



PARTICIPANT WORKBOOK

Distributed Leadership

Workbook 1: Complex Facilitation



getflowtrained.com/complex-facilitation/

Complex Facilitation

Complex facilitation purposefully introduces uncertainty into the process.

Complex facilitation is designed to get participants familiar with navigating ambiguity, complexity, uncertainty, and the unknown.

Complex facilitation helps participants get comfortable being uncomfortable.



Avoid the following when practicing complex facilitation:

- Setting ground rules
- Asking rhetorical questions
- Commenting on people’s motivations or behaviors
- Using exercises that can be gamed or that have easy workarounds

The following exercise applies the information covered in this chapter to help you get started using the complex facilitation technique.

Complex Facilitation Consideration	
Identify the complex problems that will be addressed during this session.	
Who are the stakeholders for this complex problem?	
How widespread is this problem (local or organizational)?	
What do you hope to gain from this session?	

COMPLEX FACILITATION CONSIDERATION (CONT.)

Do you have at least three small groups participating in parallel?

Is the problem being addressed considered a complex problem? Explain why.

Are there patterns or habits that need to be broken down (relearning)?

List three patterns or habits that will need to be challenged:

Pattern #1:

Pattern #2:

Pattern #3:

List three non-rhetorical questions (N-RQ) that you could use to get the groups started:

N-RQ #1:

N-RQ #2:

N-RQ #3:

Avoid setting ground rules

Avoid asking rhetorical questions

Avoid commenting on motivations or behaviors

Avoid exercises that can be gamed