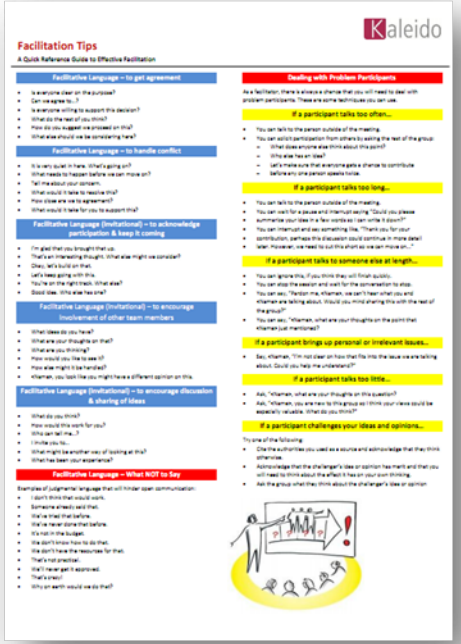
- Acknowledge the dilemma – state the problem that the group is dealing with so they can openly address it
- Recognize different points of view
- When there are different points of view, ask team members to state the opposition's point of view – this helps group members feel acknowledged and understood by the other side
- If agreement cannot be reached in a reasonable amount of time – move on to another topic and revisit the discussion at a later time during the meeting

Facilitative Language – to stimulate discussion

- What would you like to see happen?
- What other things come to mind?
- How can we combine these ideas?
- How can we build on these ideas?

Facilitative Language – to manage discussion

- That's an interesting perspective, tell me more.
- I'm not sure I'm following you. Could you give me an example of that?
- Let me see if I understand your position. Are you saying that…?
- Kiameen, I know you have experience in this area. Can you give us some ideas?
- How might this work?
- Can I remind you that we agreed that every idea is a good idea?
- I suggest we hold off on evaluating these ideas until we have finished brainstorming.



Kaleido

Facilitation Tips

A Quick Reference Guide to Effective Facilitation

Facilitative Language – to get agreement

- Is everyone clear on the purpose?
- Can we agree to…?
- Is everyone willing to support this decision?
- What do the rest of you think?
- How do you suggest we proceed on this?
- What else should we be considering here?

Facilitative Language – to handle conflict

- It is very quiet in here. What's going on?
- What needs to happen before we can move on?
- Tell me about your concern.
- What would it take to resolve this?
- How close are we to agreement?
- What would it take for you to support this?

Facilitative Language (Invitational) – to acknowledge participation & keep it coming

- I'm glad that you brought that up.
- That's an interesting thought. What else might we consider?
- Okay, let's build on that.
- Let's keep going with this.
- You're on the right track. What else?
- Good idea. Who else has one?

Facilitative Language (Invitational) – to encourage involvement of other team members

- What ideas do you have?
- What are your thoughts on that?
- What are you thinking?
- How would you like to see it?
- How else might it be handled?
- Kiameen, you look like you might have a different opinion on this.

Facilitative Language (Invitational) – to encourage discussion & sharing of ideas

- What do you think?
- How would this work for you?
- Who can tell me…?
- I invite you to…
- What might be another way of looking at this?
- What has been your experience?

Facilitative Language – What NOT to Say

Examples of judgmental language that will hinder open communication:

- I don't think that would work.
- Someone already said that.
- We've tried that before.
- We've never done that before.
- It's not in the budget.
- We don't know how to do that.
- We don't have the resources for that.
- That's not practical.
- We'll never get it approved.
- That's crazy!
- Why on earth would we do that?

Dealing with Problem Participants

As a facilitator, there is always a chance that you will need to deal with problem participants. These are some techniques you can use.

If a participant talks too often…

- You can talk to the person outside of the meeting.
- You can solicit participation from others by asking the rest of the group
  - What does anyone else think about this point?
  - Who else has an idea?
  - Let's make sure that everyone gets a chance to contribute
  - Before only one person speaks twice.

If a participant talks too long…

- You can talk to the person outside of the meeting.
- You can wait for a pause and interrupt saying "Could you please summarize your idea in a few words so I can write it down?"
- You can interrupt and say something like, "Thank you for your contribution, perhaps this discussion could continue in more detail later. However, we need to cut this short so we can move on…"

If a participant talks to someone else at length…

- You can ignore this, if you think they will finish quickly.
- You can stop the session and wait for the conversation to stop.
- You can say, "Pardon me, Kiameen, we can't hear what you and Kiameen are talking about. Would you mind sharing this with the rest of the group?"
- You can say, "Kiameen, what are your thoughts on the point that Kiameen just mentioned?"

If a participant brings up personal or irrelevant issues…

- Say, Kiameen, "I'm not clear on how that fits into the issue we are talking about. Could you help me understand?"

If a participant talks too little…

- Ask, "Kiameen, what are your thoughts on this question?"
- Ask, "Kiameen, you are new to this group so I think your views could be especially valuable. What do you think?"

If a participant challenges your ideas and opinions…

Try one of the following:

- Cite the authorities you used as a source and acknowledge that they think otherwise.
- Acknowledge that the challenger's idea or opinion has merit and that you will need to think about the effect it has on your own thinking.
- Ask the group what they think about the challenger's idea or opinion

Persoonlijk leerdagboek

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