

FACILITATIVE LEADERSHIP
Video Guide

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Purpose and Theme

This video is designed to introduce the concept of facilitative leadership and show how it can be applied in business and professional settings. This video is intended to be used as a supplement to classroom instruction and training and should be augmented by instructor lecture, class activities and assignments, and case analysis.

Structure of the Video

The video is organized in a hub-and-spokes model. The hub piece, which comes first on the DVD, explains the concept of facilitative leadership. Each of the three subsequent spokes applies this concept to (1) planning, (2) teamwork, or (3) conflict management situations. Each of the four segments is approximately 10 minutes in length. The segments are designed to be played in any order.

Using the Video

The video can be played straight through, but this is only one way to use it. Since the four segments are designed to be independent, you can insert them as appropriate at various points in your course. Here are some possibilities:

- Whole video concept: Use the film as an intact piece to be played as part of a larger unit such as leadership, group communication, or teams.
- Segmented video concept: Insert a segment as appropriate into a lecture or class session to help make a point or to provide discussion material.
- Staged presentation concept: Play the video in segments over a two-hour session or across several sessions within a week or so. Between segments, have lecture, class discussion, or other activities designed to help the students learn the material.
- Individual use concept: Ask students to view the video individually, in segments or as a whole, at appropriate points in the course.

College Courses Supported

This video can be used in the following courses:

- Business and professional communication
- Organizational communication
- Group communication
- Group facilitation
- Mediation
- Leadership
- Management
- Human Resources Management
- Organizational Behavior
- Organization Development

Training Applications

The video can also be used in a variety of training applications:

- Leadership training
- Management training
- Communication training
- Conflict management training
- Facilitation training

Supplementing the Video

In general, we do not recommend that the video be used without instructional support. Here are a few ideas about how to use the video within a larger instructional context:

- Use the segments of the video as a stimulus to discussion. (Possible discussion questions are listed below.)
- Use the segments of the video as an introduction to activities and role-plays.
- Use the segments of the video to support or illustrate points you are making in lecture.
- Develop lectures on facilitative leadership based on the video outline (below) and use the segments of the video to support these.

Video Outline

The Hub Segment: Introduction to Facilitative Leadership

What characterizes facilitative leadership?

1. Seeking diverse ideas.
2. Sharing knowledge.
3. Setting mutual vision and goals.
4. Garnering commitment.
5. Integrating stakeholder interests.
6. Modeling group problem solving.

Elements of facilitative leadership

1. **Collaborative communication**—Working together to solve problems creatively and constructively.
 2. **Process management**—Considering the process, or the way in which we discuss an issue, to be as important as the content of the discussion.
 3. **Power management**—Bringing out the best in everyone—empowering each individual and the whole group.
 4. **Safe environment**—Establishing an atmosphere in which people feel comfortable exploring difference, inventing ideas, and tackling hard problems.
- All of these elements involve **facework**, which is building an attitude of respect within the group.

Application 1: Facilitative Leadership in Planning

What is good planning?

1. It is collaborative.
2. It is forward looking.
3. It is ongoing.
4. It is dialogic.

Facilitative planning leaders mobilize resources to . . .

1. Build planning processes that energize the organization.
2. Organize the design and implementation progression.
3. Build positive working relationships and collaborative action.

Characteristics of facilitative planning leadership:

1. Participants committed to the planning effort.
2. Integrating a diversity of input.
3. Careful attention to process and content.

The CVA planning model

1. C = Concerns
2. V = Visions
3. A = Actions

Application 2: Facilitative Leadership of Teamwork

Keys to effective team leadership:

1. Mobilize the team for high productivity.
2. Encourage open, clear, inclusive communication.
3. Model excellent communication skills.
4. Help team members create an environment in which they can . . .
 - a. Listen well
 - b. Acknowledge one another
 - c. Respond clearly
 - d. Make deliberate commitments

Application 3: Facilitative Leadership in Conflict Management

Characteristics of good conflict management

1. Careful attention to process.
2. Problem-solving approach with carefully framed issues.
3. Conversation that identifies options.
4. Evaluation of options.
5. Assumption that people support what they create.

Discussion Questions

1. What is most gained by a facilitative leadership approach?
2. What do you lose when you use this kind of approach?
3. Under what conditions and situations would you want to use an authoritative leadership approach and why?
4. How do facilitative leaders mobilize large organizations and systems?
5. How can managers and leaders establish direction and coherence within a facilitative leadership approach?
6. Contrast authoritative and facilitative approaches to leadership in . . .
 - Teams.
 - Strategic planning.
 - Conflict management.

Supplementary Reading

- Gastil, J. (1993). *Democracy in small groups: Participation, decision making and communication*. Philadelphia, PA: New Society Publishers.
- Heifetz, R. A. (1994). *Leadership without easy answers*. Cambridge: Harvard University Press.
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- Scholtes, P. R., Joiner, B. L., & Streibel, B. J. (2003). *The team handbook*. Madison, WI: Oriell Inc.
- Schwarz, R. M. (1994). *The skilled facilitator: Practical wisdom for developing effective groups*. San Francisco: Jossey-Bass.
- Senge, P. M., Kleiner, A., Roberts, C., Ross, R. B., & Smith, B. J. (1994). *The fifth discipline field book: Strategies and tools for building a learning organization*. NY: Doubleday.
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LEADERSHIP VALUES

DIMENSIONS OF LEADERSHIP	AUTHORITATIVE LEADERSHIP	FACILITATIVE LEADERSHIP
Power	Using power to influence	Leveraging effort through empowerment
Communication Style	Top down, emphasizing clarity and persuasion	Collaborative, emphasizing listening and integration
Expertise	Leader as expert	Shared knowledge and distributed expertise
Process	Lack of process awareness	Process emphasized
Vision and Goals	Leader sets vision and goals	Vision and goals are mutually constructed
Responsibility	Leader responsible	Shared responsibility
Accountability	Individuals accountable	Group accountable
Definition of success	Compliance	Commitment
Decision making	Unilateral	Consultative or participative
Stakeholder interests	Stakeholders narrowly defined; internal interests ignored	Stakeholders broadly defined; internal interests integrated
Planning	Stovepiped	Integrated
Difference	An obstacle to be minimized	A resource to be used
Conflict	A problem to be resolved	An opportunity for development and collaboration
Resources	To be obtained by the leader	To be developed by the group
Credibility	Gained by authority and reputation	Gained by building trust