



# The PMO as Facilitator

---

Ranjit Sidhu

 01276 34480

 [ranjit@changequest.co.uk](mailto:ranjit@changequest.co.uk)

 [www.changequest.co.uk](http://www.changequest.co.uk)

 ChangeQuest

 @ChangeQuestLtd | @ranjit\_sidhu

# Agenda

- Key concepts

Process Iceberg framework, some techniques

- Activity

Plan your workshop

- Present your plans

# Task vs Process

**TASK =  
What we do**



**PROCESS =  
How we do it**

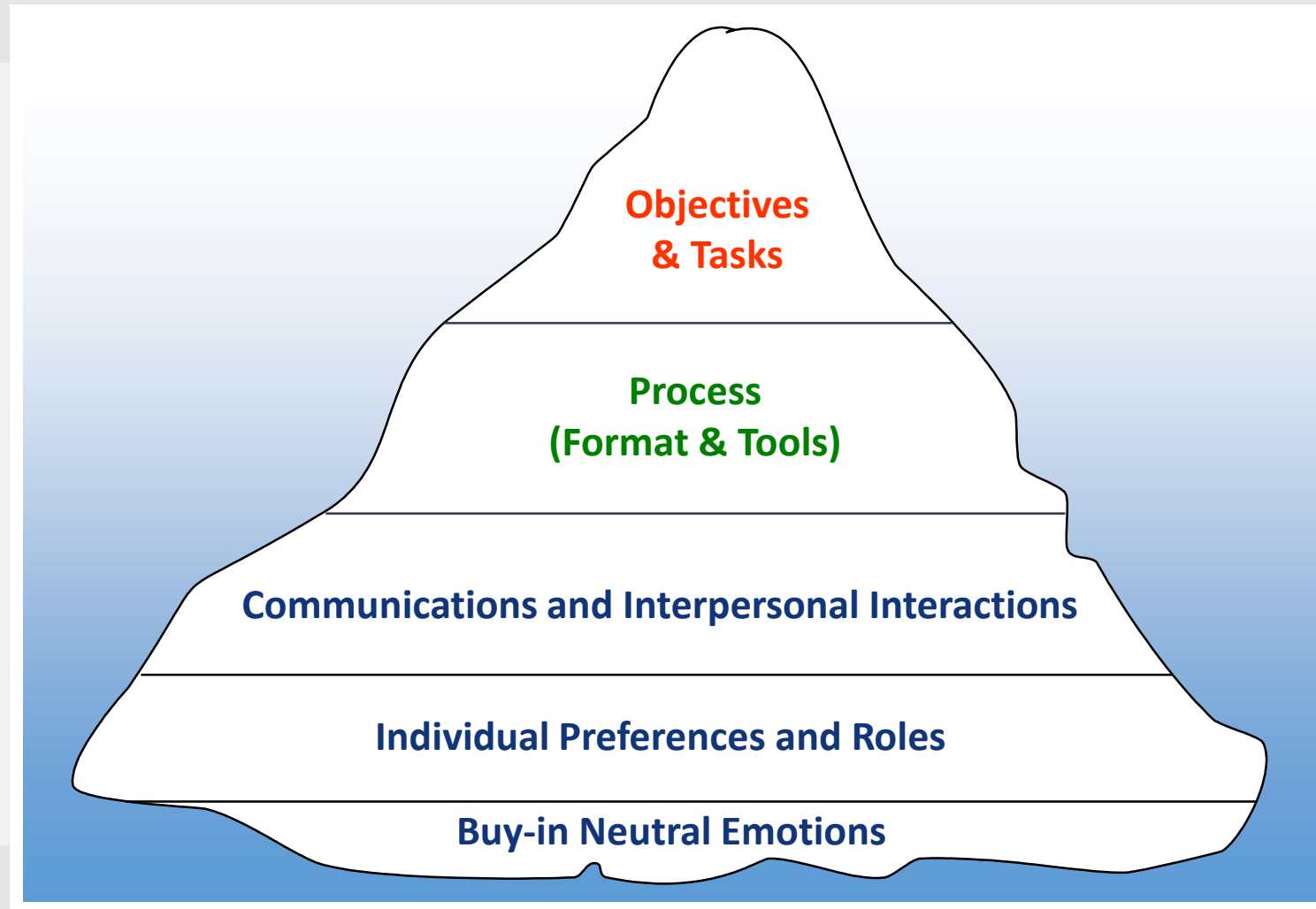
# Task vs Process

In manufacturing, focus is on effective **Process**

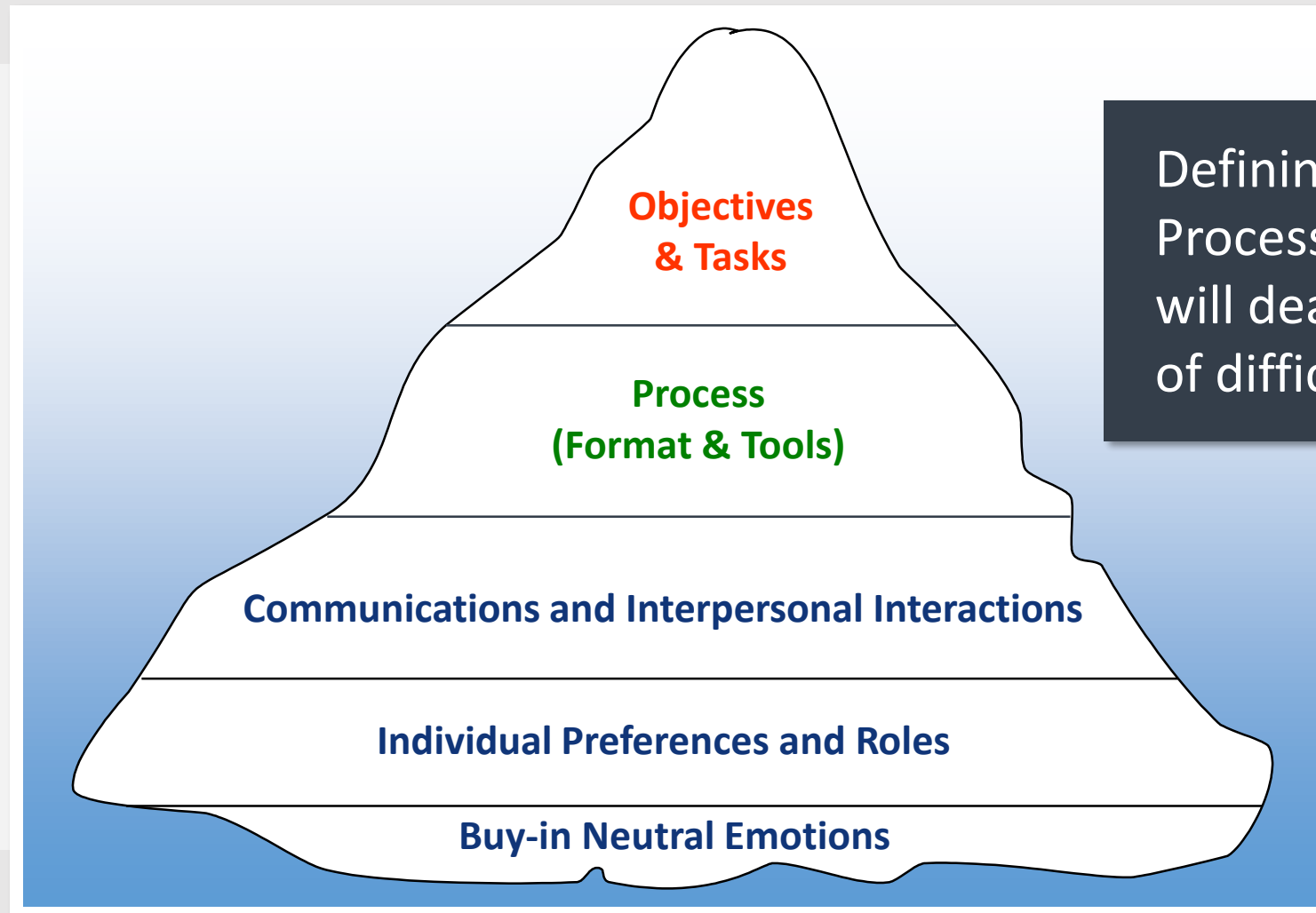
Managers in management meetings, focus more on **Task**

Facilitation adds **Process** to meetings

# Process Iceberg<sup>®</sup> Meeting Model



# Process Iceberg<sup>®</sup> Meeting Model



Defining Objective, Process and Format will deal with **80%** of difficulties

# Degree of uncertainty of the task

**Certainty** Question / problem is clear  
Answer is easily obtained from  
the people in the group

$$T = T$$

**Complexity** Problem is relatively clear  
but the solution has to be  
developed

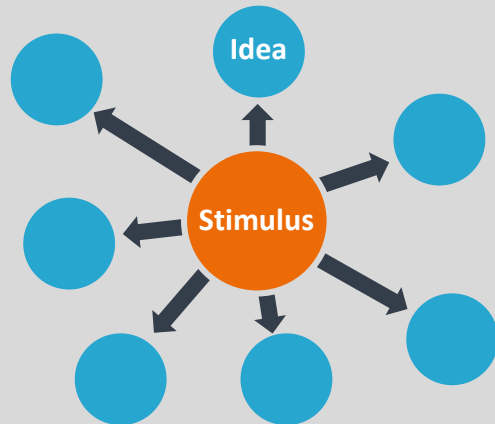
$$T = T \times 2\frac{1}{2}$$

**Uncertainty** Nature of the problem/issue is  
unclear and has to be defined  
and clarified. Only then can a  
solution be explored

$$T = T \times 4\frac{1}{2}$$

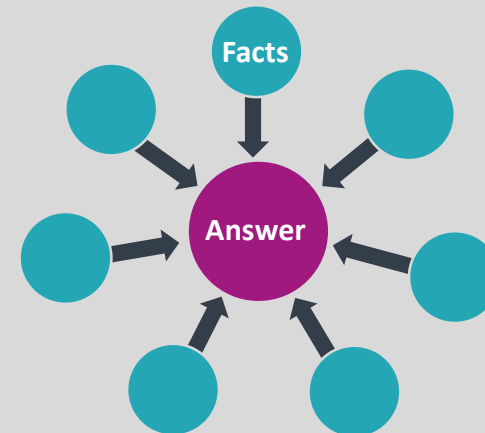
# Process and techniques

**Divergent**



Creative, illogical  
Generating ideas

**Convergent**



Logical, rational,  
reasoned, deductive



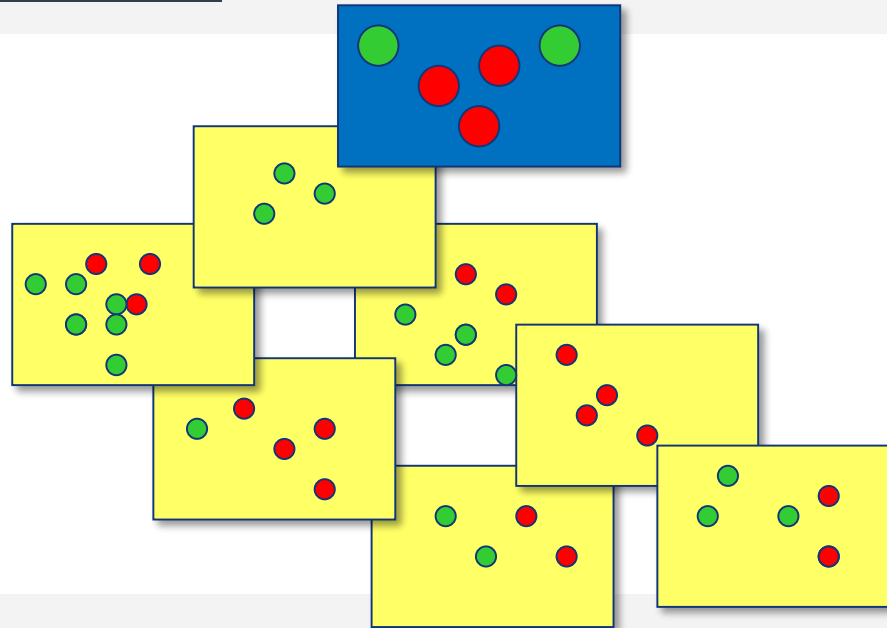
# Process and techniques

Techniques	Situations	Key Words
<b>Brain Dumping</b>	To draw out information that is known. <i>“There are a number of factors/issues which we need to explore”</i>	<i>Issues</i> <i>Factors</i> <b>Identify</b> factors <i>Ideas</i> <i>Thoughts</i>
<b>Brain Storming</b>	Used for any kind of ‘free-wheel’ idea generation. <i>Innovation</i> <i>Creativity</i> <i>No Boundaries</i> <b>Use stimulus (e.g. Photos, artefacts)</b>	<i>“We need a Fresh look at this”</i>  <i>“I think we have to look at this from a completely different angle”</i>

# Process and techniques

## Voting with dots

Provides 'at a glance' consensus



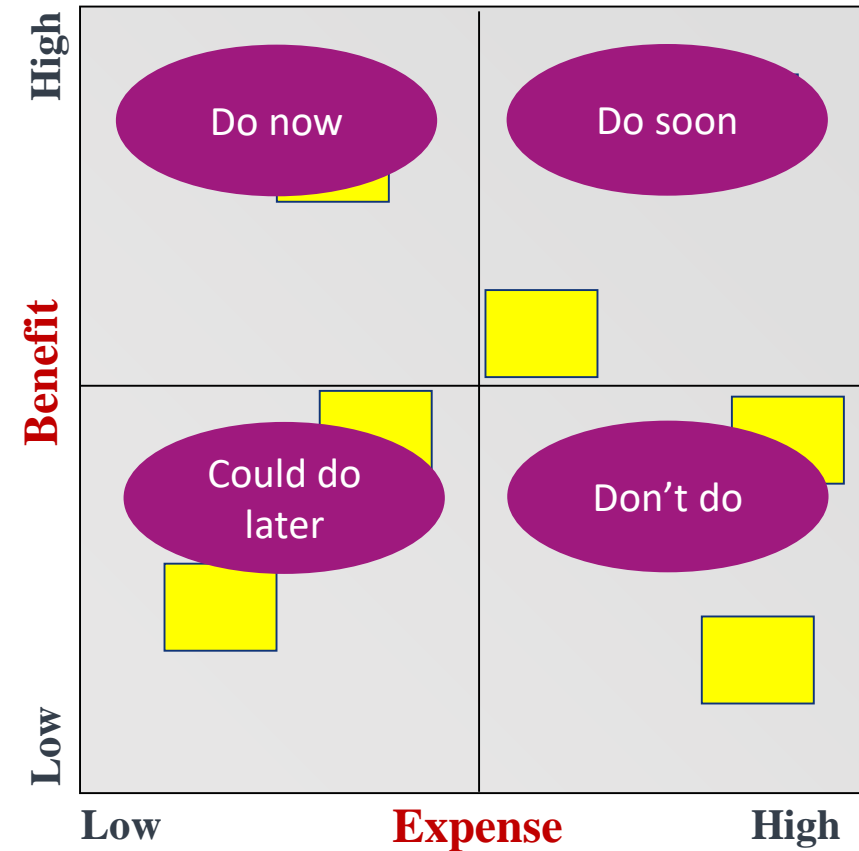
# Process and techniques

## Matrix chart

Which TV to buy						
Criteria (Rating out of 10, 1 = poor, 10 = brilliant)						
	Picture quality	Sound	Connectivity	Internet / SMART	Value for money	Total
Samsung	7	7	8	9	8	39
Panasonic	8	8	8	10	8	42
Sony	10	10	10	10	7	47
LG	6	6	8	9	6	35

# Process and techniques

## Boston matrix



# Smoothen communication



# Planning your facilitation event

**What**

**How**

**When**

**Who**

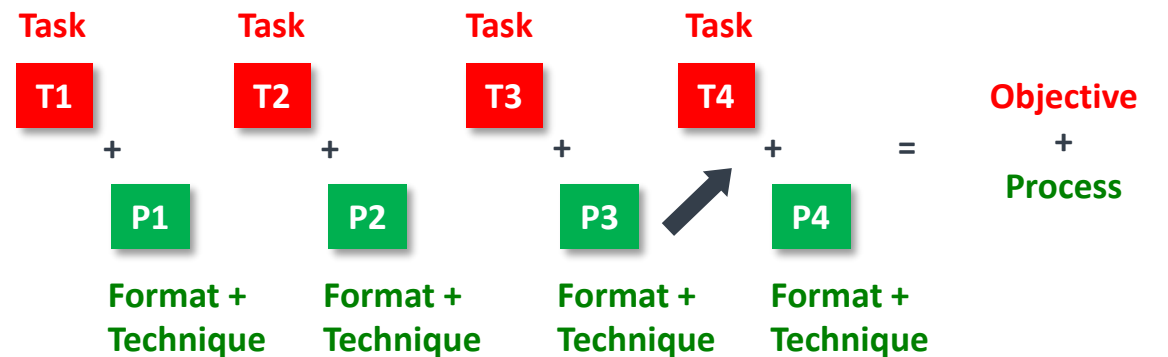
**What-if**



# Planning your facilitation event

1. Clarify the objective – the main Task
2. Break this down into sub-tasks
3. Consider degree of uncertainty of tasks
4. Choose appropriate process and format for each task
5. Consider time required for each sub-task
6. Any preparation work required

This should go into as much depth as possible.



# Planning the agenda



Objectives	Tasks	Degree of Uncertainty	Process (Format & Tool)	Time	Preparation
<p>The objectives – that is what is the <b>purpose</b> of the meeting.</p> <p>This will in turn cause them to realise the <b>degree of uncertainty</b> raised by the objective</p>	<p>The <b>sub-tasks</b> ensure that all aspects of the objective get explored.</p> <p>The degree of uncertainty will determine the degree to which the objective is broken down into sub-tasks.</p>	<p>The <b>level of uncertainty</b> can then be defined and this will help people to recognise <b>how difficult</b> the task is going to be.</p>	<p>Each sub-task may require a different <b>format</b>.</p> <p>The format chosen will depend on:</p> <ul style="list-style-type: none"> <li>number of participants</li> <li>level of process awareness</li> <li>degree of uncertainty</li> <li>the time available.</li> </ul>	<p><b>Time</b> needed for each Stage in the Process so that there is an accurate picture of the total time needed.</p>	<p>Finally there may be a need and a benefit that can be gained by undertaking some <b>preparation</b>.</p> <p>This should be identified and individuals tasked with doing it.</p>



# Planning for *your event*

- Room size** 1.5 times the number of people
- Walls** No obstructions or pictures on the wall
- Table** Moveable and can be split into sub tables
- Flip charts** Flip charts
- Kit bag** Post-its, pens, paper, camera etc.

# Activity

🕒 30 minutes

**In your groups select an example workshop scenario to work with and plan the agenda for this workshop**

Possible workshops:

Planning and estimating

Requirements gathering

Lessons learned

Stakeholder identification

Risk identification

# Your key takeaways



**Start doing**

**Keep doing**

**Stop doing**

# About ChangeQuest

Helping you and your organisation learn and grow

Your development needs are at the heart of everything we do

We offer accredited and bespoke training and coaching in

Change management

Project management

People skills

Enabling you and your organisation to manage people, projects and change more effectively and with less stress.



# Thank you



You will find more articles on our blog at [www.changequest.co.uk](http://www.changequest.co.uk) and you can keep up to date with the latest tips and resources by following us on LinkedIn and Twitter.



ChangeQuest



@ChangeQuestLtd



+44 (0)1276 34480



[ranjit@changequest.co.uk](mailto:ranjit@changequest.co.uk)



[www.changequest.co.uk](http://www.changequest.co.uk)