



October 2007

FoCuSeD™ - The Premier class
for training Facilitators by Gary Rush.

The FoCuSeD™ Facilitator Academy

In 1978, JAD was created. In 1985, Gary created FAST. Until now, facilitation techniques have been either about structure or groups dynamics. In 2007, Gary created FoCuSeD™ – a revolution in facilitation – a revolution from FAST. With FoCuSeD™, you get JAD, FAST, and more, bringing a holistic approach to structured facilitation – the first *Holistic Facilitation Technique*. (See page 3 for class description and our website for class agenda.) Our next public class date is:

December 3 – 7, 2007 (in Chicago)

2008 Public Class Dates are published on our website (see Public Class Info).

Approaching Soon... Register Now...

The MGR Consulting FoCuSeD™ Advanced Class – November 13 – 14, 2007

This 2-day highly interactive class introduces *The FoCuSeD™ Facilitator Guide* as well as provides new tools for the experienced Facilitator. You will also learn and practice how to integrate the emotional process with the process to build a product – the essence of FoCuSeD™. (See page 3 for class abstract and our website for class agenda.)

Should a Project Manager BE a Facilitator?

Coming from an IT background, I learned that Project Managers managed content. Therefore, a Project Manager could not be a Facilitator – it violated neutrality. But, with the growth of Project Management, thanks to the Project Management Institute (PMI), and the growth of Project Management Offices (PMOs), that has changed my view.

PMI publishes a handbook for Project Managers – the Project Management Body of Knowledge (PMBok). It describes project management independently of what type of project is being managed and independent of what type of business the project is for. In other words, project management is project management – whether it's for IT, construction, marketing, or whatever.

I watched a company implement a PMO in which the Project Managers managed all types of projects, from IT to construction to facility design. These Project Managers were all trained as

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See our updated website.

Read our archived newsletters for a glimpse into our philosophy and abilities.

Join our Group Facilitation Forum.*

This interactive Forum enables members to post ideas, questions, and comments.

*Alumni have a place to pick Gary's brain.

Thank you to Professional Misfits for developing the website and forum.

Should a Project Manager BE a Facilitator?, continued

Facilitators. So, why can't a Project Manager BE a Facilitator?

Facilitator

The Facilitator *defines* a process for a group of people that enables them to accomplish a task. The Facilitator then *guides* the group through the process to accomplish their task. Effective Facilitators are able to guide the group through its stages of development managing the emotional growth. All Facilitators must be content neutral – that is, they must not engage in or bring in information or opinions regarding the subject matter or business being discussed. They do however, through preparation, provide effective processes for a group to follow. The effective processes brought by the Facilitator focus the content knowledge brought by the group, enabling effective decision-making. Facilitators are process experts.

Project Manager

According to the PMBoK, "*Project management is accomplished through the application and integration of the project management processes of initiating, planning, executing, monitoring and controlling, and closing. The Project Manager is the person responsible for accomplishing the project objectives. Managing a project includes:*

- *Identifying requirements.*
- *Establishing clear and achievable objectives.*
- *Balancing competing demands for quality, scope, time, and cost.*
- *Adapting the specification, plans, and approaches to the different concerns and expectations of stakeholders."*

Looking at the definition from the PMBoK above, the Project Manager is an expert on the process of Project Management. It doesn't state that they are content experts.

Rethinking the Role

Given the role-descriptions above, we need to rethink the traditional view of the role of the Project

Manager. Project Managers are process experts – expert in the project management process. Facilitators are process experts – experts in the Facilitation process. Both are more knowledgeable about process than about content. How many Project Managers know as much about a particular business as their clients do? If project management is project management regardless of the type of project, why do we ask Project Managers to know about content? Project Managers are only successful if they are able to form their teams and get them to accomplish their task – just as a Facilitator.

Project Managers in the 21st Century

Since companies first started using Information Technology, they insisted that Project Managers know business content. That isn't true anymore. Project Managers should remain content neutral. By remaining neutral, they:

- Find the appropriate clients who know the business content – this provides more effective information.
- Focus on process and don't influence content directions – this provides higher quality outcome.

Project Managers should facilitate the development of project plans, the identification of requirements, the establishment of objectives, and every other aspect of a project. In the implementation of the PMO mentioned earlier, all Project Managers were trained as Facilitators. **Why not?** Properly facilitated projects using the proper process produces better results that have the support of all stakeholders and have the greatest chance of success.


Benefits

By training Project Managers to be Facilitators and define their role as a Project Manager/ Facilitator, we gain the following benefits:

- Project Managers learn skills to bring groups


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Should a Project Manager BE a Facilitator?, continued

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| <p>together to develop consensus and support.</p> <ul style="list-style-type: none"> • Project Managers focus on the right processes to: <ul style="list-style-type: none"> ○ Identify requirements of the client. ○ Establish clear and achievable objectives for the project. ○ Balance competing demands for quality, scope, time, and cost by involving the | <p>appropriate parties.</p> <ul style="list-style-type: none"> ○ Inclusively adapt the specification, plans, and approaches to the different concerns and expectations of stakeholders. <p>Conclusion</p> <p>A Project Manager should be a Facilitator. </p> |
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“Be a Leader – Great Leaders are Facilitators.”

The FoCuSeD™ Facilitator Academy

Class Description This premier 5-day highly interactive class is the most complete and comprehensive facilitation class available for training **Facilitators** – it helps build your skills and confidence. Gary believes that theory is needed and teaches it to provide a background. He teaches specific "how to", he provides detailed facilitator and process tools, and as a CPF Assessor, he covers the *IAF Facilitator Competencies* and what students need to do to achieve them. To be an effective Facilitator you learn by doing. In his class, students practice 40% of the class time and receive comprehensive assessments along with recorded sessions. See our website for Class Abstract and Class Agenda. Attending *The FoCuSeD™ Facilitator Academy* confers 40 PDU's for Project Management Professionals. 

The MGR Consulting FoCuSeD™ Advanced Class – November 13 – 14, 2007

Audience:

- Alumni of *FAST* – by Gary Rush – from 1985 through October 2007.
- IAF CPFs as of October 2007.

MGR Consulting reserves the right to accept or refuse any student.

Location: Chicago, IL

Class Abstract: This 2-day highly interactive class introduces “*The FoCuSeD™ Facilitator Guide*” as well as provides new tools for the experienced Facilitator. You will also learn and practice how to integrate the emotional group process with the process to build a product – the essence of *FoCuSeD™*.

Objectives: The objectives of the class are:

- To get *FoCuSeD™*.
- To gain at least one new effective tool.
- To broaden your facilitation skills and knowledge.
- To share ideas and learn from others.

The MGR Consulting *FoCuSeD*[™] Advanced Class – November 13 – 14, 2007

Materials: Each attendee receives:

- *The FoCuSeD*[™] *Facilitator Guide*, by Gary Rush
- Class handouts with agenda and exercises.
- Class certificate.

PMI Attending **The MGR Consulting *FoCuSeD*[™] Advanced Class** confers 16 PDU's for Project Management Professionals.

Our Portfolio of Courses



MGR Consulting offers the following courses:

- *The FoCuSeD*[™] *Facilitator Academy*
- The MGR Consulting *FoCuSeD*[™] Advanced Class
- Business Presentation Skills
- Collaborative Leadership
- Data Modeling Made Easy
- Diversity – How Business Succeeds
- Productive Meetings
- Strategic Planning & Organizational Design
- Team Building Seminar
- Collaborative Leadership for Young Leaders

See our web site –
www.mgrconsulting.com

For additional Information on:

- “It’s Time to Get *FoCuSeD*[™]”
- Products and Services offered:
 - Facilitation
 - Strategic Planning
- eNewsletters and Articles written by Gary Rush
- Books and Additional Resources

Contact Gary at
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to:

- Register for Public classes.
- Get Pricing Information.
- Schedule an On-Site class.
- Discuss our products and services or answer any questions you have.

Group Facilitation Forum

- www.mgrconsulting.com/forums/intro/Forum_Info.html