Project Facilitators Stork Food Systems

Status project at this moment

- Focus on own dialogue facilitators and personal growth
- One hour dialogue sessions at lunch time
- Training on Solution Focused coaching and Intuitive Facilitating
- Subgroup facilitators Production Department
- 'In the core' 8 facilitators for brainstorming, monitoring process and operational issues

Stork: Dolphinization

- Training on dialogue, chaos and dolphin
- Cultural training for new employees
- Training on Personal Leadership
- Emergent leadership (self-steering teams)
- History writing/research on successes
- Longitudinal research University Eindhoven on how employees experience dialogue
- Network multilogue (dialogue with 30-80 people)
- Facilitator project

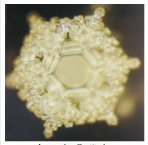
S-Curve Projects

- Start the project
  - Invest in creating a shared vision
  - Frequently Operational meetings
  - Training & Coaching
  - Inform client
  - Stimulate requests for facilitators
- Replicating & Improving
- Stabilizing
  - Negative energy
  - Critical questions about leadership
    - Support Management
    - Coordination Project
  - Chaos -> Window of Opportunity -> New ways to cooperate
- New S-Curve instead of 'dying'

What & How Facilitators

- 30 employees involved
- Facilitators are invited by the client
- Observe meetings
  - Blind spots/patterns
  - Ask questions
  - Give feedback
  - Give advice
  - Stimulate dialogue
  - Take over facilitating
- Focus on 3 processes
  - Structure
  - Dialogue
  - Decision Building
- Coach Facilitators
  - Process management
  - Marketing & sales
  - Training and coaching
  - 1 day a week (in 2008: 2 days)
- Team becomes more and more Self Organizing

Solution Focused



- At the start: Problem focused
- Being an example as the Coach Facilitators
- Training on Solution Focused Vision
- Coaching each other in a Solution Focused way
- Don't 'feed' resistance
  - Respect differences
  - Give compliments
  - Ask them to invite a facilitator to observe their success
  - Share successes
  - Let time 'build a bridge'

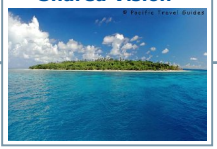
Purpose

- Stimulate creativity and entrepreneurship
- Save time/energy, more pleasure in meetings
- Better decisions, shared vision
- Team building, create more synergy

The Flow: Team Facilitators

- Participation is voluntary
- No pressure from group, management or project leader
- Accept and respect differences
- Alertness on S-Curve
  - Connectivity by means of different types of meetings
- Common purpose & shared vision

Shared Vision



- Periodically sharpen the shared vision
- Perfect Meeting
  - Dialogue instead of discussion
  - Balance: structured and spontaneous
  - Participative decision building
  - Energy in group (no monkey-management leader)
  - Group is simultaneous aware of process and content
  - Solution Focused
  - Public and self reflection
- Role facilitator in 5 years
  - not necessary anymore
- *...Don't drum up the men ... Instead teach them to yearn for the vast and endless sea (A. De Saint-Exupéry)*

Common Norms & Values

- Public reflection in every facilitators meeting: "How was this useful?"

Participative Decision Building

- Equivalence membership
- 'No paramount objections'
  - no power but arguments