

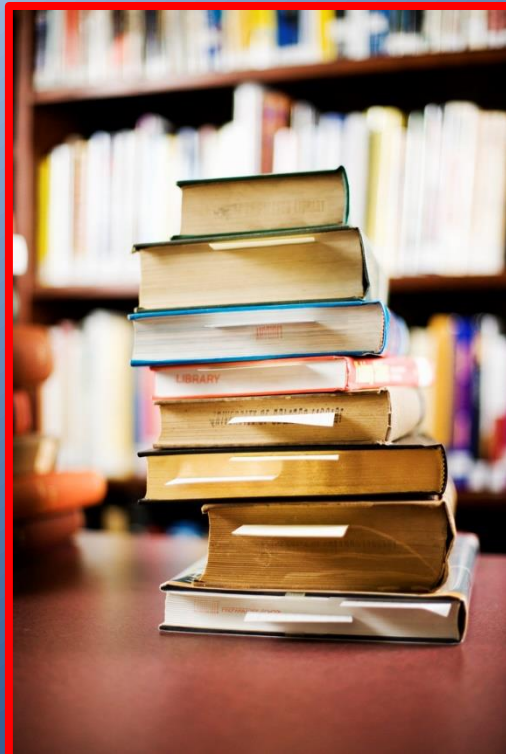
Beyond Anecdote: Proving the Effectiveness of Facilitative Leadership Education

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- Anecdotal knowledge
- Research backing anecdotal knowledge
- Studies testing the value of facilitation
- Further studies to test the value of facilitation



Theory Behind Facilitative Training in Leadership



- Leadership skills are interpersonal and interactive
- Practice creates deep learning
- Facilitation makes executive trainees practice and rely on their own skills
- Trainees can then teach those they lead the same way: by motivating collaborative energy

Tricks of Creating a Facilitative Classroom



To create a community of leaders:

- Build a safe, supportive, engaging environment
- Model leadership
- Act with honesty and genuine care
- Show the value of values
- The centrality of trustworthiness
- Provide experiential ethical education:
- All activities and decisions demonstrate character

Psychological Aspects of Facilitative Training



To establish responsible, inclusive partnerships:

- Select exercises fitting the group's stage of development
- Respect self and others
- Support everyone equally
- Be reliable



To establish responsible, inclusive partnerships:

- Trainees witness you practicing, then themselves practice:
- Listening carefully
- Restating accurately
- Accommodating different viewpoints within a group agenda



Teaching Leadership through Relationship



- First, create a learning community that's safe, supportive, and engaging
- Then, provide immediate experience leading



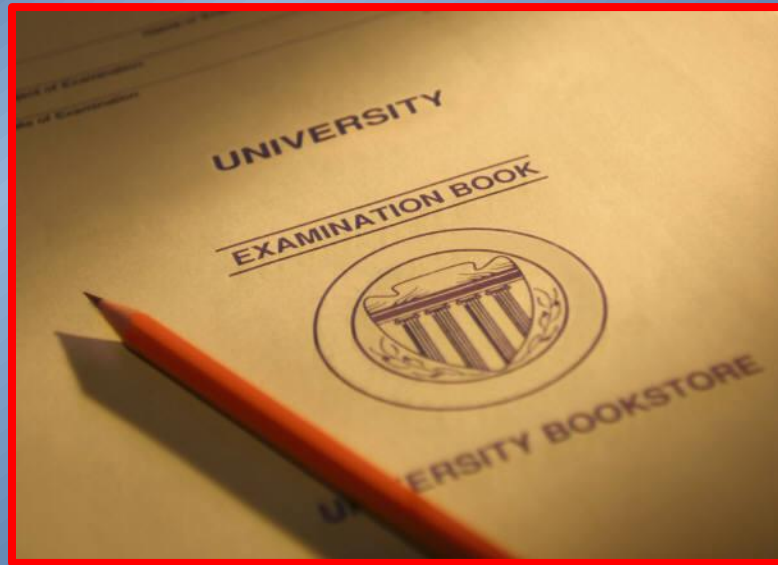
The Proof Is in the Pudding



Quantitative and qualitative evidence shows that facilitative training in leadership appears to have transformed criminal justice officers' skills, thinking, and behavior in professional and personal settings.



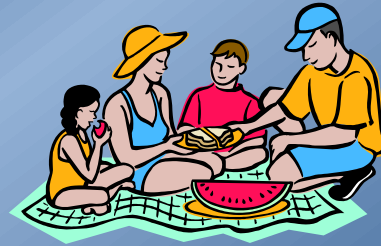
How Do We Know It Worked?



Surveys:

- In-class: 100% of enrolled students
- Follow-up: 84% of undergraduate alums; 95% of graduate alums
- Over 30% of Supervisors





Supervisor Quotes:

- ..engaging more with others in developing resolutions to work related matters and...defusing conflicts
- Ability to identify and utilize staff weaknesses and strengths
- When necessary to be an effective manager vs. an effective leader
- Conflict resolution, working with groups, dealing with difficult employees, innovative ideas

Alum Quotes:

- I paid you money to teach me....
- We learned to consider different lenses with which to evaluate different situations....
- Inviting and informal
- Not a one-size-fits-all approach

Alums and Supervisors Report:

- Programs polished and practiced leadership
 - confidence in decision making
 - moral dilemmas
 - problem solving strategies
 - institutional culture, politics and values
 - teamwork
 - task delegation
 - time management
 - relationships with colleagues

How Did It Work?



- Acknowledge and explore resistance, without shaming
- Support trainees' specific motivations:
 - Be sensitive to personal and institutional pressures, and accommodate those demands
 - Elicit and follow a participant-driven agenda
 - Stimulate honest debate and self-reflection

How Can It Work In Business,
and
How Can We Know If It's Working?



- Leading and learning styles vary among companies and evolve within a single company
- Most corporations value individual drive over group cohesion
- Acknowledge, then reorient ingrained corporate habits to serve the group

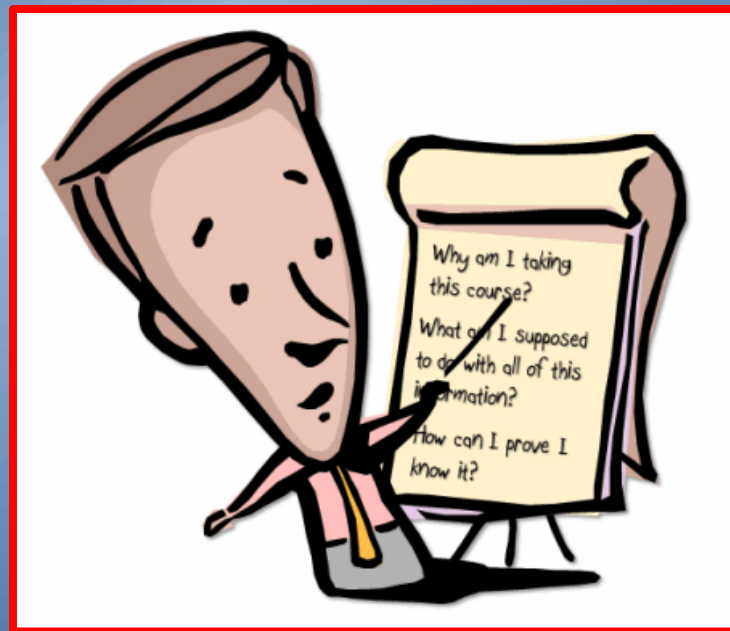
- Tailor training creatively, consciously and collectively
- Use private-sector informal measurements-
 - surveys, complaints, personnel records, reviews, sales--to test effectiveness



- Trainees in business won't have the same sources of resistance as public sector personnel
- Power of facilitative training of leaders comes from how sensitive it is to the ethos of a group....and how flexibly it accommodates it
- Facilitator and participants comprehend and creatively confront trainee's specific organizational culture

- No confirming or disconfirming quantitative research has been done into the value of facilitative leadership training in the business world
- Without any formal instruments, businesses have may of quantitative and qualitative measure to judge the success of facilitative education of leadership skills

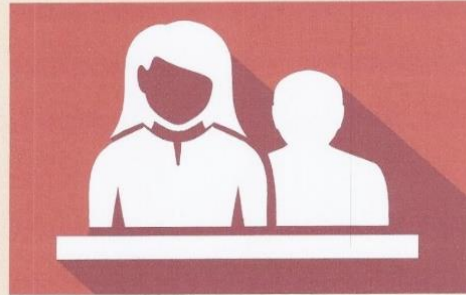
Summary



- We know anecdotally that facilitation builds great leaders
- Cumulative, longitudinal and multi-population statistical data prove that:
- Learner-driven interactive group facilitation
- makes trainees witness, judge, and repeatedly practice leadership qualities
- Private-sector instruments can prove it, too

Questions?





Learning for Leadership

A Facilitative Approach for Training Leaders



Yael Hellman Ed.D

