

Wf360



Re-iMAGINED

MAINEVENT

2005

September 21, 2005

Facilitator's Guide

Overview

MainEvent® 2005 is a series of five provocative, dynamic conversations among the world's foremost business and thought leaders. Using satellite technology and the Internet, MainEvent® also creates unique dialogue between those leaders (called Global Conversationalists or "GC's") and the Wf360 worldwide audience. The audience consists of employees and customers of top businesses – as well as university students and faculty – at hundreds of sites on all five major continents. Thousands of people also participate via our interactive Audio Cast.

It's vital to the MainEvent® concept that MainEvent® attendees don't just learn about the Global Conversationalists; they are invited to interact with these leaders, and that's where you, the MainEvent® facilitator, come in.

To make sure you have all you need for a terrific experience, this Guide includes the following:

- Facilitator Role (p.3)
- MainEvent® Agenda (p.6)
- Suggested Facilitation Questions (p.8)
- Facilitation Tips (p.10)

We are looking forward to the best MainEvent® yet. Thank you for taking a leadership role in the experience at your location. We hope you enjoy it and find it personally rewarding.

Facilitator Role

How it Works

Each of the MainEvent® Global Conversations is divided into two Segments.

Segment One is a thirty-minute roundtable conversation among the Global Conversationalists and Moderator. If someone in your audience wants to send a question or comment to the GC's during this segment, they can do so and we encourage it. After 30 minutes of conversation, the Host of MainEvent® will then toss the conversation to you and other the facilitators at satellite sites around the world.

This is Segment Two – or local conversation. And you are in charge at your site. For the next 15 minutes, the worldwide audience is encouraged to engage in local conversations, each led by a facilitator, like you, at the local sites. You can use the questions provided for us in this toolkit to provoke a lively discussion at your site. You'll have a countdown clock on the screen indicating how much time you have remaining for the local conversation. This is also the time during which you will want to encourage your group to send questions/ comments by email and fax back to MainEvent® Central so that they can be shared with the global audience.

To reiterate, the basic format for each Global Conversation is:

- Segment One – 30 MINUTES
 - o conversation among the GC's
- Segment Two – 15 MINUTES
 - o conversation among your local audience, facilitated by you.
 - o Questions and comments to be sent from your site to MainEvent® Central

Suggestions for Your Facilitation

As a facilitator, you are an important asset to your company and integral to the success of MainEvent® 2005. Your role is to:

1. Guide and shape your audience's conversation by posing thought-provoking questions (we provide some suggestions!) based on the topics raised by the global panels.
The local conversations (as mentioned above, they follow each of the five global conversations and are approximately 15 minutes each) are intended to be lively conversations that give local perspective and response to the global panelists' remarks. It is the facilitation of these local conversations – by you – that will do much to shape the value of the experience that people in your audience take away from MainEvent® 2005. You may want to use the attached facilitator questions (see page 7), specifically designed to build on each of MainEvent® 2005 global conversations, to help you guide your local audience's discussion during these designated local conversation periods. If you prefer, feel free to change these questions or customize them for your particular audience.
2. Direct transitions between the broadcast, facilitate the flow of discussion at your site, and keep timing "on-track."
To help you plan your time during the facilitated session, an on-screen countdown clock will be viewable to let you know how much longer you have for local conversation before the global broadcast resumes.
3. Encourage your audience to complete the provided Response Forms during the telecast, then fax or email the completed forms to MainEvent® Central so your local audience's feedback can be shared with the Global Conversationists live during the program,..
The email address is comments@wf360.com and the fax number will be provided to you in advance of September 21st and repeatedly displayed during the broadcast. (Note: Your audience members are welcome to send in comments at any time during the broadcast.)

- Before MainEvent® 2005 on September 21st, download Response Forms from:
<http://www.wf360.com/downloads/>

4. Encourage your audience to complete their online "keep talking" surveys, emphasizing the importance of their opinions, reactions and input to the dialogue.

- Download exit surveys from:
<http://www.wf360.com/downloads/>

5. If you are the person opening the day (some sites have designated a person to greet the audience and attendees), we suggest you:
 - Introduce yourself
 - Welcome Guests
 - (If your site has a local panel) Introduce the Moderator for your Local Panel (if applicable; moderator will in turn introduce panelists. If you are both facilitator and moderator, you will introduce the panel at the appropriate time)
 - Provide an overview of the day's agenda
 - Address how refreshments (if any) will be handled. There is no designated meal break during MainEvent® so that MainEvent® provides a fast-paced program for audiences in time zones around the world.
 - Instruct people to turn off cell phones and pagers
 - Indicate location of restrooms

6. If you are the person closing the day, we suggest you:
 - Thank panelists (if appropriate)
 - Thank guests
 - Offer closing thoughts
 - Confirm that attendees have completed their exit surveys and that they have been collected before people leave

Thank you for volunteering your time, and for your participation in MainEvent® 2005! We know that your experience will be a positive one, and hope that you will leave MainEvent® 2005 equipped to continue these important conversations in your everyday life.

MainEvent® Agenda

September 21st, 2005

10:00 am – 10:50 am (Eastern)

Global Conversation I. China, Inc: Harnessing the Dragon...Sharing the Wealth

Whatever the size of your business, your geographic location(s), or your industry, the influence of China and its evolving challenges cannot be ignored. Learn from experts with real life experience in emerging markets how leading companies moved from treating China as an “initiative” to an integral driver of their overall strategy. Get the inside scoop on how to turn the sometimes daunting challenges of doing business with the Chinese—and other emerging market players—into opportunity. Global Conversationalists: Nurit Amdur, CEO, Alex Toys; Christine Loh, CEO, Civic Exchange (Hong Kong)

10:50 am – 11:40 am (Eastern)

Global Conversation II. Surprise! The Best is Yet to Come...and Some of it's Almost Here

It's true: You ain't seen nothin' yet! Get the word from people positioned to predict what the future will look like when we get there. You won't want to miss getting this special access to information about trends in products and services, methods of distribution, transportation, health care and more...guaranteed to leave you re-imagining the business you're in.

Global Conversationalists: Laurie Coats, Chief Marketing Officer, Worldwide, TBWA\Chiat\Day; Bill Taylor, Co-Founder, Fast Company Magazine; President, Mavericks at Work

11:40 am – 12:25 pm (Eastern)

Global Conversation III. Master Class with Susan Bird on Innovation: How to Turn Every Person in Your Company into an Idea Machine to Increase Revenue

Where does lasting advantage come from now that your competitors can replicate your products and services faster than ever before? Find out what leading edge companies are doing to spark breakthrough thinking within their organizations...and how they're involving their own customers in their race to move ahead of the pack.

Global Conversationalists: Maxine Clark, “Chief Executive Bear” (CEO), The Build-A-Bear Workshop; Adam Klein, EVP, EMI Music; former President & COO, Ask Jeeves, Inc.

12:25 pm – 1:10 pm (Eastern)

Global Conversation IV. Self Sourcing: Finding Gold in What You've Got

In the midst of disruptive change that is more rapid than ever before in the history of the world, how can you and your company re-imagine your existing practices, products and customer relationships into engines of growth and revenue? Learn from leaders whose skills at just this kind of alchemy will inspire you to make your current business a platform for supercharging opportunities to thrive in the evolving global marketplace.

Global Conversationalists: Jane Friedman, CEO, HarperCollins Publishers; Linda LoRe, President & CEO, Fredericks of Hollywood

1:10 pm – 2:00 pm (Eastern) (broadcast from London)

Global Conversation V. Future Power: Getting on the Winning Side of the War for Talent

Let's re-imagine the workplace of the future. Better yet, let's re-imagine work itself. How will the world of work morph in response to the demand for increased mobility, flexibility and diversity? And how can you and your company take advantage of such fundamental change?

Global Conversationalists: Helen Alexander, CEO, The Economist Group; John Moorhouse, Convenor of the Gordon Cook Conversations and Chairman, Project Scotland

MainEvent® 2005 moderated by:

Susan Bird, Founder & CEO, Wf360

Liz Claman, Anchor, CNBC Business News

Alastair Stewart (UK), Main Presenter, London News Network

Local Conversation and Global Interaction will follow each Global Conversation

Suggested Facilitation Questions

The following questions are offered as a guide, and you should feel free to use your own questions on September 21st. You may only have time to pose two or three and should thus use those you feel are most relevant to your company, organization and/or audience.

Global Conversation 1: China, Inc: Harnessing the Dragon...Sharing the Wealth

- How is the current focus on emerging markets relevant to our business here?
- How can our company better take advantage of the opportunities that the growth of these markets represents?
- What challenges does the recent growth in the emerging markets represent to our business?
- What could we do to make this company more poised to take advantage of the opportunities and less vulnerable to the challenges?
- Should we be taking advantage of the outsourcing opportunity the emerging markets represent? In what area? And what if those opportunities will also result in the loss of jobs here at home?
- How do we protect ourselves from the possible threats these emerging markets represent?

Global Conversation 2: Surprise! The Best is Yet to Come...and Some of It's Almost Here

- What do you feel is the most important development (name the area of your choice, whether it is social, political, economic or product-based) that will affect the future of our company? Why do you see it as important and what will its impact be on the way we do business now?
- How do the comments of the Global Conversationalists make you think differently about the business we are in?
- Do you feel our company is properly positioned to take advantage of changes that are coming down the pike?
- Does our company have the skills needed to take advantage of future opportunities in the marketplace?
- How could we involve our customers in the conversation to determine what products and services they will value most?

Global Conversation 3: Innovation: How to Turn Every Person in Your Company into an Idea Machine to Increase Revenue

- How is innovation encouraged in our company? How should it be?
- Do you feel, personally, that you are expected to be innovative in your work? If so, how? Should you be expected to be innovative? If not, why not?
- How should we be involving our customers in making innovative changes to our products and services?
- What would our company look like if every one was indeed an idea machine? Would it be chaotic? Or a great place to work?
- Have you an idea that could be valuable for our company to explore? If so, to whom should you describe it so that it can get attention?
- How do you think our company could get more innovative input from each of us?

Global Conversation 4: Self Sourcing: Finding Gold in What You've Got

- What facets of this company's product/service line contain the "gold" that you feel should be more effectively exploited?
- What other opportunities should be explored—perhaps outside our present line of business—that could be keys to future success of the company?
- When you look at fellow employees in our company, what do you suggest could be done to encourage each of them to be more willing and able to perform at their personal best?
- What story can you share of someone who "found gold" in what appeared to be a mundane task/product? How is it relevant to the business/work you are currently in?

Global Conversation 5: Future Power: Getting on the Winning Side of the War for Talent

- Let's re-imagine the workplace of the future here at our company. How would it look different from the place in which we work right now?
- How do you think the workplace needs to change in order to accommodate the demand for increased mobility, flexibility and diversity?
- Do you see resistance here in our company to making those changes? How can we open the conversation to facilitate making those changes?
- What skills do you think are needed here in our company to succeed in the future? Do we have them now? If so, how can we more effectively exploit them? If not, how can we get them?
- How do you think the physical aspect of the places within which people work affects their productivity? Can you suggest ways in which your own workspace here at our company could facilitate your being more productive?

Facilitation Tips

- **Be Prepared:**
 - Understand the subject (It might help to read the Toolkit with articles and interviews on the MainEvent® topics available from the Wf360 website at <http://www.wf360.com/downloads/index.htm>)
 - Think ahead about the directions in which the discussion might go
 - Welcome everyone and create a friendly and relaxed atmosphere
- Establish ground rules, such as:
 - Everyone gets a chance to speak (one person at a time)
 - Conflict, if present, is not personalized
 - Speak for yourself, not for others
- Monitor and assist the group process:
 - Keep track of how the group members are participating
 - When deciding whether to intervene, lean toward non-intervention
 - Don't talk after each comment or answer every question; allow participants to respond directly to each other
 - Allow time for pauses and silence. People need time to reflect and respond
 - Don't let anyone dominate; try to involve everyone
- Ask participants to write down their questions
- Limit the length of time for formal remarks
- Acknowledge all contributions without judging or evaluating
- Try to get participants to interact with one another, rather than carrying on a series of leader-participant dialogues
- Watch for subtle opportunities to bring non-participants into the discussion naturally, by smiling or looking at them; but don't put them on the spot
- Ask open-ended questions that encourage an extended response from participants
- When possible (and appropriate), turn questions directed to you back to the group members

- Exercise control (when necessary) through questions rather than through statements or pronouncements
- Remain calm and composed, especially in the face of challenge and hostility

Using Responsive Questions to Facilitate Discussion

Responsive questions encourage further discussion from group members. In general, such questions can be divided into four basic types:

1. Questions that initiate a discussion, change the subject, or modify the direction.
 - What reaction are you having to this information?
 - What are you feeling at this moment?
 - How would you try to prevent a situation like this?
 - How does this approach apply in other situations?
 - Have we considered this idea?
2. Questions that lead a member toward a particular statement or generate a logical sequence of steps toward a conclusion.
 - Are there factors that lead to one explanation rather than another?
 - Given what you just said, what do you think the next step might be?
 - What do you think are the implications of that statement?
 - How can you relate this to what XX said?
3. Questions that clarify a statement, help a member make a succinct statement, establish whether listening was accurate, or permit a member to amplify statements.
 - Let me be sure I understand what you said; could you repeat it?
 - You seem to be saying XX, right?
 - By that do you mean XX?
 - Can you say a little more about that?
4. Questions that probe for more information, generate a more extensive response, or turn the discussion back to a member or the group.
 - How do you feel when that happens to you?
 - Can you give a specific example?
 - I wonder what that happens...
 - Can you extend your analysis just a bit?
 - Why do you say that?
 - Has that happened to you personally?
 - Have others of you had similar experiences?

Consider using questions in specific situations, such as:

To suggest that the discussion might be wandering:

- What specific issues are we considering now?

To encourage consideration of the personal significance of a discussion and to relate it to participants' individual frames of reference:

- How does this relate to you personally?
- Have you ever been in this kind of situation yourself?

To avoid continual discussions over the same issues without fruitful results and to assess the group's position, if any:

- On what issues do you think we are in substantial agreement?

If a conclusion or consensus is near, but no one is willing to state it; or to suggest that it is time to move on:

- Can we add anything new that bears on this matter?

If the group is experiencing a momentary lull and no one seems inclined to take the initiative:

- Are there other aspects that you wish to discuss?
- Do you wish to further explore the idea of XX?

In using questions, remember to honor responses of participants by respecting their viewpoints, recognizing that their opinions are valid, and accepting them as persons without necessarily agreeing with them.

Remember also to model good discussion behavior for participants and to encourage them to share the responsibility for facilitating the discussion.

Dealing with Typical Challenges

Most discussion groups go smoothly because participants are there voluntarily and have a stake in the program. But there are challenges in any group process. Following are some of the most common difficulties that group facilitators encounter, along with some possible ways to deal with those difficulties.

Certain participants don't say anything, seem shy.

- Try to draw out quiet participants, but don't put them on the spot.
- Make eye contact—it reminds them that you'd like to hear from them.
- Look for nonverbal cues that indicate participants are ready to speak
- Talk with people informally before the session to help put them at ease

An aggressive or talkative person dominates the discussion.

- Intervene and set limits. Start by limiting your eye contact with the speaker
- Remind the group that everyone is invited to participate; "Let's hear from some folks who haven't had a chance to speak yet."
- If necessary, speak to the person by name, "Linda, we've heard from you; now let's hear what Barbara has to say."
- Monitor your comments and tone of voice; your goal is to make a point without offending the speaker

Lack of focus, not moving forward, participants wander off the topic.

Keep an eye on the participants and see how engaged they are; if in doubt, check it out with the group. "We're a little off topic right now; would you like to stay with this, or move onto the next question?"

If a participant goes into a lengthy digression, you may have to say, "We are wandering off the subject, and I'd like to give others a chance to speak."

Someone puts forth information that you know to be false.

Ask, "Has anyone heard of conflicting information?" If no one offers a correction, offer one yourself. If no one knows the facts, and the point is not essential, put it aside and move on. If the point is central to the discussion, encourage members to look up the information. Remind the group that experts often disagree.

Lack of interest, no excitement, no one wants to talk, only a few people participating.

Pose a question. Occasionally, you might have a lack of excitement in the discussion because the group seems to be in agreement and isn't coming to grips with the tensions inherent in the issue. In this case, the facilitator's job is to try to bring other views into the discussion, especially if no one in the group holds them. "Do you know people who hold other views? What would they say about our conversation?"

Tension or open conflict in the group. Two participants argue, or one participant gets angry and confronts another.

Address the tension directly. Remind participants that disagreement and conflict of ideas is what an open discussion is all about. Explain that, for conflict to be productive, it must be focused on the issue: it is acceptable to challenge someone's ideas, but personal attacks are not acceptable. You must interrupt personal attacks, name-calling, or put-downs as soon as they occur. You will be better able to do so if you have established ground rules that disallow such behaviors and that encourage tolerance for all views. Don't hesitate to appeal to the group for help; if the participants bought into the ground rules, they will support you.