

Minnesota Facilitators Network (MFN)



Participatory Strategic Plan.... Draft
2005–2010

prepared August – September, 2005

Participants in the Planning Process

<p>August 18, 2005 Vision 6pm-9pm</p> <ul style="list-style-type: none"> ▪ Peter Fish ▪ David Hulbert ▪ Christy James ▪ Cristine Leavitt ▪ Wayne Lindholm ▪ Olav Maehle ▪ Kathy McGrane ▪ Nancy Miller ▪ Esther Sykora ▪ Mary Stadick ▪ Kimberle Nagle ▪ Judy Sharken Simon 	<p>September 10, 2005 Contradictions/Strategic Directions/ Calendar of First Year 9am-5pm</p> <ul style="list-style-type: none"> ▪ Ross Hammond ▪ Richard Hay ▪ David Hulbert ▪ Linda Johnson ▪ Mary Lange ▪ Cristine Leavitt ▪ Wayne Lindholm ▪ Olav Maehle ▪ Kathy McGrane ▪ Nancy Miller ▪ Wendy Morris
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Both sessions were facilitated by Cheryl Kartes, Kartes & Associates, MFN co-founder and past MFN co-chair and ICA/Technology of Participation® Mentor Trainer

About the Minnesota Facilitators Network (MFN):

The Minnesota Facilitators Network is a non-profit association composed of people focused on facilitation both as a skill and as a profession. It was established in 1994 as a learning organization, a community of practice, providing ready access to programs and resources within a collaborative environment.

The **MISSION** of the Minnesota Facilitators Network is to be a community of practice to explore, deepen and broaden the field of facilitation. The MFN supports the following **VALUES**:

Participation: ..involvement, authenticity, contribution to a greater good

Connection: respect, listening, collaboration

Group Wisdom: diversity, trust, consensus

Action: dialogue, visioning, creation

Release of Group Spirit: having compassion, being fully present, operating from the heart.

MFN's "Wall of Wonder" and this Plan:

All members of the then acting Steering Committee of the MFN needed to resign from active engagement during the summer and/or early fall of 2004, all for legitimate personal and professional priorities. At a meeting October 28, 2004, approximately 15 MFN members met to identify and celebrate the key events and accomplishments of MFN's ten year history and to have a focused conversation about the trends impacting the organization.

An interim steering committee was nominated and elected by unanimous voice vote at the December, 2004 annual meeting of the MFN. At that meeting, it was agreed that the interim steering committee would explore taking MFN forward, along with the possibility of dialogues with closely affiliated organizations, i.e.: the MN Organization Development Network, to explore how we might support each organization more fully in the future. This Participatory Strategic Planning process was undertaken to engage the membership in planning for the future of MFN. A 'clean slate' was the context for moving forward, to allow whatever needed to emerge for MFN's future to arise.

The entire current membership of the MFN was invited to attend these planning sessions. We were pleased to see some new members participate and bring new ideas and energy to identifying a possible future for MFN. We were also pleased to see a range of others participate, with varying numbers of years of past involvement and knowledge of what has worked in the past.

This plan represents the ideas and new energy of the participants listed, plus the input of several who sent email messages with their hopes for the organization, incorporated as fully as possible during the sessions.

Our Invitation to You!

As a participatory organization, we now invite the feedback, input and participation of more of you in the MFN membership to help refine, further define, and take forward the emerging MFN. At our most recent planning session it was agreed that the leadership structure should be based on the direction and needs of the organization and its members as per the plan. We want MFN to better meet your needs as it emerges anew. Please comment on this plan and join us in revealing MFN's future.

FOCUS OF THE PLANNING PROCESS

Collectively we identified the current elements affecting what we needed to plan for and created an overall focus question for the planning activity.

RATIONAL AIMS:

- A statement of what future looks like
- A vibrant / healthy org
- Action plan --> where do we go from here?

EXPERIENTIAL AIMS:

- Satisfying
- Building relationships
- New ideas
- Constructive tension

GEOGRAPHY & TIME FRAME

- 5 - year plan
- Full state of facilitators & western Wisc, N. Iowa, N & S Dak.
- Regional facilitators Conf/network
- Multi-regional group (quality)

SUBJECTS the PLAN MIGHT ADDRESS:

- How are we positioned w/aligned around all groups/ MCQ
- Higher strategy > wholeness
- What direction we want MFN to go
- What is our customer /needs
- What would bring more people to meetings
- What is our fit w/other orgs/What's their problem/challenge?
- Sustainability /leadership/how to sustain
- How to grow leaders
- What is our value proposition? Time / \$ traded
- Why would I want to come to MFN meetings?

PARTICIPANTS of this Planning Process

- All of us here
- Mailing list
- Others who couldn't come tonight
- Others we decide to invite
- Participants from other alliances

STAKEHOLDERS

- MFN Members
- Other related Organizations
- Customers of MFN members
- Prospective/future members & customers
- Greater community

How can we build a sustainable MFN that delivers value and the experience of facilitation to present & future customers through bringing together resources & collaborations over the next five (5) years?

Minnesota Facilitators Network 2005

VISION Chart

August 18, 2005

Session Focus Question “What do we want to see in place by the year 2010?”

MFN Programs & Activities	Organizational Building	Reputation – Professional Field Credibility	Cutting Edge Leading Edge Training	Culture of diversity, Reaching out, more Geographically, Generationally & Steps, Access/ Exp. Mkt.	Idealism – Making a difference
<ul style="list-style-type: none"> -Annual meeting of Best Regional MFN Programs -Activities/Events -Training Sessions -Networking Sessions w/ <ul style="list-style-type: none"> - Members - Business prospective customers for MFN - Related organizations members - Etc 	<ul style="list-style-type: none"> -Corporate or Organizational Members -Seeing Continual growth in membership & participation of members in Events -Dynamic Creative MFN committees -Paid MFN Staff & Bldg. W/meeting space -Specific Leadership Track -Stronger Ling to IAF – Accredited & Standards 	<ul style="list-style-type: none"> -Develop Nationally known experts in Facilitation -MFN Teach College/Univ. Facilitation Classes -Participation in D.D./ business schools -Facilitation the highly sought skill for 231st century -Other Orgs. Seeking MFN facilitator skills set] -Write-ups/PR in major regional publications -Other professional/orgs. Coming to MFN facilitation training events/mtgs -Whole community understand what -Facilitation is Facilitation Recognized globally -Facilitation is broadly recognized as a valuable skill/tool/resource to solve problems or develop0 opportunities -Corporations seeking to hire MFN facilitators -Influence Market Demand – Independent contractors -Consultant Focus (internal & external) 	<ul style="list-style-type: none"> -Knowing the optimal tool/approach for a given situation -Facilitation skills/tools/resources are shared among customers -Have confidence in my facilitation abilities -Experience techniques & best practices working side by side w/the best -Pilot platform opportunities New & Advanced skills- Keep experienced members Raise the bar -Learning along with feedback -Specific Training Track -MFN “the place to go” for leading edge facilitation tools, techniques & facilitators -Repository for training tools 	<ul style="list-style-type: none"> -E-learning environment -Small learning communities in several geographic areas -Collaboration & sharing amongst MFN members -Dynamic Regional MFN Chapters -Thumb nail tutorials on website -Foster other chapter - statewide 	<ul style="list-style-type: none"> -Providing regional Pro-Bono facilitation services -The company/region/world/___ is a better place because of the skills/tools/resources applied to meet goals -Facilitation Heals Red & Blue & Global Society
<p>In the arena of MFN programs & activities, our vision is: to have regularly scheduled meetings & special events, as evidenced by:</p> <ul style="list-style-type: none"> - Organizational Meetings - Membership Events - Special Training Sessions - Annual Meetings 	<p>MFN is a Vital, sustainable Organization</p> <p>As Evidenced by:</p> <ul style="list-style-type: none"> - Strong Ldrship due to a leadership development Strategy - Growing membership - Accreditation Process - Active Committees with strong participation 	<p>In the arena of Professional Credibility and Reputation our vision is:</p> <p>That facilitation is broadly recognized as a valuable skill/tool/resource as evidenced by:</p> <ul style="list-style-type: none"> - Market demand for Fac. Services & Training - Development of nat’lly recognized MFN ----} experts - Increased PR - Integration of facilitation training in 2ndary & post 2ndary education 	<p>In the arena of facilitation training our vision is: Leading edge tools, techniques & practices As evidenced by:</p> <ul style="list-style-type: none"> - Pilot platform opportunities (Showcase new ideas & techniques - Learning Along with feedback - Opportunity to work side-by-side w/veterans - A resource-sharing vehicle (list-serve, library, etc) - Training track for new facilitators - Training track for experienced/advanced facilitators 	<p>In the arena of Reaching Out —Our Vision is create a variety of learning opportunities As evidenced by:</p> <ul style="list-style-type: none"> - Small learning communities across the regional area - Fostering development of statewide sub chapters - E-learning opportunities (website) - Collaboration & sharing amongst MFN members - Thumbnail tutorial on MFN website (website) 	<p>In the arena of Idealism and Making a Difference our vision is: To provide the greater community with facilitation skills, tools & resources to care for the communities needs. As evidenced by:</p> <ul style="list-style-type: none"> - Learning to live with our differences - Building bridges - Healing deep wounds - Collaboration for the common good

Revised Vision Statement:

Our Vision for MFN is identified by Six Theme Arenas for Action:(To be refined, please join us in doing so!)

In the arena of MFN programs & activities, our vision is: to have regularly scheduled meetings & special events, as evidenced by:

- Organizational Meetings
- Membership Events
- Special Training Sessions
- Annual Meetings

MFN is a Vital, sustainable Organization As Evidenced by:

- -Strong Leadership due to a leadership development Strategy
- Growing membership
- Accreditation Process
- Active Committees with strong participation

In the arena of Professional Credibility and Reputation our vision is:

That facilitation is broadly recognized as a valuable skill/tool/resource as evidenced by:

- Market demand for Facilitation. Services & Training
- Development of nationally recognized MFN ----} experts
- Increased PR
- Integration of facilitation training in 2ndary & post 2ndary edu

In the arena of facilitation training our vision is: Leading edge tools, techniques & practices As evidenced by:

- Pilot platform opportunities (Showcase new ideas & techniques)
- Learning Along with feedback
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- Training track for new facilitators
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- Small learning communities across the regional area
- Fostering development of statewide sub chapters
- E-learning opportunities (website)
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- Thumbnail tutorial on MFN website (website)

In the arena of Idealism and Making a Difference our vision is: To provide the greater community with facilitation skills, tools & resources to care for the communities needs. As evidenced by:

- Learning to live with our differences
- Building bridges
- Healing deep wounds
- Collaboration for the common good

UNDERLYING CONTRADICTIONS

Session Focus Question— “What Is Blocking Us from Realizing Our Vision?”

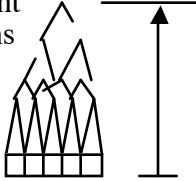
Ineffective Organizational Structure to Support the Vision	Limited Conscious-ness to Effectively Respond to Societal Trends	Unclear Message with Ineffective Delivery	Weakened Meeting of Member Needs	Weakened Structure to Support Learning Opportunities	Inadequate Tapping of Diverse People & Ideas	Unclear Mission / Vision Prevent Passionate Involvement	Fragmented Opportunities for Initial and Ongoing Relationship Building
<ul style="list-style-type: none"> • Current organizational structure is fragmented and unclear • Professional resources (place, staff, finances) are needed to be a resource for stakeholders • We are less organized than necessary to be successful • Steering Committee currently leading, planning and executing events (too much) • Weakened/No committee structure/development • Leadership structure and action items unclear or not defined • Neglected nominating committee development • Reluctant member participation • Fear that perfection is required / ltd org'l risktaking • Insufficient human or financial resources to deliver mission • Undirected energy within MFN • Lack of \$ / lack of members • Unmotivated future leadership • Few core volunteers —> burn out • Unclear expectations /understanding re: member participation / contributions 	<ul style="list-style-type: none"> • Societal trend: “Eliteism” in Mgmt. • Competing time and poverty • Competing personal time pressures • Rapid pace of change • Increased need for participatory decision making • Competing Organizations • Societal trend toward increased cultural diversity 	<ul style="list-style-type: none"> ▪ Ineffective communication tools “If not on the web, it is invisible” ▪ Confusing outside image ▪ Currently outdated and confusing MFN website ▪ Inadequate marketing ▪ Visual mission not clearly communicated to stakeholders ▪ Fragmented communication process / system in and out 	<ul style="list-style-type: none"> ▪ Perception/actual costs are greater than benefits / ROI ▪ Unclear how MFN shows up in the world ▪ “Customer” is not defined ▪ Collaboration needed with groups/orgs 	<ul style="list-style-type: none"> • Slim Pickings on Programs • Unclear program offerings (who? & how?) • Unsure what and how the process facilitation structure works • Unsure of tools one will get (collection or set of tools) 	<ul style="list-style-type: none"> • Culturally non-diverse / Limited opportunity for cross-cultural sharing • Narrow cultural maturity • Inadequate collaboration with other groups/orgs • Inflexible to new ideas 	<ul style="list-style-type: none"> • Vision/ Mission unclear “What is the value proposition?” • Vision needed 	<ul style="list-style-type: none"> • No contact with people who join • Narrow relationship building opportunities

STRATEGIC DIRECTIONS

Session Focus Question: “What are some innovative and catalytic actions we can take in the next 1-2 years to overcome our contradictions and achieve our vision?”

<p>Get Our Act Together</p> <ul style="list-style-type: none"> • Establish a sub-committee to identify array of member’s needs • Flesh out a strategic plan with Vision (why), Mission (what), Action Items (how), Schedule (when) • Define our stakeholders • Establish a rotating advisory board to lead MFN to accomplish it’s vision • Let MFN emerge • Model alternative meeting process • Maximize ad hoc committee use • Develop clear vision (no manager speak!) • Develop formal/organizational structure • Communicate organizational structure and fill positions 	<p>Cultivate Leadership Development</p> <ul style="list-style-type: none"> • Develop mentoring program • Leaders get Facilitation Credits • Provide a variety of volunteer time commitments (1 hour—> Steering Committee) • Model leadership as self-managing team • Leader succession planning 	<p>Rebuilding Organizational Strength</p>
<p>Catalyze Intentional Outreach</p> <ul style="list-style-type: none"> • Connecting with other organizations • Collaborate with other organizations to share ideas / steal shamelessly • Collaborate with other organizations to help with rapid world change • Actively develop open, welcoming environment • Showcase facilitation methods to diverse groups and invite them to join MFN • Volunteer service to the community / Identify others’ perceived needs • Develop steps to facilitate current community issues • Establish outreach effort to spread benefit 	<p>Create & Revive Marketing & Communications</p> <ul style="list-style-type: none"> • Program committee work with communication / marketing/ and PR committee(s) • Draw on special skills within organization (e.g.: web development, marketing/PR, writing, graphics, etc.) • Demonstrate /publicize facilitation benefits • Publicize training opportunities • Develop a new and relevant definition of facilitation (what, why, how, when, results, etc.) • Bridging between individuals and groups / motivation and value of facilitation to membership 	<p>Telling Our Story</p>

STRATEGIC DIRECTIONS

<p>Encourage Innovation in Facilitation</p> <ul style="list-style-type: none"> • Use prototyping to succeed • Establish a team to develop / use innovative processes to solve problems 	<p>Build and Offer Tools, Techniques, & Processes</p> <ul style="list-style-type: none"> • Catalogue known tools/techniques/approaches to share among members • Publish recommendations/book of knowledge/ reference guide/ memory jogger • Identify standard practices vs. new concepts • Identify programs & tools for use and certification • Build case studies that support ROI of facilitation • Establish a database to share and store body of knowledge • Identify clear processes for all activity 	<p>Revive Program Development</p> <ul style="list-style-type: none"> • Create a program committee • Program committee elicits and develops member ideas • Provide opportunities to practice tools • Integrate members' needs into MFN functions • Provide variety of program days/times/formats • Facilitation shadowing opportunities • Adopt continuous training improvement opportunities at all events and functions • Innovative process..... 	<p>Expanding Personal and Group Learning</p>
<p>NOTE: This strategic direction was determined to impact and to be considered by all other Strategic Directions</p>	<p>Ensure and Enhance Diversity</p> <ul style="list-style-type: none"> • Actively recruiting individuals from diverse backgrounds / cultures / etc. • Develop action plan to become a more diverse organization 	<p>Revive Membership</p> <ul style="list-style-type: none"> • Inviting letter to 2004 members • Develop membership list • Collect membership dues 	<p>Strengthening Our Membership</p>

IMPLEMENTATION CALENDAR

Session Focus Question: “What do we intend to do during the next 12 months?”

- 1) The teams choose 3 STRATEGIC DIRECTIONS to focus on, and choose SMART Accomplishments to implement each STRATEGIC DIRECTION.
- 2) The teams decided which quarter the accomplishment is targeted to be completed, and placed them on the Implementation Calendar for that Quarter.
- 3) The Strategic Direction teams reported their recommendations and began to look for places to coordinate efforts.
- 4) We did not have time to confirm the accomplishments named for the first quarter, nor to reflect on the overall. Will these accomplishments move us toward our STRATEGIC DIRECTIONS:? Are these the events we want for the first 90 days?
- 5) We did not have time to work on the 90 day worksheets for first quarter actions. Worksheets for actions for each STRATEGIC DIRECTION are included on the next pages. Remember to integrate any activities currently planned when you get to this part.

Minnesota Facilitators Network

2005-2006 Participatory Strategic Plan

YEAR : 2005-6

IMPLEMENTATION CALENDAR

Strategic Teams	QTR IV 2005	QTR I 2006	QTR II 2006	QTR III 2006
Rebuilding Organizational Strength Ross, Wayne, Olav	Committee Structure with people in place by 12/31/05 Member Survey Feedback on Strategic Plan By early Qtr I	Strategic Plan, Mission/Vision/Action Plan Proposed Leadership Structure in Place Nominating Committee for Elections Election of Leadership Each committee has an action plan	Have one outside organization speak to group 2006 + tour Definition of stakeholders (list / description) Set up one ad-hoc committee	Develop Plan to establish Rituals /Do ritual Collaborative Process Meeting with Client Each Committee do one program meeting in 2006
Telling Our Story Cristie, Nancy, Linda	Develop a new & relevant definition of facilitation (what, why, how, when, results, etc.) Identify special skills/talents within MFN (e.g.: web, PR, marketing,, writing, graphics etc.) Research other org. websites & communication mechanisms and steal shamelessly	Develop plan to communicate with current and potential members Develop PR/Marketing plan Develop Facilitation experience/presentation to showcase facilitation concepts (e.g.: for brown bag lunch)	Research potential community organizations who might benefit from facilitation Research potential professional organizations who might benefit from collaboration Schedule & deliver 2-3 events (Taste of Facilitation)	Initiate discussions with 3-5 community organizations regarding delivering facilitation Initiate discussions with 3-5 organizations regarding collaboration
Expanding Personal and Group Learning Kathy, Mary, Richard	Gather group passionate about learning facilitation and best practices Survey Mailing list/ for passions & favorite practices/ compile & analyze	Develop 8 MFN programs Use prototyping as model for 8 programs Look at / regular calendar developed, e.g. 3-4 committees, 1 annual, 4 programs, 1 rpt-out	Provide opportunities for 'newbies' to join program committees or shadow Solicit case studies for MFN web site	Commit to one technologically based facilitation program Compile annual program learnings as a handout