

## FACILITATION

# Inter Group Dialogue Facilitation

Sales won't listen to Engineering about limits to customizing the product line!

Two different service groups are competing for the same customer!

The Marketing department complains that IT won't respond to their system needs and is not supporting them well!

Do you have a couple of units that critically need to work together well...and they aren't?

Is their lack of cooperation and communication having an impact on the level of service your organization provides?

Is it affecting your bottom line yet?

What will the costs be if you do nothing about this?

A serious breakdown between units or departments calls for a serious intervention in the working relationship: dialogue.

The dialogue process we recommend and facilitate for you could take place between just the top manager from each of the units/functions involved. Or, it may call for including both their management teams in the same room. On rare occasions, it can involve all the employees of both departments.

There are many approaches to having a dialogue process,

from one day spent together in a room to several shorter meetings, with commitments made and the opportunity to follow through on them in the interim.

The first goal of a facilitated dialogue is to bring each party to where it feels 100% understood—not necessarily agreed with—by the other. It is well nigh impossible to work out a mutually acceptable solution when the other party doesn't at least "get" your point-of-view and situation.

From a platform of mutual understanding, both parties having seen the situation from the other's frame-of-reference, you greatly increase the potential for them to move to a mutually satisfactory solution or way of working together.

NOTE: We can also facilitate dialogue between two individuals you may have whose working relationship has deteriorated but who, nevertheless, must work together effectively for the good of the organization.



*"At the time of your intervention, my employees were barely on speaking terms. In a professional manner you truly facilitated in making difficult conversations happen."*

Nancy Albro Dudley, Head, Client Services, CFA Institute

**SAMPLE OF OVER 250 CLIENTS SERVED:**

American Institute of Certified Public Accounts  
Art Gallery of Ontario  
Bell Canada)  
Burger King  
California Institute of Mental Health  
Carfax  
Caribbean Tourism Organization  
City of Toronto  
Continental Airlines  
The Federal Judicial Center  
Hewlett-Packard  
Honeywell  
Hunton & Williams (law firm)  
Lockheed-Martin  
National Association of Convenience Stores  
North York Branson Hospital  
Royal Bank of Canada  
Sunkist Growers  
Zurich Insurance

Fulcrum Associates is a leadership development firm dedicated to helping our clients leverage the talents of their managers and teams for significantly superior results.

Fulcrum offers facilitation services and executive coaching that help managers—mid-level to executive—generate consistently high performance by (1) fostering commitment and accountability in their employees and (2) building productive teams.

Fulcrum Associates was founded in 1988. We are headquartered in Northern Virginia, with a presence in Toronto. Over three decades we have worked extensively with clients on both sides of the border. These include organizations from the corporate, public, and not-for-profit sectors, as well as associations.



IAN COOK, MILR, CSP IS A SEASONED PRESENTER, GROUP FACILITATOR, AND LEADERSHIP COACH.

His leadership coaching addresses the so-called *outer game* of leaders' behaviors, decisions, and competencies as well as their *inner game* of assumptions, beliefs, and ingrained thought patterns that ultimately determine their success.

Ian facilitates team building for leadership teams, limited life teams, and whole department events.

He is the author of: *Would They Call You Their Best Boss Ever? Practical Tips and Insights for the Successful Manager*

Ian began his independent practice in 1988, following seventeen years of corporate experience in both the high tech manufacturing and transportation industries.

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