

Facilitation Training with Manhattan Community Board 3

For Chairs + Executive Board

[Click here](#) for a 20 minute video voiceover of this training toolkit.

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Facilitator and Trainer: Hannah Dubin
Principal + Founder, [The Group Forward](#)



Hannah Dubin

Principal Consultant,
Trainer + Facilitator

The Group Forward was founded by Hannah Dubin. Hannah is described as the “swiss army knife of facilitation”—no matter what the situation, she’s got the perfect activity ready to help move a group forward. With over 15 years of experience working as a facilitator, trainer and consultant, Hannah’s people-centered approach to problem solving has helped hundreds of teams and organizations meet their goals and better serve their stakeholders. As a former summer camp director, Hannah’s most nerdy focus with clients is on how teams work together in order to unleash their best work.

She’s worked with a variety of organizations in the enterprise, nonprofits, education and social good spaces, including Shopify, Squarespace, North Western Mutual, Marriott Hotels, Novartis, Mt. Sinai Hospital, IBM and General Assembly. Hannah has a Masters of Art in Leisure Studies from the University of Waterloo and a Bachelor’s Degree in Recreation Management from Acadia University. In her research, she focused on studying optimal learning environments, program evaluation, transfer of training, positive youth development and productive culture organizations.

Hannah is a proud mother of 3 hilarious and strong willed humans. She also loves a good grilled cheese sandwich and laughing to the point of tears.

OBJECTIVES OF THE TRAINING



- ❑ To provide foundational facilitation skills training for the Chairs, Vice Chairs and Executive Board of NYC's Community Board 3
- ❑ To build agreements on what matters most in the way the leadership of CB3 shows up in their roles, with each other and in the community [Principles]
- ❑ To build agreements on what the best guidelines for effective committee meetings are + agreements on how to reinforce those guidelines with the attendees
- ❑ To build confidence in board chairs for how to deal with challenging situations during the meetings they facilitate

GUIDELINES FOR OUR SESSION (Mindsets and Behaviors)



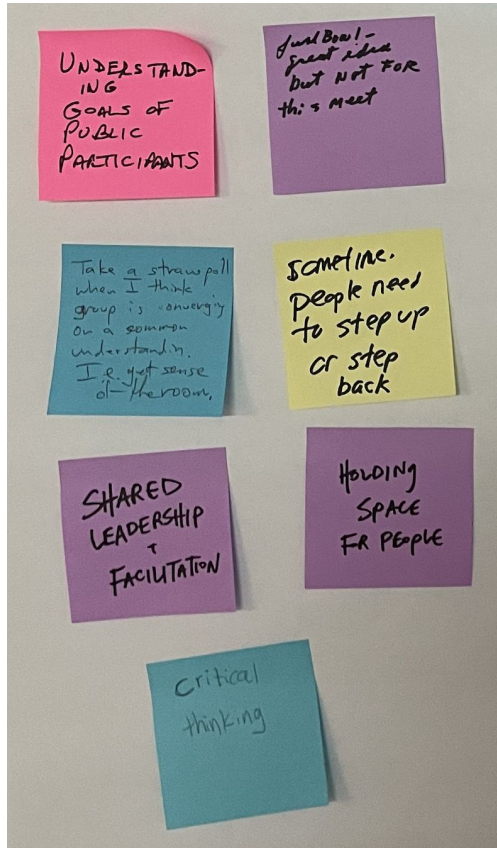
- Consent not Consensus
- Suspend Judgment with an open mind
- Tools
- Timeboxing
- Fishbowl (follow-up for later)

Let's dive in

Check-In Question: Tools you already have

- What is one helpful tools, skills, protocol, model, mindset or strategies you have in your current CB3 Facilitator toolkit right now?

HERE ARE THE TOOLS THE GROUP SHARED



Foundational Effective Facilitation Skills + Tools

[For in-person, Hybrid and Virtual Facilitation work]

Foundational Skill 1:



Set the table with Guidelines - Manage Expectations with Guidelines

Your job: Take a few minutes to explain what people can expect in your meeting, how they can participate and what your role is. Tell people what the meeting IS (and it can help the clarify what the meeting ISN'T).

- **Assume new people are coming to each meeting and need to know how to participate**

Foundational Skill 2:



Reinforce and redirect with Guidelines

Referees enforce the rules. It's not personal. The rules create fairness. It's not about YOU as the referee. It's about fairness you're trying to facilitate in the way you run your meeting.

Foundational Skill 3:



Name your Role

You are a chair - and sometimes you are facilitating the committee and/or the community through parts of your meetings, but you're not a full-time facilitator - you are not neutral. Your role requires to move things along. Know your role and share your role at the top of every meeting.

Foundational Skill 4:



Acknowledgement.

Name it so you can Tame it

Sometimes saying the thing that the of the room also thinks/feels/experienced is the best thing you can do. Sometimes it's our job to hold up a mirror to what's going on. Once you name it, you can make a plan to handle it.

Foundational Skill 5:

Redistribute Power (in your context)

Sometimes people are angry at meetings or towards you or your committee. It's hard to manage. Where can you offer power back to folks who might need it?

Where can you offer choice where there wasn't before?

Example: "I have to interject. I see how angry you are about [x community issues]. I understand it and you are allowed feel angry. But as we stated at the beginning of the meeting, we don't tolerate verbal attacks directly at anyone at community meetings. I'd like to give you an additional 30 seconds to share your comments. Assuming you can follow our meeting expectations of no verbal attacks, would you like those 30 seconds now or would you like a few moments to organize your idea/ to take a break and come back to the mic when you're ready?"

Extra bonus coaching tip: When relevant for your context - a lot can happen AFTER or BEFORE a meeting. Does the angry person need more time with someone on the committee to hear their perspective? What could a 10 minute conversation mean for that person? Sometimes following up with someone to make space for them to share more (and less public facing) can lead to productive conversation that the meeting's formality couldn't allow for. And it could mean more productive future meetings with this person. There is power in listening!

Foundational Skill 6:

Planning Time 4:1



More than half of the battle of good meetings is the planning work that goes into your meeting. Whenever you see “good facilitation” it’s because someone has spend A LOT of time thinking through how the session will, could, might, hopefully won’t and possibly could run. And they have back-up plans and ideas for how to deal with the ‘most likely’ and the “what if” scenarios. If you can’t do 4:1 in your planning to delivery time - try for at least 2:1 or 1:1...[The average new teacher spends 4 hours preparing for every 1 hour class they teach - I use these statistic to each Facilitators earlier in their careers to plan on at least 2:1 planning to facilitation delivery ratios].

Specific Tools to Use (things to bring with you to meetings)

- Consider using Flip Chart Paper at the front of the room for visual cues
- Consider larger sharpie markers that the back of the room can read on the flip chart paper
- Consider bells or chimes to grab attention and move from speaker to speaker or create rituals between “resolutions being passed” (ex: once it passes ring the bell)
- Consider timed timer clocks
- Consider guidelines laminated cards to hand out each meeting
- It means travelling with gear to your meetings - but well worth it!

Foundational Skill 7: Manage Time

Use a clock

Use a counter

Explain how the timing will work

“30 seconds” on the yellow card, then “TIME” in red. Then RING a bell to move to the next speaker

With community meetings for hot topics where a lot of voices want to share their POV, consider reducing 2 minutes to 1 minute so more people can speak etc.

Foundational Skill 8:



Active Listening Skill of “Tracking”

When a conversation / discussion is happening but it seems to be off topic, or there are too many topics going on at once. Use tracking to organize / create order where there wasn't any order.

“I’m having trouble tracking the conversation right now. Let me see if I’m getting this right - it sounds like folks want to talk about the budget, the timeline and staff resources. Am I missing anything?”

And in Community Board context you might be trying figure out how to bring the conversation back to the motion or the topic on the agenda. You could use tracking to help you get back on track.

“I’m having trouble tracking the conversation and how it directly relates to the agenda item / motion we are discussing. The themes of x and y are relevant but right now, a and b are not because they don’t related to this agenda item. So for now, lets focus on x and y, and then move to the next agenda item where a and b are relevant.”

HOT TOPICS IN CB3 FACILITATION:

Top Challenges and situations
Chairs + Members want some
coaching on

Your Topics



- Roles + Responsibilities
- Meeting flow and structure
- Prioritization
- Creating clarity around next steps
- Transitioning between agenda items
- How to deal with contentious speakers
- How do we deal with members debating procedures when that's not relevant for the community?
- How do chairs end/close out when a discussion has gone off topic?
- Best practices for dealing with conflict and disagreement?
- How do we keep Racial equity in mind?
- How do we ensure we are making space for underrepresented people in CB3?
- In-person and / vs Virtual meeting behavior - what's ok and what's not?

Re-set + Review Guidelines for Participation and HOW to facilitate within these guides

Review + Reset on Guidelines



The Exec Board is taking this back to update/ iterate + re-implement

Chair Meeting Outline

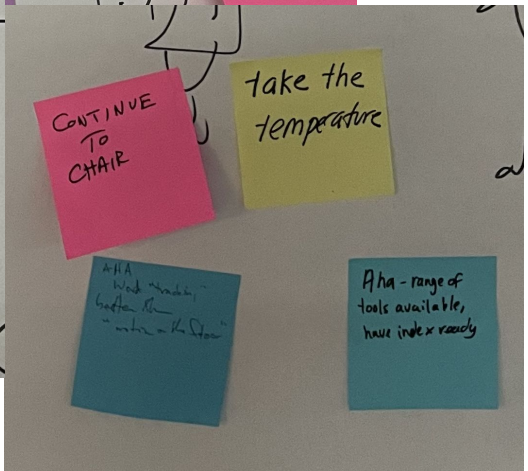
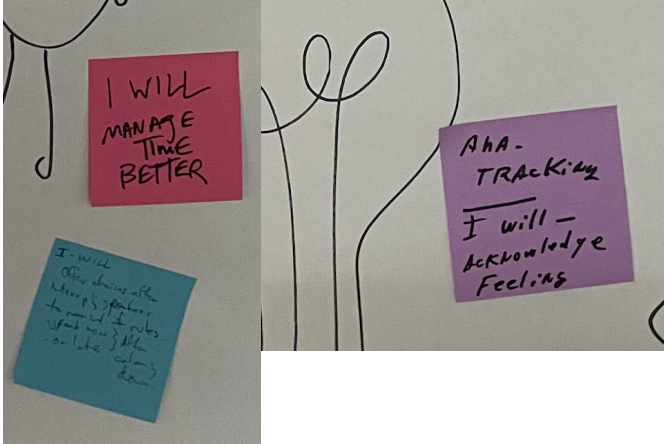
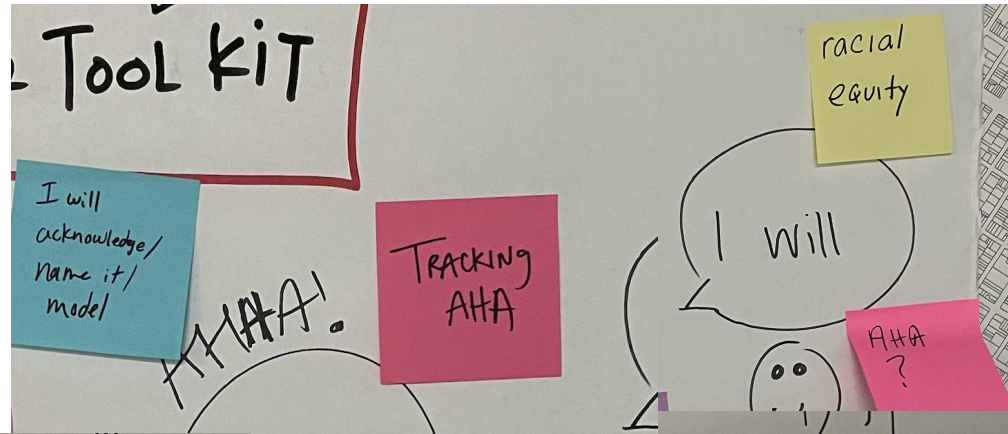
Guide to Public Participation

General Guidance + Best Practices for Virtual Meetings

Zoom Guide for Community Board Meeting Participants

Wrap-Up + Follow-Up

Here are the Ah-has + I Wills



Thank you!

Follow-up support needed?
Reach out to Hannah Dubin

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