

# Facilitation

- FAMILY MEETINGS
- SUCCESSION PLANNING
- INDIGENOUS GROUPS
- STRATEGIC DIRECTIONS

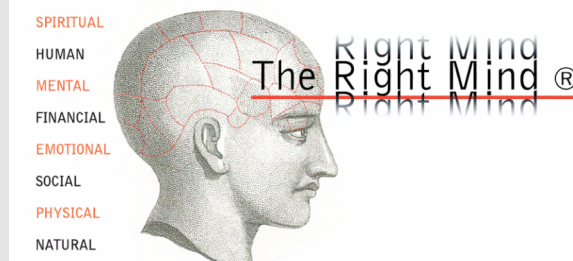


CLARIFY THE ISSUES

DEFINE THE PROCESS

AGREE ON THE WAY  
FORWARD

SUPPORT THE ACTIONS



# OUR FACILITATORS WORK WITH BACKBONE AND HEART.

OUR 3-POINT STRATEGY:

## 1. BRINGING TRANSPARENCY TO THE SITUATION.

## 2. CREATING A SAFE ENVIRONMENT WHICH:

- **ALLOWS PARTICIPANTS TO TRULY EXPRESS DEEPLY HELD CONCERNS AND FEELINGS.**
- **ENSURES ALL PARTIES ARE TRULY HEARD.**

## 3. ENABLING PARTICIPANTS TO:

- **CONFRONT BRUTAL FACTS**
- **BE RESOURCEFUL IN MAKING DIFFICULT DECISIONS.**

## SOME OF THE BENEFITS OF FACILITATION

- Established processes which increase the opportunity for all voices to be heard
- Opportunity for all parties to be fully informed with all the alternatives and options available and have a better understanding of each other's interests
- Reduced possibility of grandstanding, bullying and other manipulative behaviours that limit achieving collaborative mutually beneficial outcomes
- Enables all parties to feel satisfied they have been able to “buy into” the process and be involved in the outcome
- Increased likelihood that the outcome or final decision will have the best chance of being consensual (one which the parties are prepared to live with and abide by).

## FACILITATION

Successful facilitation is about generating sustainable outcomes for the parties involved.

It is far more than merely keeping a group on track during meetings with their agenda and note-taking. Skillful facilitation results in well run meetings and events, especially those involving strong personalities, strong emotions or considerable tensions. It requires the facilitator to actively work the group to give them their best shot in achieving their stated and agreed objectives.

Some of the areas we are called on to provide facilitation include:

- Implementing organisational change
- Business visioning and strategy development
- Improving stakeholder relations
- Resolving conflicts.

## GOOD FACILITATION

Good facilitation requires:

- Establishing the ground rules (behaviours, procedures and boundaries of the discussion)
- The ability to read and analyse group dynamics in order to guide the group in a productive way
- Skilled questioning to get good answers without defensiveness. This means also having the ability to probe for more information when the initial answers are not sufficient.
- The ability to map progress and give feedback on consequences.



## FAMILY BUSINESS MEETINGS

This is a core area of our work. Family meeting effectiveness is greatly improved with the help of an experienced outsider.

We:

- Ensure the family talks and listens to each other
- Clarify the boundaries between family and business
- Share information, opinions, ideas and concerns
- Plan for the future
- Examine the family's values
- Educate the family
- Resolve conflict before it escalates.

| Family Businesses: Questions to identify what's important  |   |
|--|---|
| For the parents  | For the next generation   |
| What is your picture of this business in the future (do you have a vision for this business after your retirement or departure)? | What is it you want to achieve in your life?  |
| When do you see yourself giving up management?   | How does the family business play a role in meeting these goals?  |
| Have you discussed this with the key members of your family?   | Do you know your parents vision/goals for this business?  |
| How will you know this is the right time to hand over?   | How do the goals of yourselves and your parents align?  |
| Do you know how you will manage your self (emotionally) when this occurs?  | Have you discussed (between yourselves and with your parents) how any differences might be managed or worked through? |
| Have you identified what funds are needed for retirement and how best to source these funds?                                     | Have you addressed the issue of business purchase and how that fits within your capacity/risk model?                  |
| When do you see yourself passing on the ownership of the business?   | Do you have the skills/knowledge to successfully engage in this process?  |
| Do you have the skills/knowledge to successfully engage in this process?   | Do you have an exit plan if the process does not come off?  |

## SUCCESSION PLANNING

Family values

We focus more on the personal and family considerations, than on tax issues. We work hard to help them be successful. Creating a successful succession plan involves more than just tax issues.

Providing fair inheritances

It is essential to plan ahead to ensure that not only are your children all treated fairly, but also that the business can continue successfully.

Providing fair share inheritances means passing your assets to your heirs in as equitable a manner as possible. This does not necessarily mean equally.

What do you want for the business?

To be successful in business means to have created something that has worked and can continue.

Facing change and mortality has never been easy. But there is good reason that the age old task of handing over the baton of power and control has been deemed "the final act of greatness."

Is your business ready for succession?

Being ready for a change in ownership is one of the keys to success. Don't leave it too late.

**For the sake of your family and your business - plan for the future!**

## KEY FACILITATOR



Jill Rigney grew up on a mixed farming business west of Goondiwindi. She commenced her career in business support and in this role managed national benchmarking projects.

Her extreme perceptiveness has resulted in her now being recognised as a national leader in facilitation. Jill is a leader in presenting and analysing differences in communication styles for individuals and groups.

Jill is a Certified Professional member of the Australian Human Resource Institute and a member of the Australian Institute of Training and Development.

## INDIGENOUS GROUPS

### GULF COMMUNITIES REVIEW (GCA)

The Gulf Communities Agreement (GCA) was one of the first agreements settled under the “rights to negotiate” provisions for mineral exploration in Queensland. The agreement is between the 12 Native Title Groups, the Queensland Government and the mine owners. Section 63 of the Agreement requires a review every 5 years.

**Outcome.** Consensus on all 18 Recommendations by the 34 member Stakeholder Steering Committee. The report has been lauded by Nicholas Rothwell of “The Australian” as having “*refreshing candour*”. And Professor David Brereton (Director, Centre for Social Responsibility in Mining) was “*particularly impressed by how the report was written and presented. It serves as a model for researchers on how to communicate with community and corporate audiences.*”

*“Between 2007 and 2008, I was fortunate to work with The Right Mind (TRM) on the Ten Year Review of Century Mine’s Gulf Communities Agreement. TRM completed this difficult task in a relatively tight timeframe using strategic and innovative thinking, and by demonstrating to the people of the Gulf Communities that they valued and respected their input into the Review process. It was an extremely successful outcome and I recommend TRM without hesitation.”* Kath Logan, Stakeholder Relations Manager, OZ Minerals Ltd.

### WIK MINING AGREEMENT

TRM have worked with Chalco, the Wik Way people and the Queensland State Government to facilitate a breakthrough in the stalemate in the agreement.

*“On behalf of Chalco Australia Pty Ltd, I would like to thank you both. The work was conducted in a very professional and hands on approach and resulted in excellent identification of the underlying issues which drove participative interactions between all parties. This led to an outcome which delivered an effective process for the implementation of the remaining ILUA (MDL) and related SDP.”* Dan Foo, Director, Aurukun Feasibility Study.

## STRATEGIC DIRECTIONS

### COMPOST SUPPLY CHAIN ROADMAP PROJECT

The project was the first examination of the entire Recycled Industry from policy intervention in supply management through local governments, processors, advisors and end-users. It required extensive industry consultation through focus groups, workshops, the preparation and facilitation of 5 national conferences and reporting through the conduct of 15 regional workshops to sector stakeholders.

**Outcome.** This project generated significant outcomes for the industry. They included:

- Recognition for the first time, the role of Government as a supply chain partner in supply management
- Providing impetus for a self-directed and ongoing R&D committee (these have continued up until the present time)
- National liaison between the States to fund an Industry Project Officer to reduce duplication (a first)
- Improved marketing and standards programs with coordination between the States and processors (again a first)

*“On behalf of the organising committee of Compost Australia, I wish to congratulate you on your management of the Compost Supply Chain Roadmap project.... without doubt your management of the issues and their associated discussion, have resulted in a much greater understanding and sympathy towards the views of other, often opposing sectors of the industry.”* Rob Niccol, Compost Australia.

## KEY FACILITATOR



David Hanlon grew up on an extensive sheep business in the Riverina region of southern NSW. He has facilitated a wide range of group meetings.

David is a Fellow of the Australian Institute of Management and a Chartered Management Consultant with the Institute of Management Consultants in Australia.

## FOR FURTHER INFORMATION

Tel 07-3869 3044  
Email [info@therightmind.com.au](mailto:info@therightmind.com.au)  
Web [www.therightmind.com.au](http://www.therightmind.com.au)  
Postal PO Box 377  
SANDGATE, QLD, 4017