

Developing *Internal* Facilitators



SITUATION

East of Scotland Water was faced with the challenge of reducing operating expenses by £30.8m. With just over three years to achieve this they knew they would

have to gain the active involvement and full commitment of their workforce.

Laura Barbour, the project manager explained what was needed. They needed trained facilitators to use learning maps with groups of staff. The learning maps were designed by an Ohio-based firm for this type of project. To ensure the learning maps were a good investment, Laura needed facilitators with the skills and confidence to keep groups flowing and to make practical and worthwhile use of opportunities for learning. Laura needed a team of 60 skilled internal facilitators but knew she only had sixty brave and willing volunteers.

OUR CONTRIBUTION

We discussed the details of the project:

- Who were the volunteers?
- What were the selection criteria?
- What skills and mental attitudes would they need to make this a real success?
- What were the time-scales?

We designed and delivered the programme, training groups of ten people at a time.



PROGRAMME DELIVERY

We delivered a series of two day workshops. Day one was designed to teach skills and help engender an appropriate mind-set. Day two allowed time for practice and feedback. The groups were split into two, each doing half a day. This minimised costs and replicated the group-size they would ultimately be facilitating.

RESULTS

The project was awarded 'Best Campaign 2001' by the British Association of Communicators in Business, Scottish Corporate Communication Awards. (Following a merger in April 2002, 'East Scotland Water' now trades as part of 'Scottish Water')

WHAT THE CLIENT SAID

"Hugely enjoyable. Most of the people in our room weren't very confident at the beginning about speaking in front of a group, but there was a definite change in people by day two.

I think the others are going to love it!!!"

"The training course was excellent, as was the presenter.

I got some useful feedback from the rest of my colleagues."

"Excellent course. I thoroughly enjoyed it and would now confidently facilitate any workshop. I would recommend the course for anyone nervous about speaking in public as well as those requiring facilitation experience."

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