

## Business interventions: facilitation

---

The purpose of a facilitation is to identify and remove the sources of tension and dysfunction, to pacify relationships, to restore or improve communication, to strengthen the positive dynamic of the company. Those involved must find common ground and collaborate for the proper functioning of the structure, sometimes for its very survival. Trust and mutual respect are necessary; the absence of these may prevent collaboration. A strong team means enthusiasm, diversity, sharing, solidarity, security, results. Latent conflict is most often the result of unspoken issues, unmet needs and/or differences in approach (communication, negotiation, conflict, work methodology, decision-making processes, mental differences, etc.) and while these are usually complementary, in a tense climate, they can become antagonistic. Those who are in the midst of these situations are generally unaware of what these different factors of divergence might cause them.

### Methodology

---

A facilitation is by definition confidential. Facilitation will take place between those directly concerned **by the problem**, so that they themselves can become aware of the causes of the problem and adapt their perceptions and behaviours in a constructive and sustainable way.

**pmr professional** facilitators, trained in conflict prevention, management and resolution, help groups or individuals to become aware of the disruptive factors and elements of their relationships, to better communicate and clarify their expectations and objectives, to change their perspective and to adapt their behaviour to deal with immediate and long-term emerging or recurring difficulties. They help identify the unseen structures and dysfunctions that can undermine individuals, group and team dynamics, and the organization. Our facilitators intervene according to the following method:

- Hold a meeting with the person(s) who decided to call on **pmr** to identify the request, the facts, the overall problem and the actors concerned by it.
- Separate interviews with each protagonist individually or several protagonists at the same time: collection of individual, group and contextual data. The intervention strategy is adapted on a case-by-case basis according to the issues and needs that are highlighted. It may happen that a collective intelligence approach is favoured from the outset, in agreement with the principal, to identify difficulties and dysfunctions and promote co-creation, co-construction and co-decision of enduring solutions.
- Analysis of difficulties, differences, causes and needs.
- Plenary meetings with all the protagonists to constructively discuss the differences and issues, provide and demonstrate any pertinent tools, search for possible solutions, support the implementation of solutions.
- Assistance, if necessary, with the formalisation of an operating charter and follow-up.

### Results

---

- Trust restored, communication strengthened and dialogue restored
- Optimised, serene and effective relationships.
- Self-regulated dysfunctions within or between teams.
- Strengthened collaboration and team spirit
- Strengthening of certain managerial processes and structural adjustments
- Improved ability to work together
- Enhanced organisational effectiveness.