

Transcript for Facilitative Leadership

1. Hi my name is Karen Gaines. I am the Project Director of the Teaching for PROWESS project. This video is intended to provide insights into what facilitative leadership is and how it will assist your department or team through the transformation process. I would like to acknowledge that these materials are a modification of the work of the PULSE project.
2. This is a roadmap that shows the steps that will guide your team through the transformation process. You have completed the Collaboration step with the tennis ball juggling activity as well as a Step 2 which included a Pre-survey on Beliefs and the Empowering Teams video. We are now on step 4 – Facilitative Leadership. Soon you will begin the hard work – the process – of reflecting on your departments current state with the help of the Vision and Transformation Rubric followed by identifying your department’s shared vision and your action plans for reaching your goals. Facilitative leadership is a key component of your work in reaching your goals.
3. The goal of this video is to examine what it takes to have facilitative leadership that leads to open communication. In the figure, you can see that there are many components with this process.
4. Here are the specific learning outcomes anticipated from this video. Notice that these are measurable verbs for each one.
5. How will facilitative leadership help your department achieve a shared vision? To achieve a shared vision, the team must learn together – recall concepts from “Empowering Teams” content
 - o Team learning happens when the members share the same vision. As was true with the Tennis Ball Juggling activity
 - The thinking that takes place during team learning is insightful and based on team synergy—the entire team shares in the evolution of the thinking.
 - Communication is constructive and leads to dialogue and collaboration.
 - Leadership is:
 - o Facilitative—leaders maintain open communication and dialogue.
 - o Shared—many engage in leadership as their areas of interest and expertise are called upon.
6. It is important to learn essential skills to help the team achieve outcomes. This was mentioned at the end of the Empowering Team video. In this video we are going to look at developing these skills.

Ordinarily this is done through activities and discussions with your department or team. I encourage you to pause the video when indicated and think for a few moments how you would answer questions posed. Your department or team may wish to bring some of these questions up in a meeting before you proceed to the activity steps of the Roadmap or to have people place their answers on a Google Jamboard or other virtual shared space.

7. There are different definitions of leadership/leader and thus different qualities may come to mind. Pause and think about how you would answer this question. One thing is common, a leader leads others to a better future. A leader ensures that everyone is included in the process.
8. Read through the assumptions on the left with the contrasting “inclusive mindset” on the right. Many people have certain assumptions or stereotypes that need to be changed about leadership and who can be a leader.
An “Inclusive Mindset” includes the following concepts:
 - o Everyone can lead by learning how to create synergy and by supporting growth in others.
 - o Very few leaders have charisma of the sort that is often displayed in the media and popularized in fiction.
 - o The most important thing to realize is that leaders must learn and grow all the time in order to:
 - o Be successful on an ongoing basis.
 - o Model the way for others.
 - o Create a productive environment for team learning.
9. In team learning, leadership is important, particularly facilitative leadership. What do we mean by facilitative leadership? Facilitative leaders facilitate the development of all the specific outcomes listed here
10. In the previous video, the dictionary definition of synergy was shared. How do you define synergy – pause the video and think about your definition, if you team has chosen to use a Jamboard or other recording document, place your comments in it. It is important to remember that synergy is the “bottom line” that is sought by the facilitative leader and is essential to the success of the current effort.
11. Now that you have revisited the idea of what synergy is, let’s look at why it is so important.
 - o A synergistic team outperforms any of its members. This is because of the rapid building of ideas and commitment created by the synergistic team as it interacts.
 - o A top-performing individual needs to be rewarded for sharing in the leadership and performance of the team rather than for functioning independently. An individual who is accustomed to receiving plaudits for individual performance can find this difficult to accept, and it can be difficult for a team to accept such an individual if they view that person as conceited or “stand-offish.”
 - o Because many college instructional personnel are accustomed to working independently, the work team may need to focus on building productive interaction in order to disagree wisely and manage creative tension. This may be one of the greatest challenges that the mathematics education change effort encounters on your campus.

12. Not everyone is coming to a conversation or problem from the same place or approach
Our background, ethnicity, anxiety levels, role in the department, rank, personality, training, etc impact the way in which we work and respond to situations
For example: If we are typically an organized person, how do we understand and work with a person that is more often spontaneous?
Building synergy requires us to be flexible with our thinking and inclusive of other perspectives to think differently with others, resulting in new ways to solve a problem
Flexing opens oneself to think in a different way. This can be a hard process.
We tend to operate more often in a particular mode so we need to be flexible to be open to diverse personalities and views.
The most important outcome from this video is for team members to commit to being flexible with each other and inclusive of contrasting ideas in areas of greatest differences between people.
13. Through synergy we learn to empower people.
Many people are “fuzzy” about the meaning of “empowerment.” Empowerment is the process of enabling individuals to adopt new behaviors that further their individual aspirations and those of their organizations. Notice how this is a Win-Win; both the individual and the organization win.
The ideal situation for team learning and making change is for participants to both be empowered individually and be committed to strong teamwork.
14. In the best situation, the empowered team member derives their power and authority from the synergistic, empowered team.
If the team as a whole is not empowered, some members may resent a team member who acts empowered because the members may wonder where the authority comes from to act that way.
Think about how this fits in the context of departmental change
15. Bridging the gap” is an essential concept and is the responsibility of those involved in team learning and change.
Communication skills and emotional intelligence make it possible to bridge the gap and be flexible with others.
An essential part of emotional intelligence is to want to help others develop and express their thinking.
16. Let’s recap. We have looked at the first 6. Through shared leadership, shared vision, synergy, and empowerment – team learning occurs and the group shares ownership of the results. We will now focus on communication (specifically listening with empathy and close things out with collaboration.
17. Listening with empathy is not something you can just be told about. It is best to have role-playing activities where it is practiced in order to develop the skills. If this

is not possible, it is recommended that you watch videos of social workers or therapists engaged in empathic listening.

18. Hopefully you were able to either do some role playing or to observe some role playing videos. What were your observations?
19. Listening with empathy is one of the most important skills a leader can have because it creates trust and understanding.
 - o Paraphrasing is one of the most powerful communication tools, yet we do not use it nearly often enough. When you paraphrase, you give yourself an opportunity to find out if you understand, and you demonstrate to the speaker that you care enough about what is being said to want to understand.
 - o Pausing can be effective if emotion needs to be managed or time is needed for reflection. There is no need for someone to be talking every second.
 - o To develop the other person and share leadership, allow them to own the solution when possible. This makes them feel more responsible for their own success and engages them in finding the right course of action.
 - o Don't forget the final step of summarizing – how many times have you been in a meeting or talked to someone and days later you find out that you have very different perceptions or recollections of what was talked about?
20. This is another great time for a team or small group discussion. Not only are you more active in the learning, but it is also a chance to practice empathic listening while actually talking about it! If that is not possible, here are a few answers that you may have come up with:
 - o To you—you understand more, create a model for others of listening, demonstrate your social awareness and relationship management, and create the potential for shared leadership.
 - o To others—they believe you care and are interested, express themselves more, move toward understanding, and become more interested in listening to you.
 - o In the situation—tensions and emotions are eased; an opportunity for dialogue, and potentially collaboration, is created; and respect is developed.

In empathic listening, we listen, and don't just hear the voice of others. We listen with the intention to understand. At times, we must be willing to put ourselves in the shoes of those who have been challenged in the past.

21. With constructive dialogue judgment and decisions are suspended so that participants feel more free to share and explore information and ideas. Having dialogue at this level enables the participants to better understand where they agree and disagree, and to bridge gaps between themselves and others in a way that is likely to be mutually beneficial.

One of the most important outcomes is to break ideas and differences of opinion into manageable pieces that can be discussed and explored.

22. A concept that is so important in this idea of collaboration is win-win. You don't want to go into a situation thinking someone is going to win and someone is going to lose. Enter into the situation with the goal of win-win.

We need to think about how we can benefit from relationships and cooperation – always aim for win-win; practice flexing and empathic listening. Win-win promotes mutual benefits in all human interactions.

With faculty we sometimes consider our course assignments as our 'own'. Teaching can be viewed as being in a silo whereby little cooperation is needed to improve your course. But through collaboration you and your colleagues have an opportunity for a win-win situation when you have discussions about your department and how you operate that will lead to transformations that ultimately will benefit the students.

23. Facilitative leaders manage contrasting perspectives to help reduce workplace conflict and foster more productive professional relationships between employees. The goal is win-win.

Facilitative leaders align every team member's contributions and ideas to empower teams to achieve common goals more easily. Inclusive processes are used to support each employee's contribution and may help minimize potential conflicts.

24. People transform when the pain of staying the same is greater than the pain of change.

Transformation is hard, but staying the same can be harder.

I hope that the ideas presented in Empowering Teams and in this video Facilitative Leadership have provided insights into effective teamwork that you will use in the last three steps on your roadmap – reflecting using the Vision and Transformation Tool followed by visioning and finally creating an action plan.