

Meeting Notes, March 18, 2014

Facilitation Skills for a Collaborative Adaptive Management Process

Sierra Nevada Adaptive Management Project (SNAMP)

Collaborative Adaptive Management (CAM)

Meeting attendee roles: Prisoner, Vacationer, Explorer. Always try to clarify these roles at the beginning of the meeting.

Try to **include the desired outcomes** at the top of your agenda.

Ask your group for **feedback** during the process rather than **input**.

Desired Outcome Statements: Identify the target audience; develop your outreach plan earlier than later. Identify mutual desires of the process. When developing these assume that the target audience knows nothing, keep it simple. Ask, what is the issue?

It is important to prepare materials in advance, send out materials to stakeholders early so that they have the time to familiarize themselves with the content before the meeting. If materials are not ready in advance of the meeting, consider postponing the meeting in order to have an educated group.

Example: Lunch Break,

1. Make a proposal
2. Check for understanding by the group of the proposal
3. Check for agreement by the group

Boundaries and **Constraints** help us to understand what we can and cannot accomplish.

When the group is brainstorming constraints to progress, these constraints must be well understood by all stakeholders. Common constraints include: stakeholder engagement, authority of decision makers, \$, physical location, time, regulations, access, staffing, knowledge, bureaucracy, risk, liability.

It is helpful to generate diagrams and timelines during this process in order to keep the stakeholders in the loop, especially during long, drawn out, projects.

Process (HOW) Vs. Content (WHAT)

Over 90% of problems are related to the process. Take the time to address process issues before facilitating a meeting.

Examples of process issues:

No desired outcomes, change in leadership-inconsistencies, no willingness to find common ground, straying from the goal, lack of preparation, lack of trust, unrealistic commitments, poor facilitation, lack of engagement, public outbursts-strong emotions, lack of clarity in the agenda and meeting notes, time.

During the meetings it is helpful to address the issues brought forward by the vocal parties, also identify that real collaboration is unrealistic with those tactics. Try to record tangential topics on a separate note sheet and revisit that sheet as time allows. Do not write people off. Bring them in to the extent that is possible.

Anchor Key Agreements: Keep attendees in the loop on what has been previously agreed upon.

Stages of Discussion: Open>Narrow>Close, focus the group, that is your role.

N/3: An effective way to reduce options

Negotiate the Process, then the Decision, commonly once the process has been agreed upon, the decision follows quickly.