Facilitation in Europe: Survey Highlights

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Agenda

- The background
    - Who are we?
    - Why did we do a Survey?
    - How did we do it?
- What challenges did we face?
- Who replied?
    - What did they tell us about themselves and their clients?
- What did we learn about the:
    - 1: Profession of Facilitation - our Respondents
    - 2: Market for Facilitation
    - 3: Link between Facilitation and Culture?

The Background: Who are we?

- Michael Ashworth
  - British born: spent half life in the UK and half in France
  - Experience in management, finance and human resources, training and education
  - Recently had a number of international HR roles
    - A lot of experience of facilitating conference calls with different time zones
- Grazia Ghellini
  - Italian born: lived in Italy, the Netherlands, UK, Canada and France
  - PhD in English (Cultural Studies). Teaches Intercultural Communication and Business Ethics at Montpellier Business School as well as English Language courses at Montpellier University and in-company.
  - Very interested in implementing participative, game-based teaching tools and facilitation techniques into her training
    - Assisted Michael in conducting interviews and co-presented with him some preliminary Survey Findings at SIETAR Europe Conference in Dublin

The Background: Why did we do a Survey?

- Interest in Facilitation
- Interest in Culture and working across Cultures:
  - A lot of literature on the challenges of holding meetings across cultures
- Question:
  - Are some of the assumptions underlying Facilitation culturally specific?
- Interest in “International Facilitation”:
  - Working with multi-cultural groups
  - Whether Facilitation could be of particular benefit to multi-cultural groups
- What is the market for this kind of work?
  - No existing market studies on Facilitation in Europe.

The Background: How did we do it?

- Selected 12 countries “in scope”
- Recruited incountry project leads (Italy, Hungary, Netherlands)
- Technical support for the Questionnaire from Kalinax.com
- Support from IAF in launching Questionnaires
  - One for “Professional Facilitators”
  - One for “Users of Facilitation”
- Asked whether respondents would give a phone/Skype interview
- Contacted intercultural experts in the 12 countries for interview

The Background: Challenges and Limitations

- “Breadth not Depth”
    - Number of respondents - just under 200 - was sufficient when you look at the results for all 12 countries, but not sufficient for individual countries (esp. countries where we didn’t have a project lead)
    - The interviews were particularly valuable in understanding what the questionnaire responses were telling us
- “Impressions - not hard data”
- Challenge of who defines themselves as a “Professional Facilitator”
    - Trainers (“learning facilitators” but also providing content knowledge)
    - The case of Turkey (job title for social/case workers working in refugee camps)
- Challenge of getting enough responses from Users
- Language issues

Who took part: countries in scope

Countries in Scope
Finland
France
Germany
Hungary
Italy
Netherlands
Poland
Russia
Spain
Sweden
Turkey
United Kingdom

Who took part: how many replied

Country	Facilitators	Users
Finland	10	2
France	19	20
Germany	15	5
Hungary	8	15
Italy	14	22
Netherlands	36	9
Poland	7	1
Russia	10	5
Spain	15	4
Sweden	11	8
Turkey	12	5
United Kingdom	29	7
Totals	**186**	**103**

Who took part: how many we interviewed

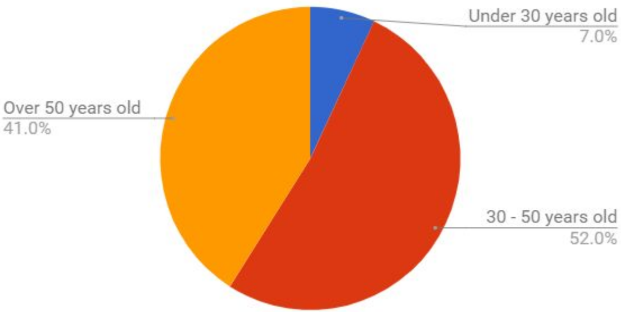
Country	Facilitators	Users	Intercultur-alists
Finland	3	1	2
France	8	2	4
Germany	5	0	2
Hungary	4	5	1
Italy	9	0	1
Netherlands	4	2	2
Poland	1	0	1
Russia	2	2	2
Spain	4	2	1
Sweden	2	0	1
Turkey	1	1	1
United Kingdom	6	1	0
Totals	**49**	**16**	**18**

Part 1: The Profession

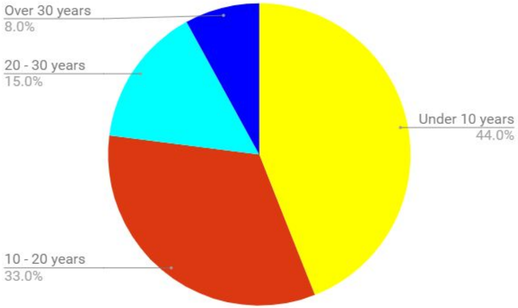
The following tables present aggregated data from all 12 countries, unless stated otherwise

The Respondents: who are they?

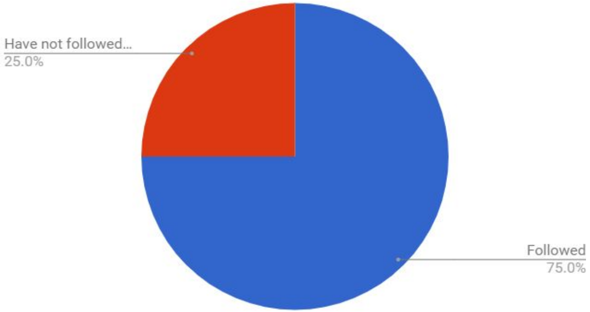
Age:



Experience of Facilitating:

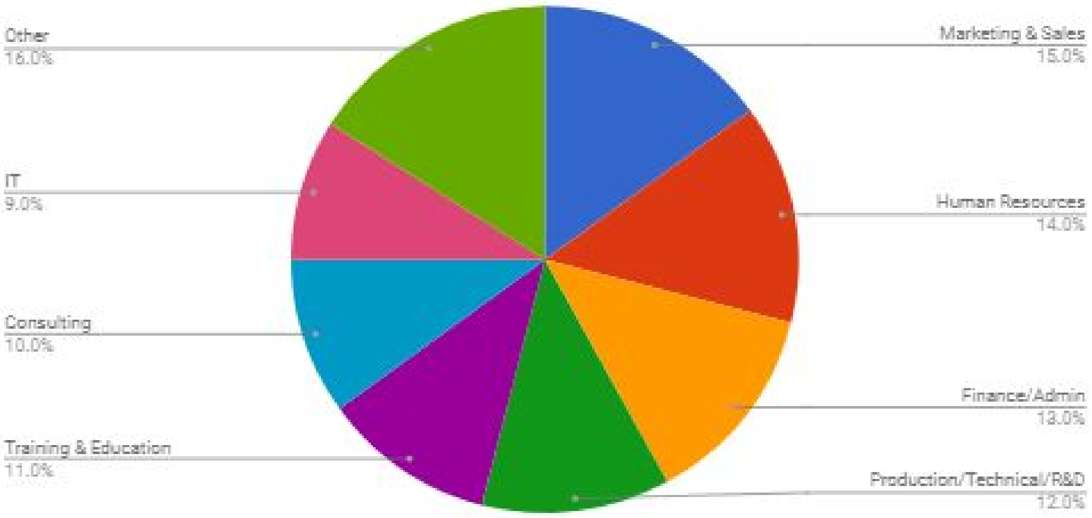


Followed formal training in Facilitation:



The Respondents: who are they?

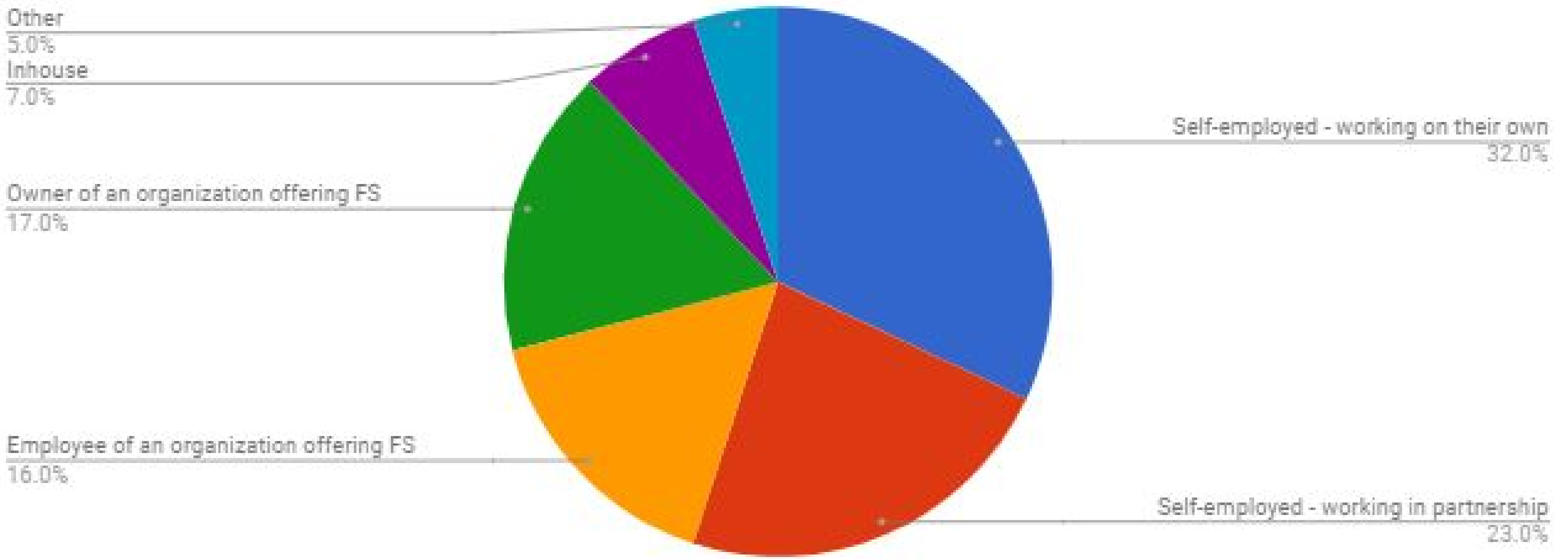
Previous experience:



The Respondents: who are they?

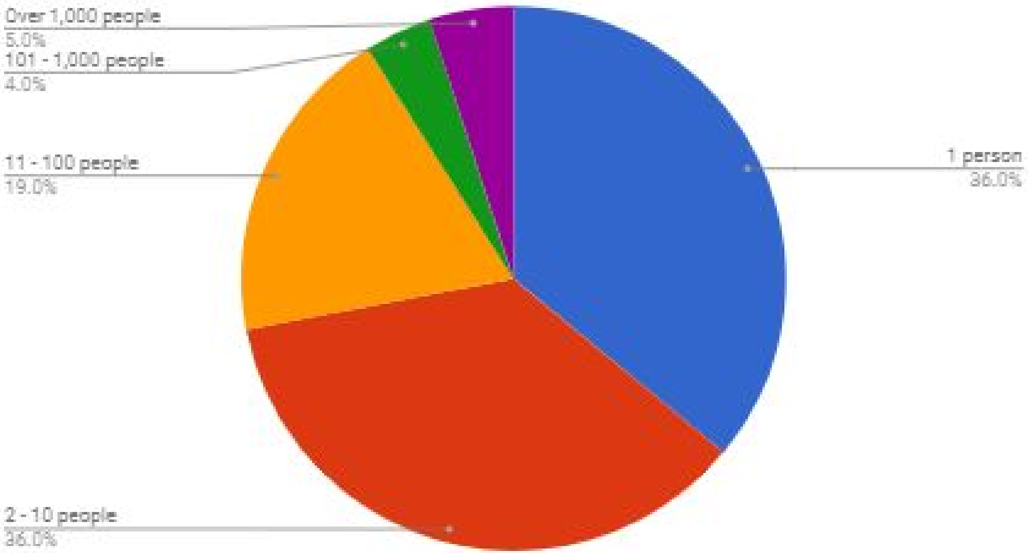
Current Professional Status:

FS = Facilitation Services



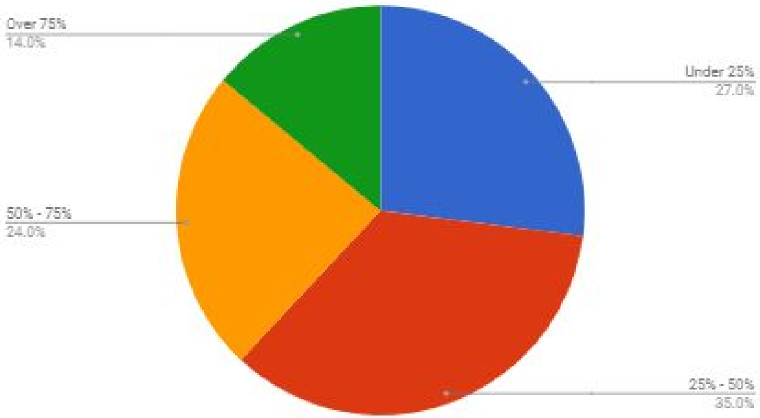
The Respondents: who are they?

Size of organization (excluding inhouse):

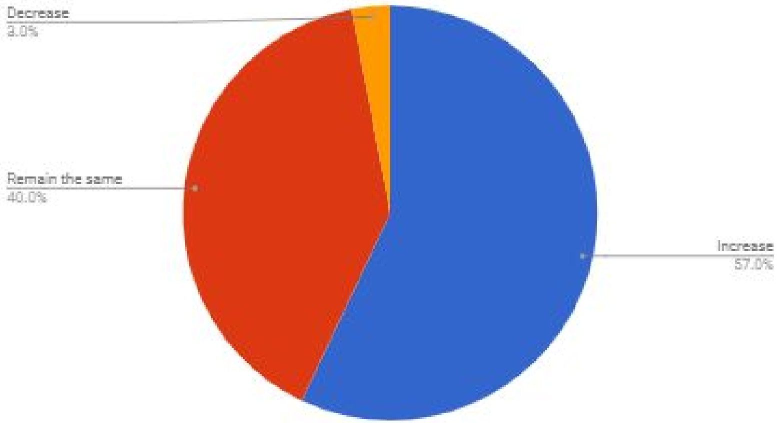


The Respondents: what do they do?

Facilitation as a proportion of their overall workload:



They would like this proportion to:



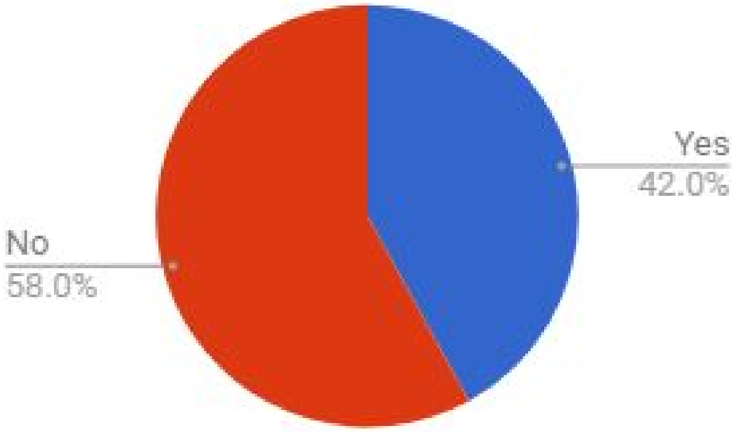
The Respondents: what do they do?

Sound familiar?

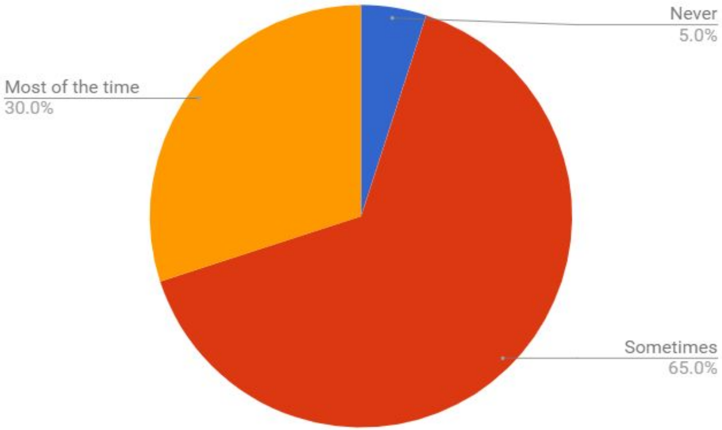
1997 IAF US Survey: respondents said about 40% of their professional activity was group facilitation, 20% training (½ of which was training in Facilitation) and 16% "other types of organizational consulting"

The Respondents: what do they do?

Is Facilitation your/your organization's main offering?

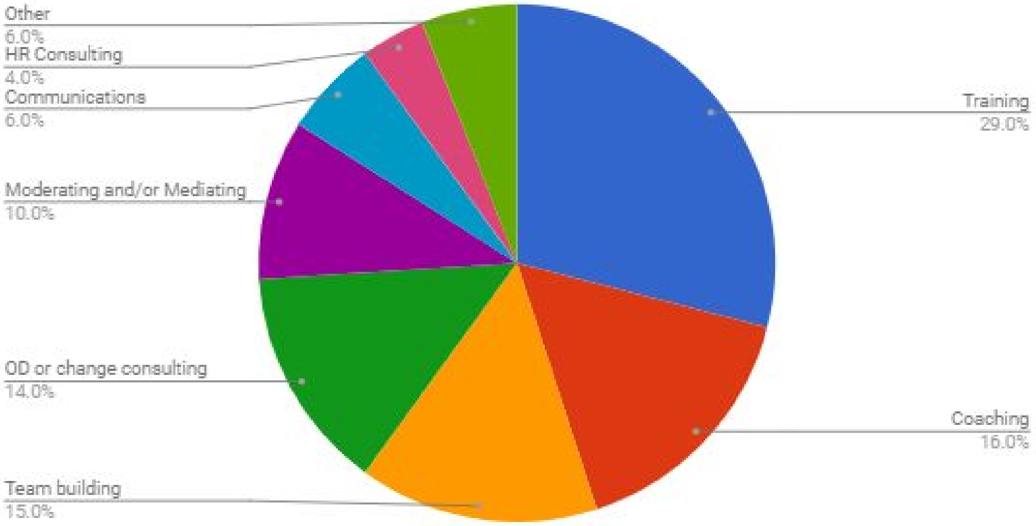


Do you combine Facilitation with other services on the same engagement?



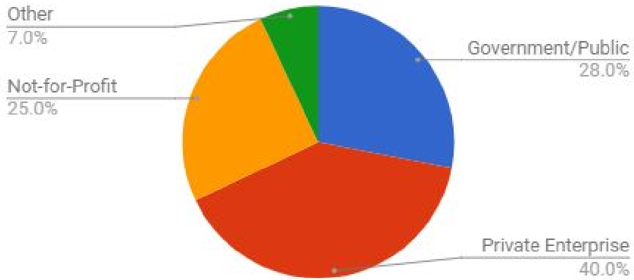
The Respondents: what do they do?

What else do you offer:

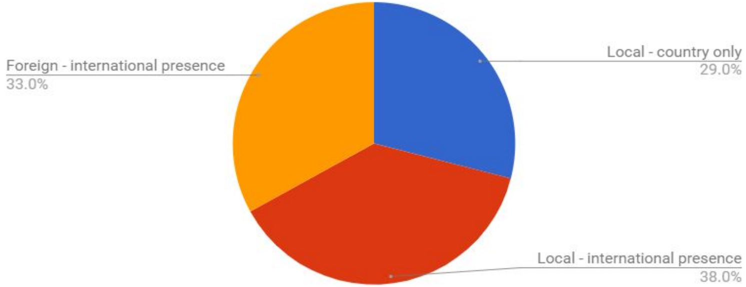


Part 2:The Market for Facilitation - clients

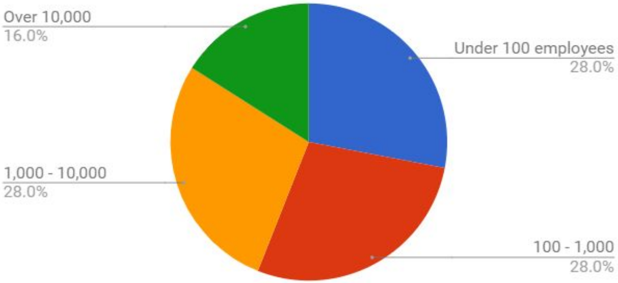
Clients' sector of activity:



Client type:

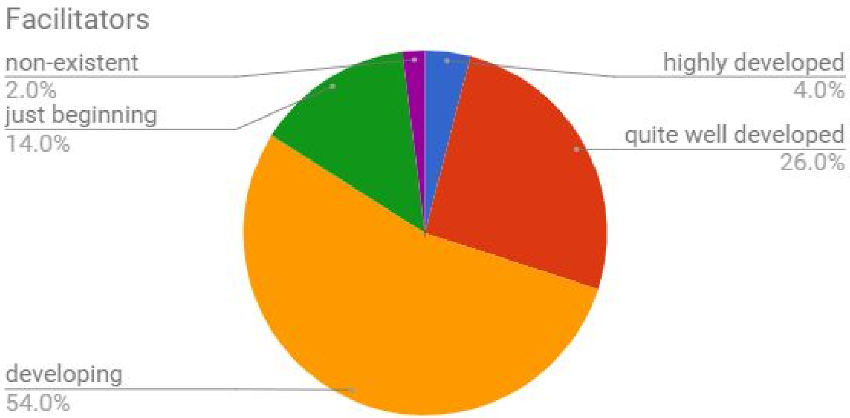


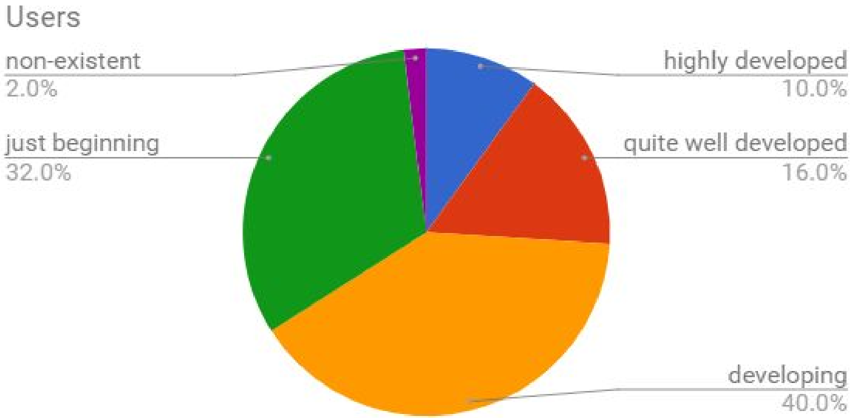
Client size:



The Market: how developed?

How would you describe the state of the market in your country?

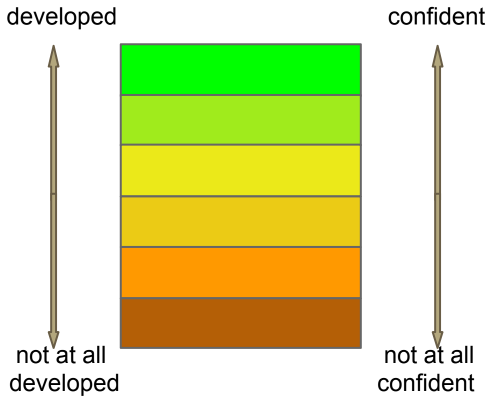




The Market: how developed?

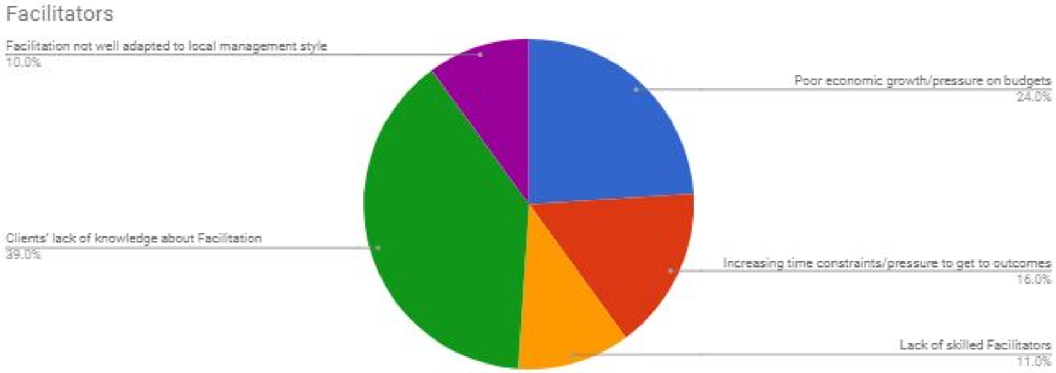
Country	How developed		How confident
Netherlands	1		
Sweden	2		
United Kingdom	3 =		
Germany	3 =		
Finland	5 =		
Russia	5 =		
France	7 =		
Italy	7 =		
Spain	7 =		
Hungary	7 =		
Poland	11		
Turkey	N/A		

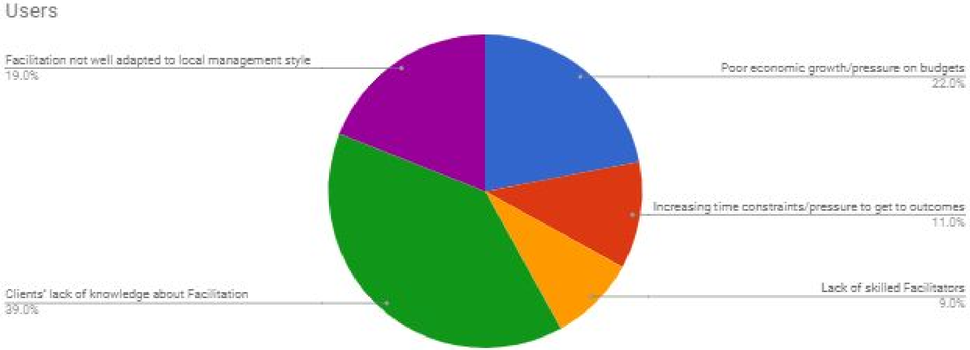
Key:



The Market: limiting factors

Most important Factors:





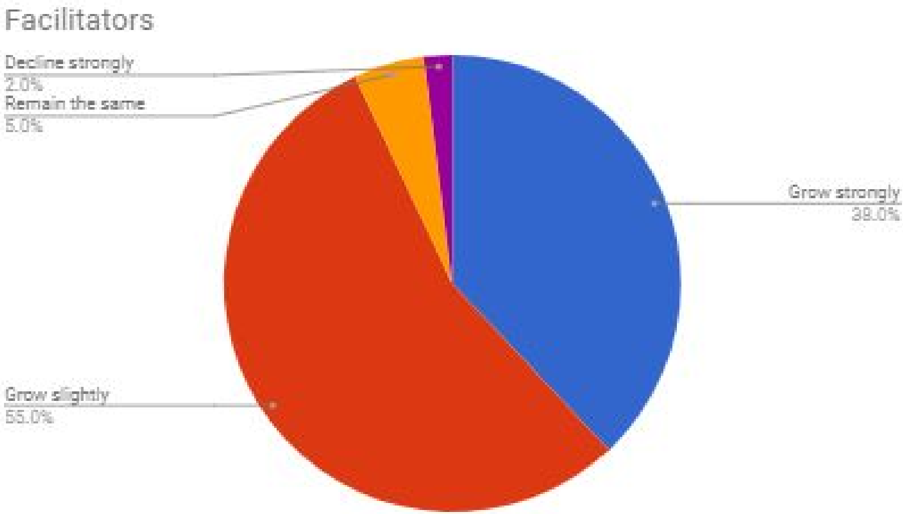
The Market: limiting factors

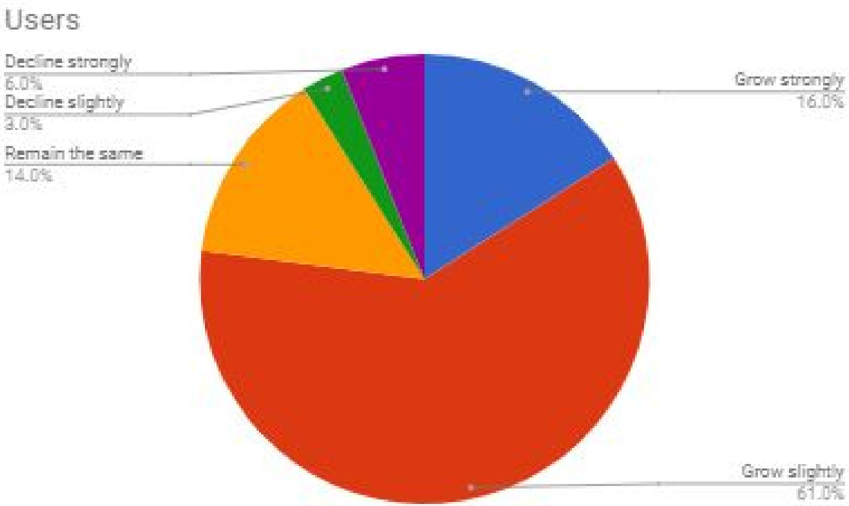
Sound familiar?

1997 IAF US Survey: The greatest challenges identified were:

- finding enough paying customers to work full-time as a facilitator (19%);
- Communicating effectively to potential customers what you do and how it adds value (11%); and
- having customers plan sufficient time to accomplish the meeting's purpose (11%).

The Market: next 5 years . . . .





The Market: next 5 years . . . . by country

Country	How developed	Optimistic for growth
Netherlands	1	4=
Sweden	2	4=
United Kingdom	3 =	9=
Germany	3 =	9=
Finland	5 =	3
Russia	5 =	1
France	7 =	2
Italy	7 =	9=
Spain	7 =	4=
Hungary	7 =	7=
Poland	11	7=
Turkey	N/A	12

Key:

Very optimistic

Reasonably optimistic

How to make our offer more attractive?

- This was the “free text” question that elicited the most responses: 93

- Responses can be categorized into:
    - Marketing and communication
    - Adapting better to client needs and expectations
    - Being more professional

More attractive: marketing and communication

- “communicate in terms of client outcomes rather than facilitation processes”
- “More PR, specially success stories, more evidence based research”
- “invest in branding”
- “make people see that they will actually save money or gain output from using (Facilitators)”
- “Try to get excellent customer voices”
- “explain what facilitation is and use references with other clients”
- “Use trust agents within organisations”
- “offer sample gratis work”/demonstrations (4 similar responses)

(56 responses)

More attractive: adapting to client

- “More understand the process of their clients”
- “A framework helping clients to decide whether facilitation is useful for them in their situation, might be a addition to facilitators to 'profile' themselves.”
- "talk language which is more understandable to clients - no one understands the word facilitation!"
- “Adapt to clients needs more quickly rather than sticking to their favourite models or methods”

(15 responses)

More attractive: being more professional

Community:

- “Form a worldwide community advertising their added benefit, and get known as a profession, just like 'construction industry' or 'healthcare industry'.”
- “Collaborate more among ourselves”

Partnering:

- “Offer many differents skills and methodologies in collaboration with other facilitators”
- “More agile constellations of facilitation teams”

Quality (certification, professional development, ethics, specialization):

- “Trainings with certification: create a platform where you can find all the trainings and give different levels to those trainings” (Cf. NVC)
- “keep ahead of the latest research and continue their own training which needs to be a work in progress.”
- “Improve skills and competencies of facilitation and professional ethics”
- “Differentiate from consulting and ‘coaching’ - focus on facilitation”

(18 responses)

Part 3:The Link between Facilitation and Culture

Due to time constraints, Part 3 was very briefly introduced but not presented in full at the Conference.