

# Contents

Tables, Figures, and Exhibits	ix
Acknowledgments	xiii
The Authors	xv
Introduction	xvii
<b>PART 1 THE POWER OF THE PARTNERSHIP: PROJECTS AND FACILITATION</b>	
<i>Section 1 The Commitment to Perform</i>	3
1 Old Dogs and New Tricks	5
2 Facilitation Within the Project Lifecycle	12
<i>Section 2 The Ability to Perform</i>	23
3 Who's on First?	25
4 What Effective Facilitation Is and Is Not	32
<b>PART 2 THE PARTNERSHIP IN PRACTICE: MAKING FACILITATED WORK SESSIONS WORK</b>	
<i>Section 3 Work Session Basics</i>	43
5 Making Work Sessions Work	45
6 The Work Session Tightrope	55
7 Preparing for the Work Session	69
8 Conducting the Work Session	82
9 Wrapping Up the Work Session	94
<i>Section 4 Facilitating the Deliverable</i>	101
10 Establishing the Project Charter	103
11 Analyzing and Designing Business Processes	116
12 Defining Business Requirements	135

13	Assessing Risks	152
14	Convening Work-in-Progress Reviews	166
<b>PART 3 THE TECHNIQUES</b>		
<i>Section 5</i>	<i>General Facilitation Techniques: Engaging the Group</i>	187
15	It's All About Communication	189
16	Flip-Charting	197
17	Brainstorming	202
18	Facilitated Dialogue	206
19	Nominal Group and Affinity Analysis	211
20	Prioritization Techniques	217
21	Breakout Groups	232
22	Staying On Track: Agendas, Action Items, and Other Focusing Techniques	237
<i>Section 6</i>	<i>Specialized Facilitation Techniques: Building the Deliverables</i>	251
23	Creating a Purpose Statement	253
24	Defining Objectives and Targets	258
25	Scope Framing	267
26	Guiding Factors: Assumptions, Constraints, Dependencies, and Touch Points	276
27	Discovering Impacts	282
28	Risk Analysis Matrices	288
29	Process Decomposition	298
30	Process Mapping	308
31	Process Detail Table	323
32	Context Diagramming	329
33	Requirements Table	345
34	Developing a Timeline	357
<b>PART 4 RESOURCES</b>		
A	Cross-Reference Tables for Tools and Techniques	367
B	Recommended Books and Journals	369
C	Recommended Web Sites	372
D	Recommended Organizations	375
	References	378
	Index	379
	Templates on CD-ROM	385
	How to Use the Accompanying CD-ROM	391