

## FASFEPA – Consultancy Experience

**Total Time: 1 hour**

### Roles

- **Presenter**— Individual who brings the "problem" to be discussed by the group.
- **Facilitator** —Individual who guides the group through the protocol, watches the time and monitors the discussion. The Facilitator may participate in the discussion; although he/she often serves the group best by listening and using questions and comments to refocus the group, broaden the discussion or summarize multiple points.
- **Consultancy Group** — Panel of participants and advisors that provide feedback and counsel to the Presenter.

Time	Protocol Steps
5 min	<p><b>Introduce protocol, identify roles and teams, review norms</b></p> <ul style="list-style-type: none"> <li>• Facilitator introduces self, describes the protocol, norms and introduces Presenter.</li> <li>• Facilitator structures the group into teams of 4 and directs each team to nominate a <b>spokesperson</b> who will speak for the group.</li> </ul>
5 min	<p><b>Presentation of problem of practice</b></p> <ul style="list-style-type: none"> <li>• Presenter introduces self, gives a brief overview of the problem, describes the context and frames a specific question(s) for the Consultancy Group to consider.</li> <li>• Facilitator directs participants to take jot down notes and questions they have for the presenter(s) as they listen, letting them know that they will be sharing these questions with their spokesperson during the next segment of the protocol.</li> </ul>
3 min	<p><b>Team Huddle</b></p> <ul style="list-style-type: none"> <li>• Facilitator directs teams to think about which clarifying questions they'd like to ask of the presenter(s) to clarify their understanding of the problem, followed by which probing questions they'd like to ask in order to gain a deeper understanding of the problem. The spokesperson will be responsible for asking the team's questions.</li> <li>• Each team has 3 minutes to share their questions with its spokesperson and choose which questions will be asked.</li> <li>• Clarifying questions should have factual responses and can be answered with "yes" or "no," or a phrase or two.</li> <li>• Facilitator lets teams know that there will be an opportunity to ask the deeper, probing questions later in the protocol.</li> </ul>
5 min	<p><b>Clarifying questions from spokespeople</b></p> <ul style="list-style-type: none"> <li>• Presenter responds to clarifying questions asked by teams' spokespeople.</li> <li>• Facilitator is responsible for ensuring that clarifying questions are really clarifying.</li> </ul>
10 min	<p><b>Probing questions from spokespeople</b></p> <ul style="list-style-type: none"> <li>• Probing questions should be open-ended, thought-provoking questions intended to help the Presenter clarify and expand his/her thinking around the question and the challenge. The Presenter responds, but the group does not discuss the answer.</li> <li>• The Facilitator ends this section by asking the Presenter to restate the question.</li> </ul>

17 min	<p><b><i>Group discussion and analysis (without engagement from the presenting team)</i></b></p> <ul style="list-style-type: none"> <li>• Facilitator directs the panel as a whole to discuss the information shared by the presenting team and serve as a team “think tank” to generate ideas and solutions to address the problem presented.</li> <li>• It is ideal for all teams to share in the problem solving. Facilitators should check in with each team to ensure it has had an opportunity to contribute.</li> <li>• Facilitator can suggest the following sentence starters for participants to use, to guide their discussion: <ul style="list-style-type: none"> <li>○ “In my experience, I have found that...”</li> <li>○ “Something we tried on our team and met with success was...”</li> <li>○ “We got good results when we...”</li> </ul> </li> <li>• Presenting team remains silent during this portion of the discussion and is encouraged to take notes as they listen, as they will be sharing reflections later in the protocol.</li> <li>• Facilitator reminds participants to stay focused on targeted question(s), and to refrain from questions/comments directed to presenting team.</li> </ul>
10 min	<p><b><i>Presenting team reflection</i></b></p> <ul style="list-style-type: none"> <li>• Presenter discusses what they learned from the participants' feedback and probing questions. This is <b>NOT</b> a time for the Presenter to "defend" him/herself, but rather a time to further explore interesting ideas that came out of the feedback section.</li> <li>• Presenting team may choose to engage with/ask questions of the participants to further clarify ideas from the discussion.</li> </ul>
5 min	<p><b><i>Consultancy debrief</i></b></p> <ul style="list-style-type: none"> <li>• Facilitator leads open discussion of what was learned by the presenting team and the consultancy group during the process.</li> </ul>