

WSABI[®] Facilitation Report

For

Miss Ann Example

(Informally, and throughout much of this report, Miss Example prefers to be referred to as This Example)

This is an example of a Facilitation Report based on our research into how the most effective workshops and ‘break out’ teams can be organised by using the WSABI[®] questionnaire.

WSABI[®] Facilitation Reports need to be obtained for each participant in the workshop in order to optimise the performance of teams and improve workshop outputs.

Used in conjunction with Standard Attributes, and Leadership profiles these reports can be used to construct the most capable project teams; particularly important during innovation programmes.

Introduction

WSABI® is a sophisticated personnel and leadership profiling system which uses data about work style preferences to identify how effectiveness, productivity and operational suitability can be improved.

Research has shown that considerations of certain factors can be used to maximise the productivity of 'breakout teams' during facilitated workshops. Getting the balance of the team right, for the specific purpose, is critical. Get the balance wrong and only the loudest voice will be heard.

Within the time constraints of facilitated workshops you need to ensure that all participants have an equal opportunity to contribute to their best ability. Whether you are designing focused groups comprising particular skill sets, or looking for mixed teams who can share different viewpoints, knowledge and understanding to develop ideas, the people in each team must be compatible.

Here we present data and charts gleaned from the other WSABI® profiles that have been proven to be the most relevant and useful in these respects. For guidance of how to use this information to construct the most effective balance within mixed teams, view the video at:

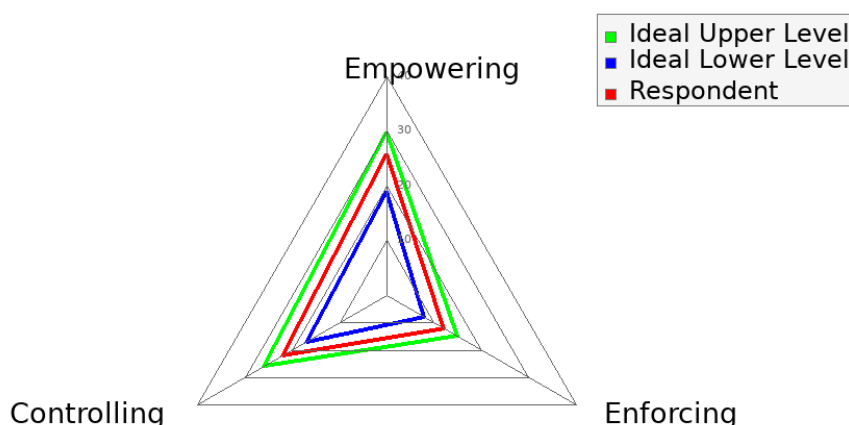
<https://www.wsabi.co.uk/facilitators/>

1. Is This Example a Good Choice For a Team Leader?

The following chart benchmarks This Example in terms of her leadership / management style. **If This Example's 'Empowering' score is the dominant one of the three and fits, or is slightly greater than, the ideal range then she will be a good choice for a team leader during the workshop.**

If all of her scores lie within the ideal range (i.e. the red line should be wholly positioned between the other two), then it is highly likely that she will be capable of leading the resulting project(s) or programme designed to develop and propel the initiatives after the workshop.

Leadership vs Management Triumvirate Scores



Our research into the capabilities of test subjects, who were operating in a managerial or leadership role, showed that there was a common triumvirate of forces or styles which dictated how they tended to lead or manage their teams. In this respect:

EMPOWERING is the extent to which the leader or manager enables the individuals in the team to work to their strengths and operate in a manner and with a degree of freedom that best suits them.

CONTROLLING is the degree to which the leader or manager imposes his/her will on the team to ensure that tasks are carried out to his/her satisfaction

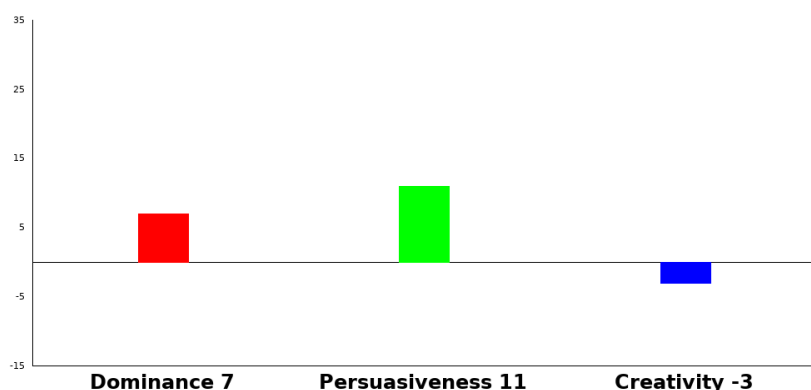
ENFORCING relates to the level to which rules and regulations are imposed and policed.

All of those subjects who were regarded as effective leaders maintained a good balance of this triumvirate of styles and operated within the range delineated by the 'ideal' upper and lower levels as shown in the chart in the left hand panel. 'Empowering' was the predominant style exhibited by inclusive leaders. Those people whose profile showed that 'Empowering' was significantly subservient to 'Controlling' and/or 'Enforcing' were shown to be operating more managerially than leading. In certain circumstances this might be a primary requirement of the role, so scores outside the ideal range do not mean that the respondent cannot act as a leader when/if those circumstances change. For instance in an emergency or when dealing with a crisis, a directive, autocratic style can be far more effective than a participative, democratic style.

Ann Example - Facilitation Profile

2. This Example's Primary Attributes

Primary Attribute Scores



The above chart benchmarks This Example against the average scores for the main 3 attributes that should be used for balancing teams.

In the above chart, the horizontal line (value=0) is the average of all our test subjects. Therefore if a coloured column is absent, it doesn't mean that this attribute is missing or lacking; it means that This Example's score was the same as the average for that attribute.

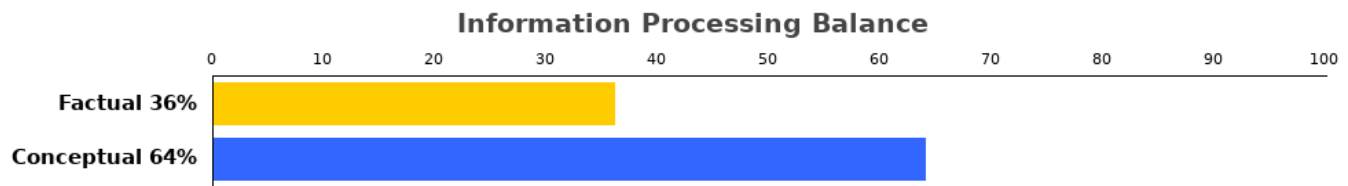
As with all data presented in this report, the scores for these three attributes need to be collated and compared with data from each participant. Creating balanced teams (combining people with both positive and negative scores for each factor – but note the caveats below) will enable them to be the most productive within the time constraints of a facilitated workshop.

Dominance: indicates the relative level the individual will seek to assert themselves within the group. Highly dominant individuals are independently-minded, competitive, and generally very effective at getting their own way. The less dominant, particularly if represented by a negative score, will be relatively less likely to express their views unless encouraged to do so. Where possible, avoid creating teams where there are two or more highly dominant characters who have opposing viewpoints. Also, the least dominant participants need to be separated from the most dominant.

Persuasiveness: is a measure of how well an individual can influence others through constructive argument and discussion. Consequently highly persuasive people are good at enabling the team to evaluate information and reach a consensus. A persuasive leader is a good person to use to balance and offset the impact of highly dominant team members. Beware, though, of individuals who exhibit both high dominance and are highly persuasive as it will be their viewpoint or opinions that will predominate.

Creativity: is an indication of original thinking capability. Highly creative people will be the most likely source of new ideas so they should be spread evenly amongst teams or breakout groups.

3. How This Example Makes Sense of Information



Relative Reliance on Evidence = -28

The above chart indicates the relative extent to which This Example makes sense of information by either examining and connecting the hard facts, or by looking for patterns in the whole picture and developing concepts.

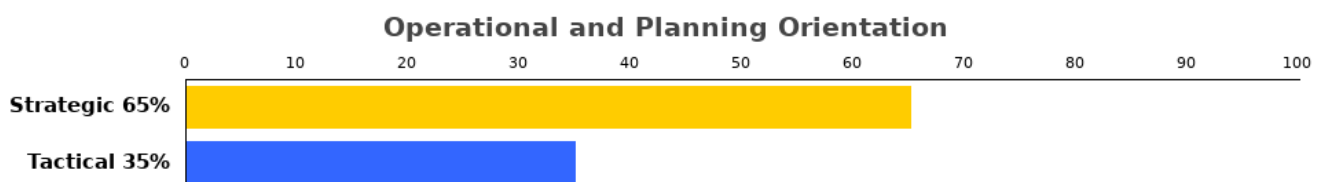
n.b. Relative Reliance on Evidence = Factual – Conceptual

In terms of optimising teams during facilitation workshops, the difference between attending to facts and conceptualising (the “Relative Reliance on Evidence” score) is the factor, in this context, that most often needs to be compared across all participants. People that don’t have a pressing need for lots of evidence are more open to considering possibilities and can often reach decisions earlier than those that do.

Those that have a high (+ve) reliance score need to see a number of facts fit well together before being confident that any decision is the right one. Whilst this type of approach provides a valuable counterpoint to the highly creative members (see Primary Attributes above), people who rely heavily on evidence may show a tendency to act as “Ideas Crushers” and so, ideally, should be separated unless a forensic approach is required from a ‘focussed team’.

Those that show a very high ‘conceptual’ score (and therefore a very low, -ve “Relative Reliance on Evidence”) may be prone to overlooking or ignoring inconvenient facts that don’t match their hypotheses. This is similar to, but not entirely the same as ‘Confirmation Bias’ which is the tendency to actively seek out and assign more weight to evidence that supports a person’s views and/or decisions. ‘Confirmation Bias’ can be exhibited by highly dominant types even if the ‘Conceptual’ score is not particularly prevalent. A notable, extreme example of this is the way that Donald Trump labels reports that do not accord with his views as “Fake News”! To combat this in workshops, people with a high “Relative Reliance on Evidence” should be matched up with people who may be prone to such bias or blind-spots.

4. This Example’s Operational Focus

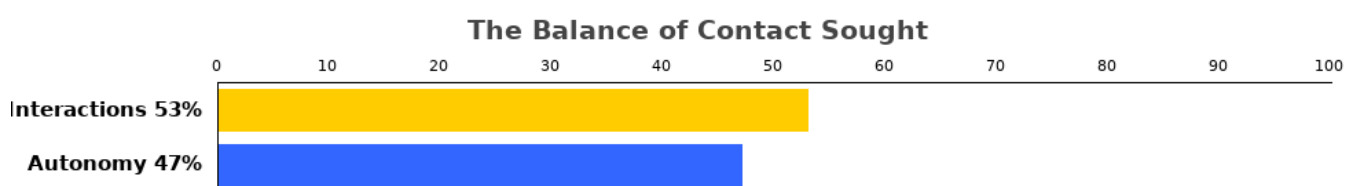


The above chart indicates the relative different degrees to which This Example focuses on strategic and tactical implications of initiatives.

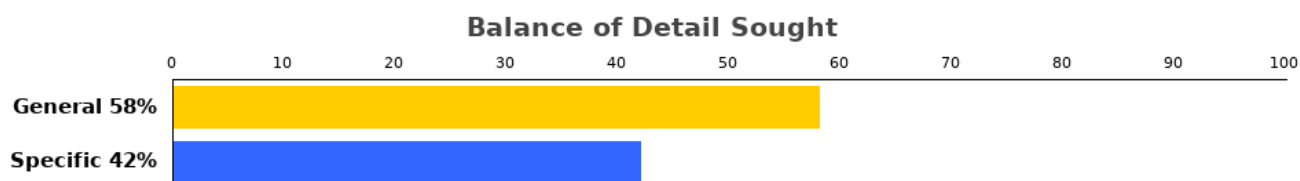
To ensure that plans emanating from facilitated workshops cover a number of angles, and are most likely to be successfully implemented, it is best that 'breakout groups' contain both strategic and tactical thinkers.

5. Other Things to Look Out For

Occasionally you may come across people who exhibit characteristics which might be counterproductive within the time constraints of facilitated workshops. The most common of these are people who need a lot of quiet and solitude to work through problems, and those who want to spend time dealing with the minutiae and discussing the specifics of any idea or proposal at length. The following bar charts represent This Example's work style preferences in these respects. Again you need to compare this data with all other participants to see who, if any, may not be suited to your process or who may act to slow progress.



People with a very high preference for autonomous working will be unlikely to fully engage in animated group activities and may have a negative impact on workshop's 'atmosphere'. Where possible, such individuals should be distributed amongst teams that contain empowering leaders.



People who need to consider the specifics in great depth, rather than work with a more general overview, may cause teams to become bogged down in fine detail which should really be dealt with after or outside of the workshop. Pairing people with a high score for "Specific" with a person who demonstrates a reasonable controlling influence (within the ideal range - see section 1), as well as a balance in favour of "General", is useful in keeping things on track. A word of caution: in this respect, people with a high score for "Specific" may take being "Controlled" as a personal sleight and interpersonal conflict might result.

There's a real danger signal if there is an individual who has both a high "Specific" score as well as a strongly controlling style. You can only really combat this by pairing such a character with another with greater authority or with someone who's alternative views they are known to respect and listen to.

Less common causes for negative impacts can be generated by people who may, due to major concerns, become strongly intransigent or develop an entrenched position, contrary to the consensus. If you suspect that particular participants have the potential to obstruct progress in this way you should order and read their WSABI® 'Standard Attributes Profile'. This will identify and help you mitigate potential issues indicated by specific weaknesses and any relatively extreme requirements for, or reliance on:

- rules
- logic

- values or belief systems
- structured working
- caution / risk aversion

Using the Data

In summary then, to use this report and those on the other participants you'll be working with, you will need to collate and compare the data for each person. This will then provide the insights needed to create and optimise focused groups of similarly minded people, or balanced teams with complimentary or contrasting styles. A step by step video guide for doing this is provided at: <https://www.wsabi.co.uk/facilitators/>

The experts at Accretis Ltd have a great deal of experience in using the various WSABI[®] reports to aid facilitation and building teams. If you have any questions please send them to: info@accretis.co.uk or call +44(0)1904 412266