

# 28. Facilitation

# Purpose, participants and application

- **Purpose**
  - To raise awareness of the need to ensure the right skills to facilitate the process of creating Supply Chain Resilience.
- **Participants**
  - All participants.
- **Application**
  - Can be used throughout the entire process.

# Why facilitation?

- The elephant in the room:
  - Disagreements between managers.
  - Low standardization of work.
  - A Leader who is not respected.
  - Employees who are not considered to be qualified.
  - Limited resources capable of driving development.

# When is facilitation needed?

- When nobody has the right answers or the authority to make decisions.
- There is a high degree of confusion and complexity.
- The problems are systemic, where there are no immediate easy solutions.
- The desire is for genuine commitment and not just giving in.
- There may be a greater degree of negative emotions present.
- Collaboration is a necessity.

Source: Rogers, J. (2010), *Facilitating Groups*, McGraw-Hill Education, New York.

# The internal facilitator

- The internal facilitator has several advantages such as being familiar with the culture and the employees, and likewise there's no need to explain all the abbreviations used.
- The internal facilitator has easier access to data and employees.
- It's easier to follow up with many opportunities to get feedback and suggest future events. The external facilitator may find this more challenging, as there may be budget constraints, even though it's apparent that further assistance is needed.
- The internal facilitator, however, can also contribute to groupthinking - are we being challenged enough?
- As an internal facilitator, one must also accept the consequences of the work - if it goes well, that's good, but if it doesn't, one must live with the consequences. There may also be a lack of acceptance of the facilitator role by colleagues.

# The external facilitator

- The external facilitator brings experience from other companies.
- As an outsider, one takes things for granted to a lesser extent and is free from organizational battles.
- An outsider can more easily go after the 'case'.
- However, as external, one does not have the same advantages as the internal facilitator in terms of accessing internal resources.
- Fees can pose a challenge for additional work, even though it would clearly benefit the company.