

Why

Sometimes the level of conflict or tension in discussions escalates (i.e. when discussions go beyond a difference in perspective and become personal). In such a situation, you will need a professional facilitator. Also, you can find that there is a need for a fresh and objective perspective when facilitating certain meetings.

In terms of coaching it is sometimes necessary to hire an external coach because there is a strong need for personal development or when the required expertise cannot be found in-house.

What

Hiring of an external facilitator or coach. Sometimes a certain amount of facilitation or coaching hours are offered to everybody or just to a target audience.

How

It is advisable to organize external facilitation/coaching in consultation with the HR department.

Make sure that you fully brief the facilitator or the coach on context, expectations in terms of working processes and desired output.

When

When tensions escalate or to prevent escalation.

When you want to boost the performance or development of a co-worker.

Possible workshop exercise

Discuss experiences of using an external facilitator or coach. When is it useful? When not? How should external facilitation/coaching be approached?

Skills and necessary training

Good knowledge of what facilitators and coaches are available and who to hire for what.

Critical success factors

Choice of external facilitator or coach + briefing.