



1770 967 FM - Buda, TX - phone: 512-312-2700 - fax:512-312-1600

THE FOCUSED CONVERSATION METHOD: Designing and Delivering Productive Meetings AND One-On-One Discussions

Presented by: Alicia Gonzales, MSSW
Director of Consulting and Professional
Development Services, NCFH

Midwest Stream Forum for Agricultural Worker Health
November 1, 2016



About NCFH



National Center for Farmworker Health, Inc. | Providing Solutions in Migrant Health

A national non-profit organization dedicated to improve the health status of farmworker families through the provision of innovative training, technical assistance, and information services.

Visit our website: www.ncfh.org

Why Have Meetings?



Running a Meeting? OR Drowning in Chaos



[Video Clip](#)

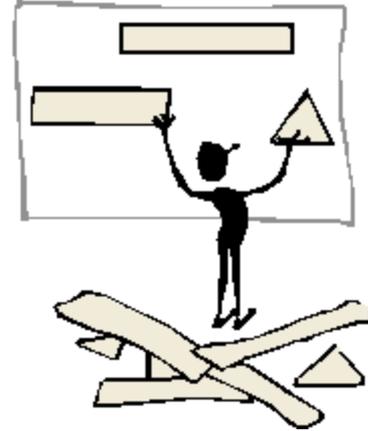
What challenges have you faced when conducting/participating in meetings?

One-on-one discussions?



Goals of Facilitation

- Participants come to make improvements
- Objectives are based on desired improvements
- Facilitator lays out the meeting structure to ensure effectiveness
- Facilitator: Designs a pattern of questions to encourage participation
- Facilitator manages the meeting structure/process; participants manage the content
- Uses flip charts, post-its, markers etc. to record ideas



How Do We Choose The Right Meeting Structure?





Group Facilitation Methods

Root Cause	Guided Problem Solving	Project Action Plan	Focused Conversation (ORID)
<ul style="list-style-type: none"> • Pin point underlying obstacles of a problem • Accompanies worries and distresses that the problem is causing • Uses a quick yet disciplined approach • Problems are objectified 	<ul style="list-style-type: none"> • Generates “best ideas” • “Make your case” • Solutions worth implementing • Fair contribution • Best ideas rise to the surface 	<ul style="list-style-type: none"> • Plan and launch project with action timelines • Integrating coordinated schedule • Pin point key steps, persons responsible and due dates • Energized and committed participants 	<ul style="list-style-type: none"> • Guided group discussions • Effective one-on-one discussions • Organized inter-personal communication in a natural, productive way • Enables participants to look at event or topic, think it over, decide a response and consider course of action.



The Facilitator's Role and Style

Key Images:



“The Traffic Cop” (ground rules-process-deliverables)

“Orchestra Conductor” (Keeps all the parts working together)

“Group Guide” (takes the group on a journey)

The Facilitator Trusts:

Believes in Participation (empowerment- ownership and action)

The Methods (trusts the input/wisdom)

The Group (gets buy-in)





The Facilitator's Task Cont...

Be Physically Involved!

Move Around! (change the focus)

Bring Energy! (enthusiasm; maintain structure & pace)

Positive Body Language! (open arms, relaxed, nodding)

Eye Contact! (communicate "high hopes")

Inviting Voice! (beckoning and neutral)

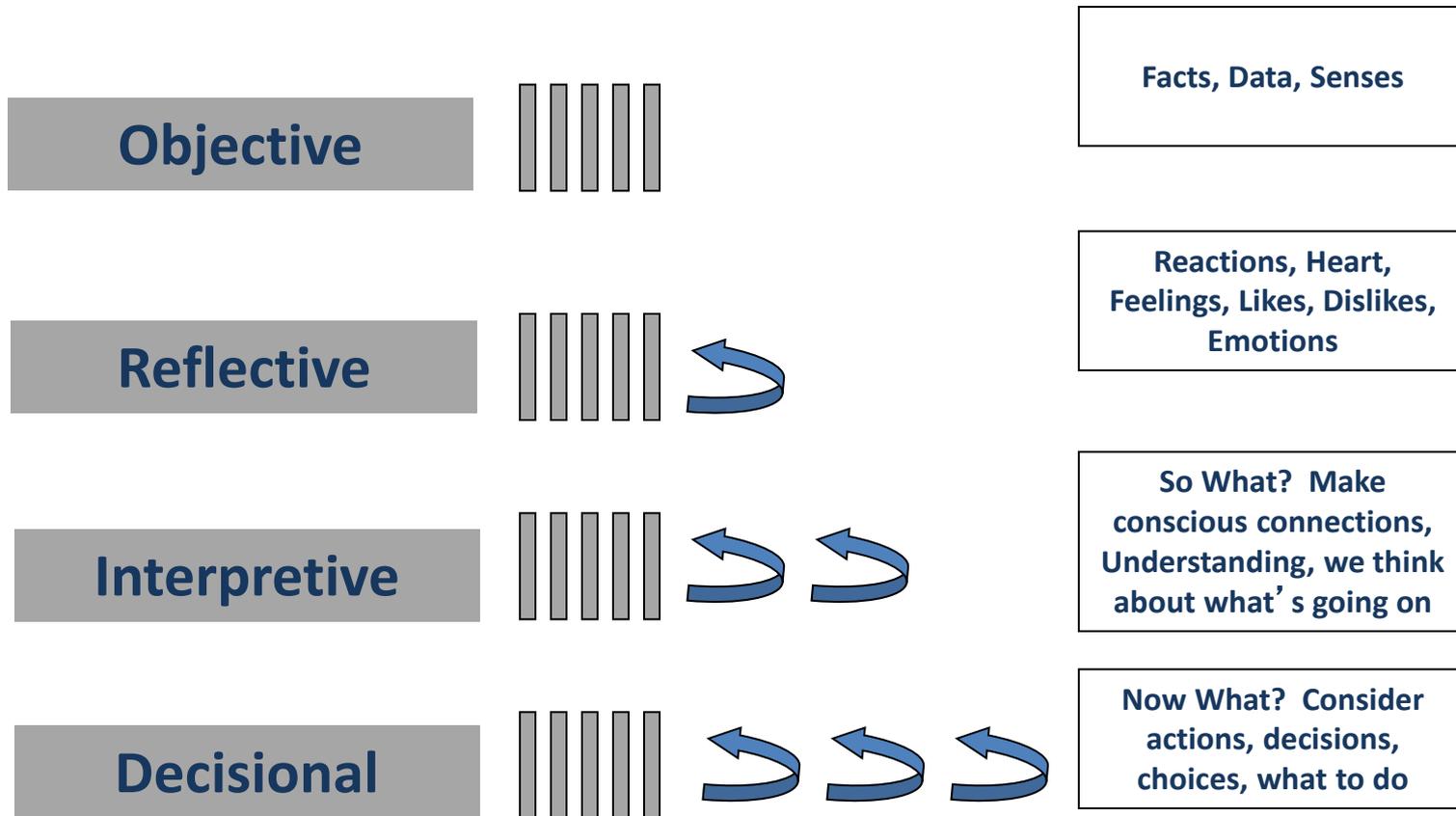


ORID

- Allows the sharing of experiences
- Broadens perspectives
- Results in clear ideas and conclusions
- Provides for meaningful dialogue
- Allows the entire group to participate
- Builds trust



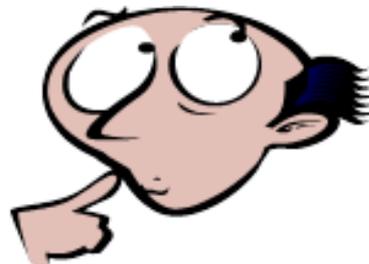
ORID Structure





When and Why to use ORID?

When to use?	Why to use?
<ul style="list-style-type: none">• Client sessions• One-on-one conversations• Staff/Team team-building meetings• Project planning meetings• Annual staff retreat planning meetings• Advisory board meetings• Internal management team meetings• Planning staff training• Performance reviews/evaluations• Reorganization planning task force	<ul style="list-style-type: none">• Reflect on the past work week, individually or as a group• Explore process improvement opportunities• Explore new directions• Discuss inter-office communication problems• Get groups working together comfortably• And many others....





The Focused Conversation Method Structure

Topic: The focus or subject of the conversation.

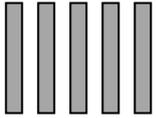
Rational Aim: The intent/goal of the conversation. What I want you to know or be aware of or learn? It guides the direction of the conversation.

Experiential Aim: The inner impact/overall experience of the conversation. Affects the mood & sets the tone of the communication between participants.

Opening: Welcome, Purpose, Process, Benefits. Sets the stage for the conversation

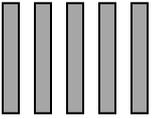


The Focused Conversation Method Structure



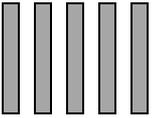
Objective Level: Questions begin with what people know or have heard about a subject

- Getting the facts or Initial Impressions
- To engage the five senses (sight, sound, taste, smell & touch)



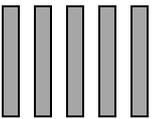
Reflective Level: Immediate Emotional Response and Experiences

- To elicit and acknowledge imaginative, intuitive and emotional responses
- Acknowledges emotions, reflections and initial associations
- Invites participants to use their imagination



Interpretive Level: Meaning you attach to a topic/ values, purpose, implications

- To elicit the sharing of experiences and individual meaning
- Builds collective consciousness and shared awareness within the group
- Identifies available options and possibilities



Decisional Level: Decide on Resolution, Action, Future Direction, Next Steps

- To develop depth level collective opinions or resolve that may lead to future action
- Draws out deeper meaning from participants
- Makes conversation meaningful and relevant to the future
- Exposes individual and group choices

Closing: To confirm individual' s or group' s opinion or resolve,



ORID Demonstration

TOPIC: Our organization is seeking to analyze its health care system in an effort improve the patient experience so we can retain our existing patients as well as recruit new patients.





The Focused Conversation Method Structure

Topic: Improving the Patient Experience

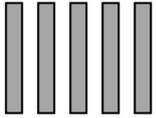
Rational Aim: To analyze current practices and uncover best practices/strategies that will help improve the patient experience.

Experiential Aim: To generate enthusiasm and ideas to foster improvements.

Opening: Welcome to this meeting... As you know, we are trying to improve our organizations system so we can better serve our patients and enhance the overall patient experience. We want to explore areas of improvement and identify specific strategies. So, let's discuss this a bit. The Process I will take is that I will ask a series of questions and everyone will have the opportunity to participate. The benefits will be higher patient retention and new patients.

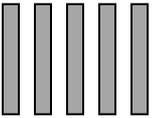


The Focused Conversation Method Structure



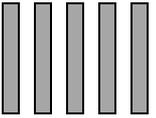
Objective Level:

1. What positive things have you seen or heard regarding how your patients receive care?
2. What have been some not so positive things?
3. What are some behaviors or responses you have observed?



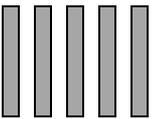
Reflective Level:

1. What concerns do you have about what you have observed or heard?
2. What was inspiring?
3. What seems the most critical?



Interpretive Level:

1. What appears to be the central issue or key problem area?
2. What behaviors should be encouraged?
3. What questions did this raise for you?



Decisional Level:

1. What could we change right away and how?
2. What should we be doing differently?
3. What recommendations should we make?

Closing:

This has been a helpful meeting. At the next meeting, let's further refine the plan and develop action plans to start implementation.



Small Group Work

Step 1: 10 minutes

- In small groups of 4-5, identify a topic from the list.
- Design the conversation using the Focused Conversation Worksheet.
- Assign a facilitator in your group.



Small Group Work

Step 2: (15 minutes)

- Each facilitator will change tables and deliver your conversation.
- You will have 15 minutes to have your conversation.
- Debrief as large group.



Facilitator Tips





Whoops– I’m being Challenged

If a participant...	The Facilitator might....
Challenges the process	<ul style="list-style-type: none">• Give a high level overview (the process, participation and, WIFM)• Tell how the process will/will not address each one.• Show how their suggestions fit in.
Suggests a change in the process	<ul style="list-style-type: none">• Re-explain the process.• Ask them to try it for 15 minutes• Encourage trust of the process.• Give an alternative to the group
Person indicates that a concern is not being dealt with	<ul style="list-style-type: none">• Probe for deeper understanding• Indicate how it will be dealt with or<ul style="list-style-type: none">- Discuss over break- Give to a team to work on- Discuss with management



Whoops— I’m being Challenged

If a participant...	The Facilitator might....
Person challenges your credibility	<ul style="list-style-type: none">• Establish it at the start. Demonstrate confidence.• Highlight past successful applications• Ask them what their real concern is. Empathize.
Person is anxious to “move the process faster”	<ul style="list-style-type: none">• Say, “It will only take ____ minutes more.”• Empathize it is hard work.• Explain the benefits of building consensus slowly.• Explain other teams need more time.
Person needs to leave early and wants to jump ahead with some ideas, while you are discussing something else.	<ul style="list-style-type: none">• Show concern and be flexible• Write them down• Stop, get the ideas and then go back.• Thank the participant.

About NCFH



NCFH

National Center for Farmworker Health, Inc.



1770 967 FM - Buda, TX - phone: 512-312-2700 - fax:512-312-1600

Thank you!

Alicia Gonzales

gonzales@ncfh.org

512-312-5469

This project was supported by the Health Resources and Services Administration (HRSA) of the U.S. Department of Health and Human Services (HHS) under U30CS0 9737, Technical Assistance to Community and Migrant Health Centers and Homeless, (\$1,583,856). This information or content and conclusions are those of the author and should not be construed as the official position or policy of, nor should any endorsements be inferred by HRSA, HHS, or the U.S. Government.

© National Center for Farmworker Health

All photographs in header are Copyrighted to Alan Pogue