



"The FoCuSeD™ Facilitator"

eNewsletter by Gary Rush, CPF

"Stop looking for solutions – when you're FoCuSeD™, you find them."

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Upcoming Events

IAF Asia Conference
Seoul, South Korea
August 26 – 27, 2010

"A leader is best when people barely know he exists, not so good when people obey and acclaim him, worse when they despise him... but of a good leader who talks little when his work is done, his aim fulfilled, they will say, "We did it ourselves.""

Lao Tzu (father of Taoism)

Facilitation is a Form of Leadership

I spent last week at the *IAF North America Conference* in Chicago. The conference was exciting and provided significant learning experiences as always. I "facilitated" two IAF board meetings and I facilitated the *Wisconsin IIBA Chapters Business Analyst Development Day* event design workshop in a *fishbowl environment* (see our *FoCuSeD™ Blog* for a photo of the session). I put "facilitated" in quotes for the IAF board meetings because as Chair of the IAF I obviously had opinions and could not remain neutral. We accomplished a great deal in both the IAF Board meetings and with the IIBA Chapters from Wisconsin – it was quite a session and people commented on how they appreciated my leadership. That got me thinking about *leadership* and *facilitation* and it inspired me to write this newsletter.

My style of facilitation is a bit more driven than some (so I've been told) and the group always accomplishes a lot. In my facilitated workshops, I don't violate neutrality, but when I lead meetings, I obviously have opinions, yet I run them the same way that I facilitate. I have always taught students that being a Facilitator is being a temporary Leader – you get people to come together as a group and accomplish good work. What groups gain from a Facilitator or a Leader is leadership and that leadership is critical to forming a group and accomplishing good work.

Collaborative Leadership

"**Collaborative leadership is the ability of the whole to work together transcending the sum of the parts.**" (see my *August 2006 FoCuSeD™ eNewsletter*). It's still true but it only happens when the leader is collaborative and uses facilitative skills. So how do we move from an old style *command and control leadership* model to a *collaborative leadership* model?

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The FoCuSeD™ Facilitator Academy – the 1st Holistic Facilitation Technique

Gary Rush's 5-day highly interactive class teaches the "how to" with an understanding of the "why" to perform as an effective Facilitator. It's the most complete, most comprehensive, and most effective facilitation class available, providing detailed training on the concepts of **Holistic Facilitation**. It helps build your skills and confidence. It develops Collaborative Leaders. With *FoCuSeD™* you get JAD, FAST, and more bringing a *Holistic* approach to structured facilitation.
Read more...

The FoCuSeD™ Facilitator Academy

Our next available public class date:

June 14 – 18

2010 Public Class Dates*

February	08 – 12
April	12 – 16
June	14 – 18
August	09 – 13
October	18 – 22
December	06 – 10

*All Public classes are held in Chicago.

*Gary Rush, CPF teaches all of our classes.

Facilitation is a Form of Leadership

The key to being a *Collaborative Leader* is engaging everyone making them feel that they are valued, that whatever decisions are made had their involvement, and that they are part of a greater whole. *Collaborative Leaders* believe that the people we lead are wise when given the opportunity. When setting directions or making decisions in my style of leadership, I:


- **Formulate ideas about the direction or decision.** This is something I don't share with the group. If I did, that would influence the group and they may just acquiesce to my point of view without voicing their own views.
- **Present their views.** I listen to their ideas. I post their ideas on flip charts and frequently summarize what they are saying (Active Listening). This stage I call *Divergence*.
- **Absorb and use their ideas to enrich my thoughts – or change my thoughts.** I'm going through what I call the *Struggle* stage – understanding all of the perspectives. I share my thought process with the group when reflecting their ideas.
- **Reflect on their ideas.** When the ideas have been discussed and it appears that the group is heading towards alignment or consensus, I summarize, adding my thoughts based on what I've heard. This I call *Convergence*. (We don't always reach consensus, although I always gear my workshops to reach consensus, but we reach agreement on enough that we can move forward).

Does it work?

The following conclusions are a result of this style of leadership:

- *Do we give up control?* – **No.** I believe that we have more control. If you define "control" as my way or else, then you will be dismayed. I view control as accomplishing good work with the most support and commitment. By engaging everyone, not only do we develop better ideas, but also support and commitment are vastly increased.
- *Does it take a long time?* – **No.** I've listened to people complain that reaching consensus is more time-consuming than having one person decide. I've read books that say the same thing. This is a narrow view. We accomplish far more in a shorter time using a *collaborative leadership* style than I've ever seen using a *command and control* style. A well-thought out decision with support and commitment requires collaboration and it's well worth it.

In Closing

Using a *collaborative leadership* style is far more effective than any other style of leadership. It requires effective Active Listening and engaging the group. 

My Thought about Project Managers

First of all, let me define some terms (see our February 2006 FoCuSeD™ eNewsletter):

- **"Leader"** – One who guides or inspires others in action or opinion; one that takes the lead in any enterprise or movement; one who is "followed". Leader is a role.
- **"Manager"** – One who supervises or directs others in an enterprise. Everyone from supervisor through president is a "manager." Manager is a job.

Project Managers too often learn how to *manage* projects, e.g., define tasks, manage the budget and time line, assign people, etc., but what is needed are Project Managers who know how to *lead* projects.

Projects are more successful when they have a *Leader* who engages, motivates, and inspires collaboration amongst the project team and stakeholders. Developing a *collaborative leadership* style that accomplishes good work with the most support and commitment is critical.

"Inventories can be managed, but people must be led." H. Ross Perot.

Core Classes

The FoCuSeD™ Facilitator Academy

PMI – R.E.P.
IIBA – E.E.P.

Gary Rush's 5-day highly interactive class teaches the “**how to**” with an understanding of the “why” to perform as an effective Facilitator. It is the most complete, most comprehensive, and most effective facilitation class available, providing detailed training on the concepts of **Holistic Facilitation**. It helps build your skills and confidence. **Read more...**

Until **FoCuSeD™**, facilitation techniques have been either about structure or group dynamics (see “**It's time to get FoCuSeD™**”).

“Best session I've had in 30+ years of classes!”

Michael, Project Manager & Facilitator (The **FoCuSeD™** Facilitator Academy alumnus)

FoCuSeD™ On...

PMI – R.E.P.
IIBA – E.E.P.

Gary Rush's 3-day highly interactive class teaches “how to” successfully use *facilitative skills* and tools necessary to drive the overall business management strategy into the product solutions so needed for business success – achieving support and commitment from their stakeholders. **Read more...**

New Class!

FoCuSeD™ Facilitating Teleconferences

Class Abstract

PMI – R.E.P.

Gary Rush's 1 ½ -day highly interactive class teaches “**how to**” conduct effective and productive teleconferences to collectively achieve a goal or accomplish a task.

Why? We have more and more meetings that are teleconferences or videoconferences. These meetings are the way of the future. Unlike face-to-face meetings, you have to approach teleconferences differently. It requires effective *Facilitative Skills*. **Because** These teleconferences can be very productive, when properly facilitated. **How?** This class gives you effective *facilitative skills* that enable you to conduct highly effective and productive teleconferences enabling you to manage people and conflict – the good, the bad, and the ugly. **Read more...**

About MGR Consulting

IIBA™ Endorsed Education Provider



We have been in business since February 1985 when Gary founded MG Rush Systems, Inc. Gary ceased operations of MG Rush Systems, Inc. in June 2004 to become a restaurateur. In June 2005, after a one-year absence, Gary returned re-instating his company MG Rush Systems, Inc. and changing the name to MGR Consulting, Inc. Millie (M) and Gary (G) Rush are now MGR Consulting.

We are a recognized leader in the field of facilitation, facilitative skills, training, leadership, strategic planning, and data modeling. *Our core classes give you effective leadership, business, and interpersonal skills.*

We are uniquely qualified to assist you in understanding, managing, and implementing facilitated workshops supporting your methodology in your organization. We are experts at engaging participants and guiding them to consensus. We improve client business performance through effective application of exceptional facilitation processes. *Our primary job is to get a group of individuals to form as a team, learn to communicate, and achieve a goal or accomplish a task.*

Our core classes also provide effective "soft" skills – *facilitative skills* to Project Managers, Business Analysts and others who want to become effective collaborative leaders and success-fully improve communication to achieve commitment and support from stakeholders – so needed for business success. *It enhances whatever you do wherever you go in business and in life.*

We are a *PMI Global Registered Education Provider (R.E.P.)* and an *IIBA Endorsed Education Provider (EEP)*. **Read more...**

About Gary Rush, CPF

Gary R. Rush, *IAF Certified Professional Facilitator (CPF)*, Founder and President of *MGR Consulting* attended the U.S. Naval Academy. He has managed projects since 1980, been facilitating since 1983, and training since 1985. He improves client business performance through effective application of exceptional facilitation processes. *He is a recognized leader in the field of facilitation, Facilitator / Facilitative Skills training and continues to be the leading edge in the industry by continuing as a practicing Facilitator.*

As a Facilitator, Gary facilitates many types of workshops. He is uniquely qualified to assist you in understanding, managing and implementing facilitated workshops supporting your methodology in your organization. He is an expert at engaging participants and guiding them to consensus. *His primary job is to get a group of individuals to form as a team, learn to communicate, and achieve a goal or accomplish a task.*

As a Trainer, Gary is amongst the most successful and influential Facilitator Trainers in the world. He teaches *The FoCuSeD™ Facilitator Academy* and *FoCuSeD™ On...* He teaches specific "how to"; he provides detailed facilitation and process tools and, as an *IAF CPF Assessor*, he covers the *IAF Facilitator Competencies*. *His alumni are amongst the most successful and influential leaders. They often tell us how much he has changed their lives.*

In 1985, Gary created *FAST*. In 2007, Gary created *FoCuSeD™* - a revolution from *FAST*. *It is the most complete, most comprehensive, and most effective facilitation class available, providing detailed training on the concepts of **Holistic Facilitation**.*

Gary has implemented his facilitation technique in some of the largest companies and government agencies. His clients are many of the Fortune 500 companies. *His facilitation technique is used widely around the world.* **Read more...**

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