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Creating an Inclusive Organizational Culture through Facilitative Leadership

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An Inclusive and Engaged Culture

wooclap

Help

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First, you need to sign into your Wooclap account. Then, you will be able to select the questions you would like to add to your PowerPoint presentation.

Start

If you don't have an account yet, you can sign up for free on www.wooclap.com

The Changing Nature of Work

- Increasingly complex projects and groups
- Deeply rooted economic, technological, and logistical challenges
- Generational and cultural tensions around expectations and needs
- Demands for psychological safety, well-being, and belonging
- Transitional nature of the workforce



Adapted from the Harvard Law School Daily Blog written by Katie Shonk on Feb. 12, 2024

The Changing Nature of Work

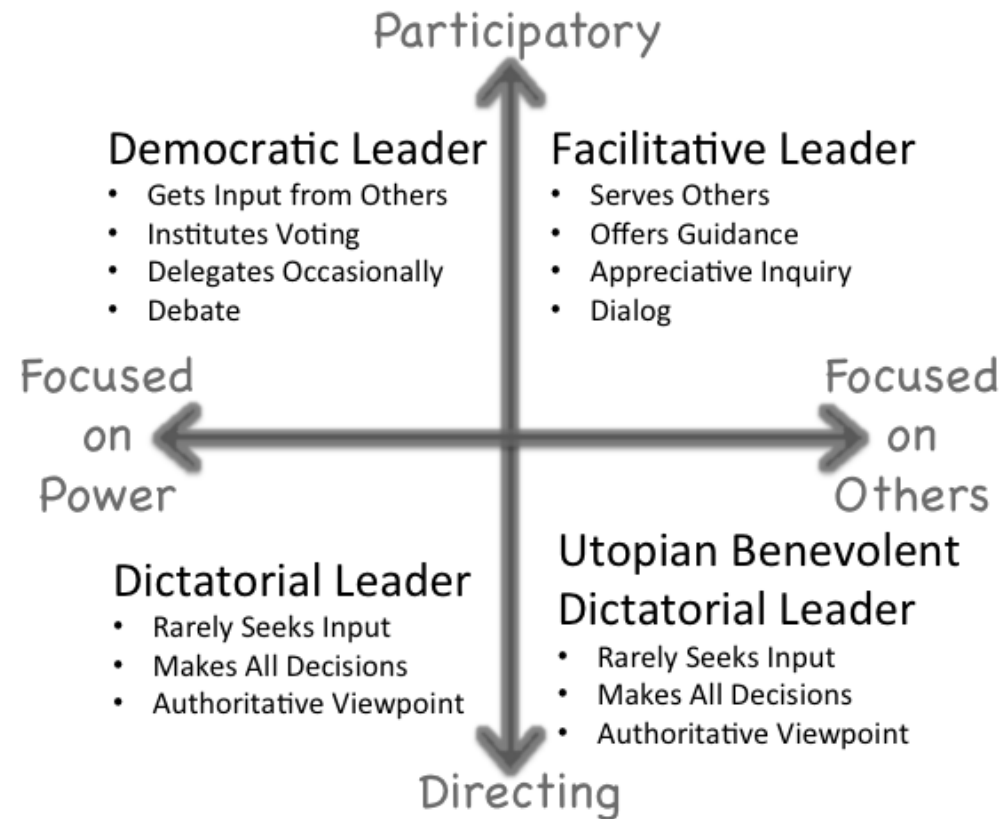


Organizations that prioritize diversity and inclusion are more likely to have better financial success than those that don't.

DEIB initiatives foster connections, give people a sense of acceptance, and lead to personal and professional growth and wellbeing.

The Changing Nature of Work

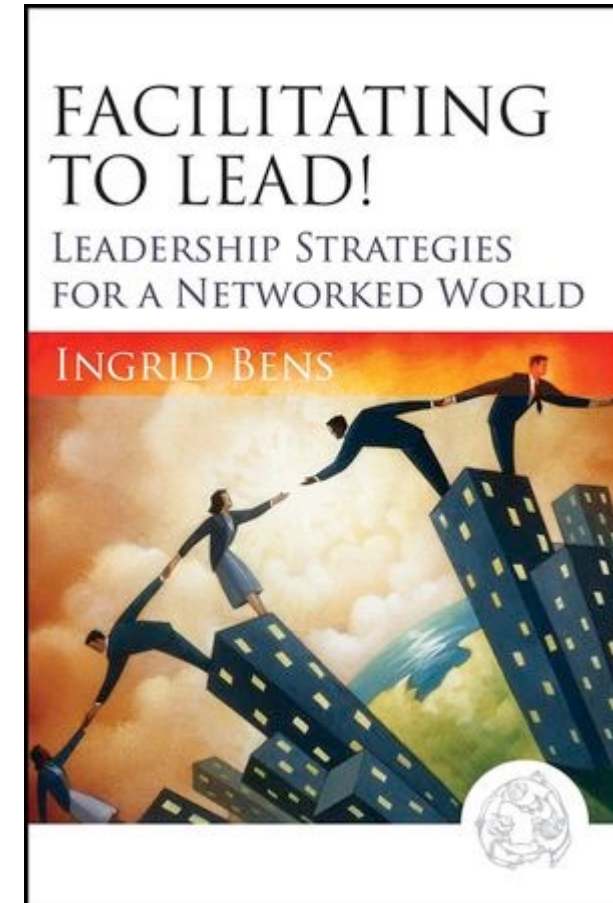
- Leadership Styles
 - Power
 - People
- Leadership Behaviors
 - Directing
 - Participatory



Paul Boos' *Nimblicious* Blog – Leadership Quadrants & the Facilitative Leader

Facilitative Leadership

“As more work is performed by knowledge workers in matrixed structures supported by technology, facilitative leadership is emerging as the most effective style for creating and sustaining high-performing teams.”



Facilitative Leadership Outcomes



14 Reasons the Future of Work is Happening Now;
<https://haiilo.com/blog/the-future-of-work/>

Seven Facilitative Leadership Competencies



Haiilo

3 Things Millennials Want in the Workplace

- **Interaction**
Millennials want to interact with their colleagues through their favorite channels
- **Share new ideas**
Millennials want to be able to share their ideas with their colleagues
- **Be heard**
Millennials want to be listened to and make an impact on the business

Accessed on 2/24/2024 from:
<https://haiilo.com/blog/millennials-in-the-workplace-11-ways-to-attract-and-keep-them/>

Seven Facilitative Leadership Competencies



Seven Facilitative Leadership Competencies



Adapted from *7 Practices of an Effective Leader* by Eve Keller
https://www.interactionassociates.com/resources/blog/7practices_leader

The Focused Conversation

How it works

- Follows the natural thinking process
- Provides structure for clear dialogue and reflection
- Helps all group members participate encouraging a diversity of perspectives
- Probes beneath the surface to the depth of a topic
- Elicits clear ideas and conclusions
- Moves discussions to a productive end



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The Focused Conversation

Common uses

- Collecting and/or analyzing data and ideas
- Reflecting on important events or challenges
- Discussing tough issues in a non-confrontational manner
- Facilitating learning by reflecting on accomplishments or failures
- Surfacing and focusing multiple interests on a particular topic or issue
- Increasing the understanding of the “givens” of a situation
- Exploring present levels of consensus within a group
- Provoking serious dialogue without heated argument

The Focused Conversation

The structure

- Opening – invite the group into the conversation by setting the context and communicating the goals
- Objective questions – Ask for facts, information, and sensory impressions
- Reflective questions – Ask for personal reactions, emotions, and associations
- Interpretive questions – Ask for meaning, options, significance, purpose, and implications
- Decisional questions – Ask for action, future direction, next steps, and resolve
- Closing – Express appreciation but do not summarize for the group

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The Focused Conversation

Objective Level Questions

- Start with a question accessible to all
- Get all voices in the space on the first question
- Tap into as many senses as possible
- Stick with “objective” data as much as possible
- Frequently about the past
- Frequently about the individual

Sample Questions

- What did you notice/see/smell/hear?
- What stood out to you about ____ ?
- What one word or image comes to mind about ____?

The Focused Conversation

Reflective Level Questions

- Check your biases – prepare questions that invite responses along the entire spectrum
- Dig into what prompted the feelings
- Encourage short stories and associations
- Avoid “why” questions
- Ask one question at a time

Sample Questions

- What is your gut reaction?
- What excites/interests/gives you joy about ____?
- What frustrates you/causes concern about ____?
- What surprised you/is still confusing?

The Focused Conversation

Interpretive Level Questions

- Generate options or considerations
- Invite new thinking – challenge past assumptions
- Help the group shift from “me” to “we” – understand the “big” picture
- Prompt discussion about significance/importance/impact

Sample Questions

- What insights are emerging?
- What options are available to us/seem most doable?
- What implications does this have for us?
- How are we different as a result of ____?
- What happens if we do nothing?

The Focused Conversation

Decisional Level Questions

- Confirm new understanding/next steps
- Help the group take ownership
- Avoid summarizing – ask the group to do it!

Sample Questions

- What have we learned/concluded?
- What is our decision/commitment?
- Who will be accountable?
- How would you summarize our work (song lyric, newspaper headline, etc.)

Resolve!

