

Fabrizio Faraco

**Maieutic Facilitation:
the reason why we need
new techniques
for navigating complexity**



It all Depends on the Context

Making decisions is both a rational and emotional act, and we have always been used (and trained) to do so mainly rationally, especially if these are strategic choices in the business environment.

“*Without data, you’re just another person with an opinion*” reads one of the most famous quotes attributed to W. Edwards Deming, an American engineer and essayist who made a great contribution to the entire *Quality Movement* in production, first during the war period in the USA and, later, in Japan. This phrase reflects the widespread illusion that it is enough to have the “right” data available to make the best decisions. The entire Big Data megatrend of recent years has been based on it, and it represents the foundation of a certain today’s fideistic attitude toward Artificial Intelligence.

Worrying about being able to have as much contextual information as possible was an understandable need at a time when this was difficult to find and decisions were made mainly by the nose, relying on the intuition of those who exercised leadership.

The scenario has changed radically for at least a decade since we have too much data, and the problem, if anything, is to understand how relevant they are. Already in 2016, the two economists Milo Jones and Philippe Silberzahn in their article “*Without An Opinion, You’re Just Another Person With Data*” had already grasped the critical issues of this approach.

Edwards Deming’s approach reflects post-war naivety about the possibility of unblemished objectivity, which in many fields was tinged with real scientism. In Science, you don’t want opinions, you look at the facts, and these must be objective.

The good news is that we have both more and more facts and more and more data. Data is everywhere. This means that in a world where data is becoming overabundant, the risk is certainly not the lack of it.

The only solution to make sense of this flood of information is to have hypotheses, that is, to have an opinion that guides research in the mass of data. Everyone who deals with *internet literacy* (the ability to search for reliable and useful information online) and *prompting* (the way to write instructions to the many generative artificial intelligence tools such as ChatGPT, Google Bard, Bing AI, etc., where the better the demand, the better the results).

In essence, without an opinion, you are just a person who does not know how to use too much data available, so the best you can do in this case is to wish: “*Good luck!*”.

This dilemma is not new in the field of Data Analysis, a fascinating modern name for what has been Statistics since the 17th century, where *objectivists* have always fought, that is, those for whom what the data say is the truth, and *subjectivists*, those for whom we always start from an opinion that data can help to refine or deny. It is curious that, due to the law of retaliation, modern AI (Artificial Intelligence) is based on Bayes’ theorem, the most important formula in subjectivist statistics.

Etymologically, “data” comes from the Latin *datum*, which means “fact” and this encourages many to consider these two terms interchangeable, even if simple common sense suggests that often nothing is more ambiguous than *data*, and that *facts* are far from objective in their own right. We could open a long parenthesis on the subject by recalling the “Pragmatics of Human Communication” and the “5 axioms of communication” by Paul Watzlawick, but everyone experiences concrete every day as what we consider to be “facts”, very often they are not considered as such, or at least not to the same extent as we are, by our interlocutors.

Beyond theoretical contrasts, data, facts, and opinions serve to create the context in which to make decisions. In the field of business management, Peter Drucker already observed in one of his books in 1973:

Most books on decision-making tell us: “Find the facts first!”. But managers who make effective decisions know that they don’t start with the facts. The understanding behind the right decision stems from the clash and conflict of differing opinions and serious consideration of competing alternatives. Getting the facts first is impossible. There are no facts if you don’t have a criterion of relevance.

Every statistician knows that no one has ever failed to find what they wanted to look for in the data.

Peter Drucker argued that decisions are judgments and, therefore, it is necessary to be very clear and transparent in making opinions explicit, especially in an organizational context, where it is necessary to share them and cultivate dissent on them.

This approach continues to be in clear contrast to what we see in corporate environments, where instead, according to a consolidated practice, conflict is avoided and therefore, often, we go after the first decision that is taken and we go through the data to choose those that can, at least theoretically, support it.

Knowing the context is the key step in making decisions, and not just business decisions. Also, let’s remember that our perception of the world is not intellectual. As Christian Madsbjerg, an enlightened philosopher, academic, and entrepreneur, warns us:

Most of the time, we understand the world without language and have no purposeful relations with the world. We are not deducing or believing anything. We simply operate, without processing anything intellectually. We are not mind, brain, or consciousness. We are what we do, rarely what we think.

Act in Context

If decisions are judgments, deciding is not choosing between right and wrong, and how you decide depends on the context. Consequently, there can be no more valid way of making decisions than others: certain approaches are useful in some situations and ineffective (or even harmful) in others.

If the external environment, in which a specific reality operates, is little changeable, decisions can be based on judgments similar to those that have already been effectively

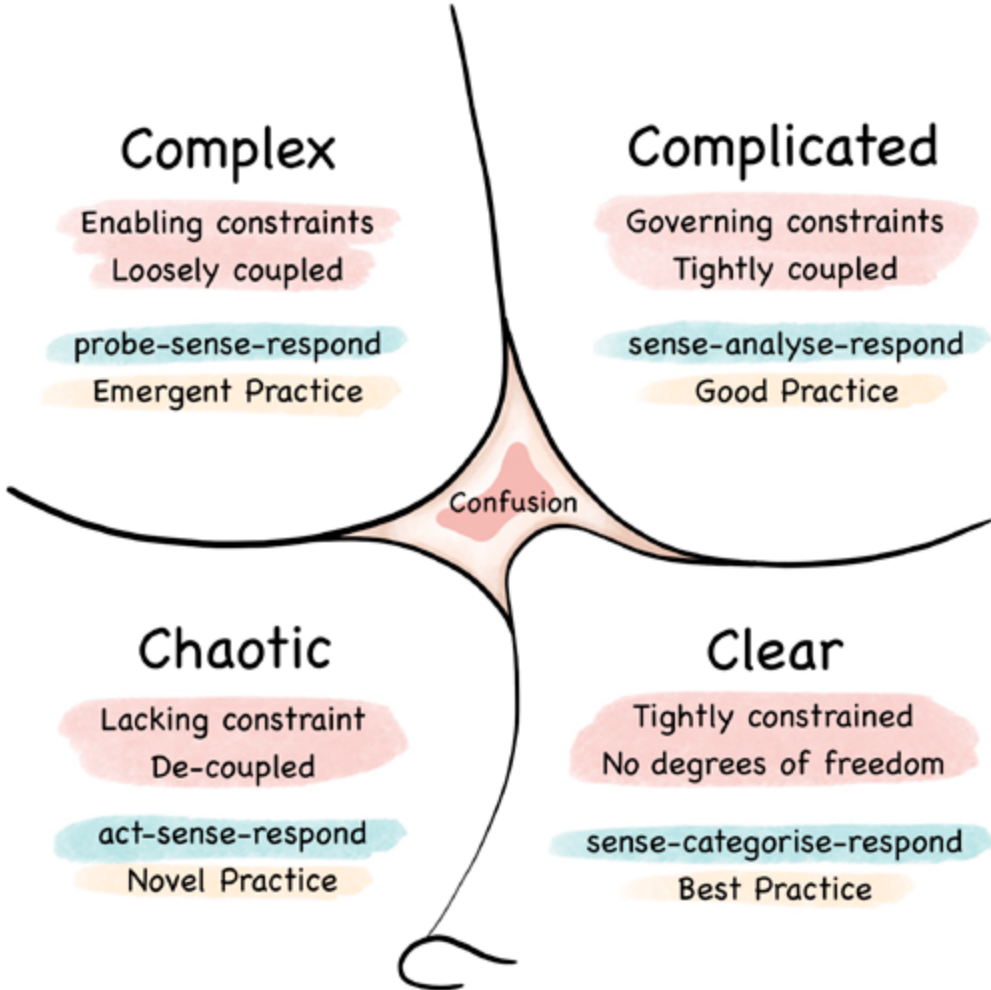
expressed many times in the past, there is no reason to modify a successful process. However, we are well aware that such a scenario is now quite rare, while the normality for organizations is to face continuous and sudden changes. Here then is that decisions cannot be made according to traditional successful processes, because these reflect judgments that were so good yesterday but may no longer be so today.

Since the way we make decisions depends on the context we live in, we need simple tools to understand the environment in which we are and identify the best approach that will guide us to make effective decisions.

THE CYNEFIN

This is the lesson suggested by the Cynefin framework developed by Dave Snowden, a British consultant (or rather Welsh, as he would like to point out) expert in complexity management and *Sensemaking*. Sensemaking is, according to Snowden, the process by which people give meaning to ambiguous or confusing questions/events related to their collective experiences.

Cynefin is a Welsh word that is pronounced ‘K-NE-VIN’ and that can be translated into ‘habitat’. One of the reasons why Snowden chose this (unusual) name was because, as he says: “A name that requires a story to explain its meaning avoids confusing it or associating it with other concepts that already exist.”



[All information and resources on the use and applications of Cynefin, can be found on the thecynefin.co website of The Cynefin Company (the company founded in 2005 by Dave Snowden), on the cynefin.io wiki site, and in the guide “Managing complexity (and chaos) in times of crisis”, developed in collaboration between the EU Joint Research Center (JRC, the science and knowledge service of the European Commission), and the Snowden company.]

The tool maps five macro-types of context: *Clear*, *Complicated*, *Complex*, *Chaotic*, and *Confusing*. For each of these, Snowden suggests the best approach for making decisions. The graphic representation itself, like the name Cynefin, serves to give the sense of the difference, sometimes subtle, between the different contexts (called “domains” in the framework) in which we operate, helping to distinguish how we perceive situations, our behavior and that of others, when we enter the “dynamic” contexts of our lives (such as the work environment, the social environment, the territory) compared to that of our usual fabric of origin (family ties, traditions).

Clear

The *clear domain* represents “known things” and is governed by good practices. This means that the situation is relatively stable and the cause-and-effect relationship is evident, or in any case, it is known (“If this happens then it will happen that...”).

The approach to take is:

sense > categorize > respond

That is: establish the facts and frame the problem (grasp); examine the options based on the experiences and knowledge we have (categorize); then act according to the rule or by applying good practices (responding).

An example is moving around the city: I understand where I am and where I want to go, I categorize the addresses on a map, and I reply with the optimal route.

This approach requires minimal skills because the problem is defined and there is a solution that has already been successfully applied in the past.

Complicated

The Complicated domain consists of the ‘known unknowns’, that is, we know what we don’t know. It is the world of good practices: the relationship between cause and effect exists and requires the use of specialized competence. There are multiple correct answers, so the recommended approach is

sense > analyze > respond

That is: evaluate the facts (capture); deepen their aspects (analyze); and apply the appropriate operational “good practice” (respond).

A classic example is: I pick up an unexpected noise in my car; I don’t know what it is and I take it to a mechanic; he analyzes the fact and repairs it, adopting one of the possible different solutions among those that can be contemplated by technicians in the sector.

This is the domain where we need experts, with specific skills, who can answer things that we know we don’t know.

Complex

There are no a priori correct answers in this domain. It is the world of “unknowns”, that is, we do not know why we cannot know, and the typical solutions and best practices of others are not applicable. We don’t even know if the signs we pick up are related to our problem or could instead lead us further astray. Cause-and-effect relationships are only knowable in retrospect, that is, after experimenting empirically. It is the world of emerging practices, which are learned only by performing experiments and taking advantage of the results that we gradually observe.

Alexandre Magno, one of the leading figures in the Agile world in Latin America, explains that to understand what an “emerging practice” is, we must grasp the difference between the learning process, which “*is what produces the learning experience itself*”, and the product of learning, which “*is the result of the learning experience.*”

People learn by experimenting with practical solutions to real problems: if they don’t see the purpose of what is being taught or shared, they won’t be sufficiently motivated to implement it. For them, every new lesson must have a direct relationship with past, present, or future work. Only the analysis of the results of these experiments can help us to decide the next steps toward the solution, iteratively.

The recommended approach is:

probe > sense > respond

In this context, it is not possible to adopt a reductionist approach, such as ‘take it and see how it works’, because our actions unpredictably influence the situation. It is a domain where we are part of the system: we are cause and effect at the same time. It is the domain of entanglement.

An example of this context - in addition to the most “important” ones such as financial markets or complex ecosystems - is the game of Poker, in which grasping the style of the opponents requires going to see (experimenting with our opinion) to bring out a pattern that can help us win: if we think that a player is bluffing, the only experiment is going to see his cards.

Chaotic

In the Chaotic domain, no correlation between cause and effect is possible: we are in the field of new solutions. In this domain we cannot wait for a knowledge-based response, we must act immediately to keep the effects of the problem under control, as Patrick Lambe recommends: “*Action, any action, is the first and only way to respond appropriately.*”

We will eventually have time later to act appropriately. In this context, action serves to contain the effects of the problem, or to transform the chaotic into the complex. The recommended approach is:

act > sense > respond

Snowden needs:

In the Chaotic domain, a leader’s immediate task is not to discover patterns but to stop the bleeding. A leader must first act to establish order, then perceive where stability is present and where it is absent, and then respond, working to transform the situation from chaos to complexity, where the identification of emerging models can help both to prevent future

crises and to discern new opportunities. More direct communication, top-down or broadcast, is imperative; there's no time to ask for suggestions.

The boundaries between the domains described can be crossed, indeed it is often the best way to approach a context through a decision. With one exception: the one between Clear and Chaotic is a separate case and is represented by a cliff. If we persevere in considering the context simple when it is not, or we enter the “complacent zone”, the decisions prove to be completely inadequate and the project slips from the cliff into complete chaos (*complacent cliff*).

Confusion

The fifth domain is the part at the center of the graphic representation and relates to those situations in which you don't know what to catch. In these cases, the goal is to be able to move to one of the 4 domains that have a recommended approach.

It is a generative domain, the one where disruptive innovation is born. Here the alternative theories are both true, as happened for the theory of wave light and particle light before quantum theory came to fruition.

In essence, the lesson that comes to us from Cynefin is that we can (and must) act with a different approach depending on the situations that arise from the different context (domain) in which we find ourselves.

Unleash 100% of your Potential

If we rely on acting according to context, we can say that decisions in an organization are by nature in a complex domain, so the suggested approach can only be probe > sense > respond. It is a scenario that requires emerging practices, and where ‘experts’ and ‘training’ are rarely effective tools to adopt: no expert can have all the right answers to generate the right solutions. As Henri Lipmanowicz and Keith L. McCandless recall in “*The Surprising Power of Liberating Microstructures*”:

The chimera that good practices imported from other contexts can work everywhere is too attractive to resist the temptation to believe it.

Therefore, solutions can only be found within the organization, because the people who already work there matter more than currently admitted.

To the conventional approach of adopting best practices supervised by “experts”, Lipmanowicz and McCandless contrast the practice they define as *self-discovery*, that is, the bringing out the tacit knowledge already present in the organization.

We therefore need to enhance the resources of all members and to do this we need new techniques, what I define as **Maieutic Facilitation** techniques, that is, activities aimed at *unlocking the full potential of everyone* to bring out the different (hidden) individual contributions, cultivate them and, through their sharing, generate new knowledge, in which everyone finds themselves and which leads to the definition of the best possible solutions.

These solutions are certainly the right ones to deal with complexity, with the certainty that they will be implemented by everyone, precisely because they are born directly from the participants and therefore everyone has the necessary commitment, that is, the voluntary act of deciding and acting even when no one looks or explicitly asks to do so.

With *Maieutic Facilitation*, the tacit, hidden part of what each individual knows emerges, and not just what they understand, that is, the explicit part that is usually used. If in the scenario in which we find ourselves, the explicit part is sufficient, we can make decisions based on good practices, but these would show that we are not in a complex context. Bringing out tacit knowledge is critical because it can help people to deal with complexity more effectively, and to better adapt to the ever-changing challenges they encounter in daily life and work, as Per Kristiansen points out:

People normally want to do things well but, somehow, that intention and that potential are kind of stuck. In innovation, it is necessary to unlock potential in two areas: widespread knowledge and people's understanding of the current system. All of us have access to more data and information than one person can handle, and we feel confused. Very often we don't even know how much we know about a certain topic.

Therefore, when several people who want to contribute to innovation come together but do not know exactly how they can contribute, it becomes essential that the knowledge of each individual is unlocked and shared. The message is this: to innovate and transform businesses and businesses, everyone must activate their knowledge more and go beyond the first recognized scheme. Furthermore, if we want to intentionally transform an activity — individually or as a team — we must make this intent clear and shared.

Tacit Knowledge

People know more than they think to know they know! *Tacit knowledge* is a form of knowledge that is not explicitly formulated or verbalized but is rooted in an individual's personal experiences, abilities, values, and mental models. It is often acquired through practical experience accumulated over the years.

To visualize what I am referring to, let's think of the ability to drive a car or to play a musical instrument: they are automatic skills and do not require conscious attention to be activated.

Tacit knowledge is important because it influences how people perceive and respond to the world around them. This type of knowledge is often difficult to communicate or transfer to others in a complete or precise way because it is somehow embedded in the individual himself.

It is closely connected to the cognitive and behavioral processes of the person, who uses it without being explicitly aware of it. *Tacit knowledge* is linked to skills and abilities acquired through experience, internalized so deeply that they are no longer perceived as external or intentional information. As such, it is not at all obvious to be able to transmit it, just think, to stay on the example of the car, if they asked you to teach someone to drive only by explaining it to them in a classroom and in a short time.

Tacit knowledge is important for dealing with complexity, because many of the challenges we face at work, as in everyday life, require a deep understanding of situations and an ability to adapt to changes. This understanding cannot be achieved only through explicit knowledge, much less through the collection of data, but it requires a very subtle and intuitive discernment of the context in which we find ourselves.

Furthermore, *tacit knowledge* can also be the trigger for creativity and innovation: often great discoveries are born from the intuition that emerges from the liberating action of an individual's implicit knowledge.

In *unlocking the full potential*, the role of *tacit knowledge* is central, as it is the source of innovative ideas and solutions. By *unlocking tacit knowledge*, and thus making it emerge, organizations can create a continuous flow of new perspectives, and at the same time develop a culture based on the sharing of knowledge and its dissemination in all departments.

To unlock individual potential, it is important to create an environment that encourages the emergence and sharing of *tacit knowledge*, offering the opportunity to express oneself freely and to collaborate with others. In this way, there is a real continuous improvement in the organization's performance.

Maieutic Facilitation starts from the assumption that the answer is in the system that is, as they say, that "it is already in the room", but to "discover it", people must be guaranteed psychological security, that is, a condition in which everyone feels free to express their opinion and to perceive that everyone is relying on their ability to create solutions.

By "psychological safety" in an organization we mean that all members have the certainty that they are accepted, valued, and supported in their expression. It is a state of emotional well-being in which you feel free to experience even serendipity, essential for the development of individual potential, collaboration, and the growth of the organization. A psychologically safe work environment gives team members the freedom to express their opinions and to make mistakes, without fear of being misjudged, and encourages diversity and flexibility in thoughts and actions. Such an environment creates a sense of belonging and commitment and increases employee motivation and productivity.

"Creative confidence", represents the conviction of being able to generate creative ideas and complete innovative projects. *Creative confidence* involves trust in yourself and in your ability to find solutions to problems, experiment with new ideas, and take risks. Developing creative trust in team members is what brings organizations greater innovation, productivity, and job satisfaction.

So unlocking individual potential involves making ideas emerge from *tacit knowledge*, and for individual potential to generate shared knowledge, we need to achieve psychological security and creative trust in the participants while ensuring that everyone is listened to.

THE U-THEORY

Doing all this isn't easy at all, but it's more natural than you might think, even if there are some trolls to fight to bring out everyone's ideas.

U-Theory comes to our aid, which helps us to understand the path that everyone must follow to express their potential in a complex context.

What level of listening is necessary to create new knowledge?



U-Theory is a method, developed by Otto Scharmer, senior lecturer at the MIT Sloan School of Management and co-founder of the *Presencing Institute*.

U-Theory is based on awareness to change systems, and merges systems thinking, innovation, and the driving of change, from the point of view of an evolving human consciousness. Drawing on the Massachusetts Institute of Technology (MIT) tradition of action research and learning through practice, U-Theory has evolved over two decades of experimentation and refinement by a global community of professionals.

How can you guide decisions in constantly changing contexts if you can't rely on past experiences? Thinking that there is a straight line from state A (today) to state B (where we want to be the next moment) is a simple illusion: if we believe it is possible to follow it simply by pursuing the first solution that seems right, we will end up in chaos. We have seen that in a complex context, we must access *tacit knowledge* and that to do so we need to guarantee psychological security. According to *U-Theory*, we must follow a U-shaped path that will lead us to connect to our true intention ("What is my highest future possibility? What is my purpose?") which is our source of inspiration and will: the source of the future that we want to bring out.

The deepest part of the U is called *Presencing*, that describes a process of deep connection with ourselves, others, and the world around us, to leverage our creativity. The term is a combination of the words "presence" and "sensing" and is used to refer to a way of being and acting in the world that allows us to access *tacit knowledge*. *Presencing* is useful for unlocking everyone's potential and building shared knowledge: it allows us to overcome our prejudices and explore the world more openly and inclusively.

Through *Presencing*, we can access a wider range of viewpoints and perspectives, and work together to create innovative and sustainable solutions to the problems we face. *Presencing* can help build a sense of community and shared purpose, creating fertile ground for collaboration and innovation.

THE 'U' PATH

Meanwhile, the U is made up of three segments: the left side is linked to observation and listening; the low vertex is where we let inner knowledge emerge; on the right, there is what is linked to acting, to prototyping. Let's start from the beginning.

To achieve *Presencing*, that is, connect to our deepest operational levels, we must:

- open our minds through curiosity, seeing with new eyes what surrounds us;
- then open our heart through compassion, perceiving the system as a whole;
- finally, let go of everything that is not essential with an open will.

THE TROLLS OF TACIT KNOWLEDGE

Why is this an untraveled road? Because the moment we start the journey we must face three enemies, three trolls to defeat, who prevent us from accessing our deepest sources of creativity:

1. VoJ: The Voice of Judgment
2. VoC: The Voice of Cynicism
3. VoF: The Voice of Fear

To give an example of how these three voices work, let's put ourselves in the shoes of a person on the team who would like to help find a solution.

At the beginning we hear the voice of judgment: "*They are more experienced than me, what can I add with my words?*" Instead, the curiosity to see the point of view of others opens the mind and suspends this voice, allowing us to express our idea, the solution.

As soon as we have expressed it, however, we hear the voice of cynicism that tells us: "*Imagine they will consider it, I am just a normal participant in the meeting, there are those who have more role than me to make themselves preferred!*". Here comes *compassion* - "*They are interested in what I have manifested, in me*" - which opens our hearts and redirects the voice of cynicism.

Finally, when we see that the team leader selects what we have manifested, we hear the voice of fear: "*Oh, my God! What if it's not what we need? If my idea isn't the good one?*" So here is the courage - "*I believe it, if I commit to doing it well, it can work, no one has found a better solution*" - that opens the will and brings out the future of collaboration: a future in which participants are at the best of their possibilities, committed and aligned, implementing and embodying the will to reach the desired state.

When we connect with our source of inspiration, we begin to build the future, letting out what will and courage produce, implementing what an open heart and compassion induce, and embodying what the mind and curiosity have produced. It is a *question of leadership*: leadership that is not a role or position, but a source of inspiration that multiplies the capacities of others, in which high expectations are set and efforts are made to ensure that everyone can achieve them. The leader is a facilitator, in the literal sense of the term "the one who makes it easier", who inspires employees to achieve their highest future aspirations.

Empathy is at the base of every change. Empathy allows us to listen deeply, to listen to ourselves and others. Listening serves to connect us with the source of our hidden intention, to bring out the future to which we aspire.

We need empathy to travel the U. The U takes us deep, to the source of our intention and will, it allows generative listening. It is an immersion in *tacit knowledge* that unlocks

potential, in an inner place where today's identity meets the identity of the emerging future: *Presencing* a common future to be co-created, implemented, and developed (embodied) together.

Maieutic Facilitation: Unlocking Full Potential Through Inquiry

Maieutic Facilitation is a facilitation approach designed to stimulate critical thinking, self-reflection, and knowledge discovery through a process of inquiry and dialogue. The term “maieutic” comes from the Greek word *maieutikos*, meaning “midwifery.” Inspired by Socratic philosophy, the facilitator acts as a midwife, helping participants “give birth” to their own understanding and insights.

During a *Maieutic Facilitation* session, the facilitator guides participants in examining their beliefs, assumptions, and reasoning by asking open-ended questions. Instead of providing direct answers, they encourage individuals to think deeply, challenge their own ideas, and uncover underlying truths or contradictions. This dialectical process of questioning and discussion fosters a deeper understanding of the subject matter and refines participants' thinking.

Maieutic Facilitation is applicable in various educational, professional, and personal settings. It promotes active engagement, critical thinking, and exploration of diverse perspectives. By encouraging participants to articulate and defend their ideas, it helps develop analytical skills, logical reasoning, and the ability to construct coherent arguments.

EMPOWERING TEAMS THROUGH INQUIRY

Overall, *Maieutic Facilitation* is a powerful tool for intellectual growth, self-discovery, and cultivating a deeper grasp of complex issues through thoughtful dialogue and inquiry. The facilitator mentors the team, not to define generic goals, but to identify actionable solutions that achieve results. Unlike various “transformations” (digital, agile, organizational), *Maieutic Facilitation* offers a bottom-up approach that is immediately applicable and guarantees widespread adoption – simply because it's results-driven. Fewer, more effective meetings yield immediately usable and sharable results, fostering a strong sense of ownership – that's the key difference. This approach doesn't require organizational approval; anyone producing better results in less time will be welcomed at any level.

A MINDSET FOR RESULTS: MICROSTRUCTURES AND SHARED GOALS

Maieutic facilitation embodies a results-oriented mindset (the “why” behind our actions) where all team members actively contribute to achieving goals. It's implemented through the facilitator's ability to create sequences of micro-exercises (activities) derived from the group's goals. This approach provides a more effective way to navigate complex situations.

WHAT A MAIEUTIC FACILITATION WORKSHOP GUARANTEES:

- Deeper solutions: By unlocking the potential of all participants, workshops unlock a wider range of ideas, leading to more comprehensive solutions.
- Increased confidence: The focus on creativity and empathy fosters a sense of ownership and understanding among participants, leading to greater confidence in the chosen solution.
- Stronger commitment: As the solutions emerge from the collective effort, everyone feels invested in them, resulting in a higher level of commitment to implementation.
- Faster implementation: Alignment and an improvement-oriented mindset are fostered in the workshop, leading to smoother and quicker solution implementation.
- Long-term effectiveness: The “bottom-up” approach ensures the solution resonates with the team, leading to effective results that endure even without constant leadership. This is because participants feel ownership, there’s alignment on direction, and communication is clear and focused on outcomes.

Notes

1. Forbes, Mar 15, 2016, <https://www.forbes.com/sites/silberzahnjones/2016/03/15/without-an-opinion-youre-just-another-person-with-data/>
2. Statistics, in the modern conception, conventionally begins with the studies of the English economist and mathematician, William Petty (1623-1687), and his theories on “political arithmetic”, or “The art of reasoning through numbers about things that concern government” (William Petty, in *Essays in Political Arithmetick and Political Survey or Anatomy of Ireland* in 1672).
3. Bayes’ theorem, developed by the mathematician and philosopher Thomas Bayes (1702-1761). The famous sophisticated algorithms are nothing more than a series of Bayes theorems applied to the context variables of the language to predict the most probable word. The algorithms attempt to calculate the probabilities a priori based on information from the training dataset, that is, the set of examples that are provided to the computer on which to build the knowledge base to generate the answers.
4. Peter Ferdinand Drucker (1909-2005), an American economist of Austrian origin, was one of the most influential thinkers in the field of management theory and practice.
5. Peter Drucker, “Management: Tasks, Responsibilities, Practices”.
6. Christian Madsbjerg “Look: How to Pay Attention in a Distracted World”.
7. <https://thecynefin.co/origins-of-cynefin-by-any-other-name-would-it-smell-as-sweet/>
8. Available on the page <https://op.europa.eu/s/y0yn>
9. We could use the expression “in hindsight” here. I use the term retrospective because it is also the name of a facilitation exercise that allows participants to reflect on what they have done, performed or completed and to identify areas that need improvement. We’ll look at it in detail later in the book.
10. Alexander Magno, “How Creative Workers Learn”.
11. Seeing in the game of Poker is the action with which the player agrees to put the same amount played by the previous person on the pot, to force the opponent to raise or show his cards.
12. Patrick Lambe, “Organising Knowledge: Taxonomies, Knowledge and Organisational Effectiveness”.
13. Dave Snowden, Mary E. Boone, “A Leader’s Framework for Decision Making”. *Harvard Business Review*, 2007
14. For those who are not familiar with the comparison and want to learn more, I recommend <http://l-esperimento-piu-bello-della-fisica.bo.imm.cnr.it/index.html>
15. For Kristiansen, ‘Playing seriously with innovation’ on Medium, 23 June 2022
16. *Serendipity* is a term coined by the writer Horace Walpole (1717-1797) to understand the ability (or luck) to make unexpected and happy discoveries while looking for something else.
17. *Creative confidence* is a concept developed by the brothers David and Tom Kelley, respectively founder and partner of the design firm IDEO, in the 2013 book “Creative Confidence: Unleashing the Creative Potential Within Us All”.
18. <https://www.u-school.org/theory-u>



This Bootcamp will familiarize you with the principles of Maieutic Facilitation and guide you in constructing exercise sequences and microstructures aligned with your goals for clients or work teams.

Gain the confidence to design and lead workshops effectively.

Unlike traditional lecture formats, this Bootcamp offers a comprehensive immersion into the tools essential for immediate application.

WHO SHOULD ATTEND

- *Freelancers and Consultants:* elevate your business by incorporating facilitation workshops into your offerings, catering to a diverse clientele across various industries and sizes.
- *Managers and Team Coordinators:* introduce Maieutic Facilitation within your organization, employing a functional approach that empowers teams to independently generate reliable, swiftly implementable solutions.
- *Professionals* (e.g., Lawyers, Mediators, Accountants, Labor Consultants, Engineers, Architects, etc.): engage in this Bootcamp if your professional responsibilities involve coordinating, directing, or serving as an impartial intermediary among multiple parties.

DURING THE TRAINING, YOU WILL:

- Engage in a Theoretical Introduction: Immerse yourself in the theoretical foundations of Maieutic Facilitation to cultivate a practical mindset for real-world application.
- Explore Liberating Structures and Microstructures: Familiarize yourself with Liberating Structures and various microstructures, adapting them to suit the requirements of workshop sequences.
- Construct Exercise Sequences: Learn the art of building exercise sequences tailored to the goals of the participants.
- Discover Versatile Microstructures: Acquire knowledge about diverse microstructures and how to customize them to suit the needs of meetings or a series of meetings.
- Develop Meeting Scripts: Gain insights into crafting scripts for effective meeting facilitation and managing unforeseen events.
- Master the Facilitator Role: Hone your skills as a facilitator and refine your techniques through hands-on experience.

SAVE THE DATE

7 - 14 - 21 - 28 JUNE 2024

FROM 2:30 P.M. TO 5:30 P.M. CEST

THE TRAINING WILL TAKE PLACE ONLINE IN 4 SESSIONS

FIRST SESSION:

FRIDAY, JUNE 7, FROM 2:30 P.M. TO 5:30 P.M. CEST

SECOND SESSION:

FRIDAY, JUNE 14, FROM 2:30 P.M. TO 5:30 P.M. CEST

THIRD SESSION:

FRIDAY, JUNE 21, FROM 2:30 P.M. TO 5:30 P.M. CEST

LAST SESSION:

FRIDAY, JUNE 28, FROM 2:30 P.M. TO 5:30 P.M. CEST

ENROLL IN THE MAIEUTIC FACILITATION FOUNDATION TRAINING

TRAINING FEE: € 349,00

THE FEE INCLUDES: PARTICIPATION IN THE TRAINING + COURSE SLIDES + CERTIFICATE OF ATTENDANCE (OPEN BADGE)

SIGNUP OR ASK FOR INFORMATION - EMAIL: PLAY@IN-SPRINT.COM

OR VISIT

<https://in-sprint.com/mf-en>



PLEASE NOTE THAT IT IS NOT POSSIBLE TO CHOOSE ONLY ONE OR MORE SESSIONS.

THE FEE IS FOR FULL PARTICIPATION IN ALL FOUR SESSIONS.

TRAINING RECORDINGS WILL BE MADE AVAILABLE FOR 30 DAYS AFTER THE COURSE IS HELD.

Maieutic Facilitation

A Four-Session Deep Dive

This program equips you with Maieutic Facilitation, a powerful approach to unlocking team potential and achieving results through inquiry and dialogue.

FIRST SESSION: BUILDING THE FOUNDATION

- **The Power of Structured Interaction:** Discover how facilitation empowers teams to achieve more.
- **Context is Key:** Learn to adapt facilitation techniques to different situations.
- **Unlocking Hidden Knowledge:** Unleash the collective wisdom within your team.
- **The Art of Powerful Questions:** Master the skill of generative listening to spark deeper thinking.
- **Beyond the Machine:** Understand organizations as living systems, not just rigid structures.
- **Soft Skills for Leaders:** Develop the essential skill of agile leadership in today's dynamic world.
- **Facilitation as a Leadership Tool:** Leverage facilitation to become a more effective leader.
- **Strategies for Success:** Explore frameworks, microstructures, and methodologies to achieve your goals.
- **Popular Approaches Unveiled:** Gain insights into Design Thinking, Lean Startup, Design Sprint, and LEGO® SERIOUS PLAY®.

SECOND SESSION: FRAMEWORKS & METHODOLOGIES

- **Expand Your Toolkit:** Delve deeper into frameworks like Liberating Structures, Gamestoming, Appreciative Inquiry, and Polarity Thinking.
- **The Maieutic Facilitation Difference:** Discover what sets Maieutic Facilitation apart from other methodologies.
- **Values & Methodology:** Dive into the core values and practical approach that define Maieutic Facilitation.
- **Building Purpose & Governance:** Understand the role of clear governance and fostering a sense of purpose within your sessions.

THIRD SESSION: MASTERING MICROSTRUCTURES & SEQUENCES

- **The Building Blocks of Impact:** Learn about microstructures and how to sequence them for impactful sessions.
- **Anatomy of a Powerful Sequence:** Explore the design and components of effective microstructure sequences.
- **Your Microstructure Toolbox:** Discover a collection of valuable microstructures for various facilitation needs.
- **Holding the Space for Dialogue:** Master the art of creating a safe and productive environment for discussion.
- **From Theory to Practice:** Gain practical skills in designing your own facilitation sequences.
- **Flow & U-Theory:** Learn how to leverage flow state and U-Theory for optimal facilitation outcomes.

LAST SESSION: PUTTING IT ALL TOGETHER

- **Scripting for Success:** Develop the skill of scripting your facilitation sessions for clarity and impact.
- **Adapting to Change:** Learn how to manage variations in progress and handle unexpected situations with ease.
- **The Power of Validation:** Discover techniques for validating interactions and gathering valuable feedback.
- **Celebrating Accomplishments:** Learn how to create a sense of accomplishment and ownership of outcomes.