|  | WORKSHEET UBT Facilitative Support Plan |
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|  | PURPOSE  Developmental support is a key element in the successful implementation of transitioning UBTs. Support teams must be aware of the three behavioral ‘levers’ they can pull to effectively help a team: expressing (what you say), modeling (what you do), and reinforcing (how you back it up).  What you say accounts for 10% of your support effectiveness, what you do accounts for 15%, and what you reinforce is 75%. Effective support requires all three. Temporary support from outside facilitators is most influential in the first two areas: expressing and modeling. Sponsors are most influential in the third area: reinforcing. Facilitators should work with team co-leads and all sponsors to support and develop teams to their fullest potential.  When to Use  Use this form when beginning to work with a support consultant or advisor.  Who Uses  Support staff including consultants, advisors, co-leads, and sponsors.  How to Use  Completing this simple plan will assist the co-leads and support staff (consultants and advisors) in focusing the contracted support activities for maximum effectiveness. |
|  | |  |  |  |  | | --- | --- | --- | --- | | Actions | | Action Notes | Date | | Being A Facilitative Support Role | | | | |  | Actively monitor team progress and engage with teams. |  |  | |  | Advise and demonstrate as necessary related to processes used. |  |  | |  | Identify training needs and help to coordinate training. |  |  | |  | Provide just-in-time training and process review when necessary. |  |  | |  | Provide specific, constructive feedback and coaching to co-leads. |  |  | |  | Model facilitation skills and/or tools as needed. |  |  | |  | Ensure the integrity of consensus and RIM processes as used by team. |  |  | |  | Remain neutral at all times related to the content of the team’s work. |  |  | |  | Focus on “needs based” facilitation and support—this will vary with each team. |  |  | |  | Encourage participation and engagement of all team members, fostering an environment of open, honest, direct, and respectful communication. |  |  | |  | Express, model, and reinforce partnership, working collaboratively with your labor or management partner sponsors and team co-leads. |  |  | | Contracting with Your Team’s Co-leads | | | | |  | Identify the tasks and/or services they need you to provide in order to accomplish all items on the “Launched” checklist. |  |  | |  | Identify when and how they prefer to receive feedback and coaching. |  |  | |  | Clarify the plan for transfer of learning (from you to them). |  |  | |  | Identify areas that are important to communicate about regularly. |  |  | |  | Clarify the role you should play during meetings, between meetings, and in agenda planning. |  |  |  |  |  |  |  |  |  | | --- | --- | --- | --- | --- | --- | | Actions | | Action Notes | | Date | | | Working with Your Team’s Sponsors | | | | | | |  | Talk with the sponsors if you feel that you are not all on the same page about team expectations. | |  | |  | |  | Clarify what the sponsors expect from you in terms of team support. | |  | |  | |  | If issues or challenges appear to need escalation to a higher level, encourage the co-leads to reach out to their sponsors (not you). Support people may escalate their concerns to the LMP consultant for communication to the strategy group. | |  | |  | | Using Consistent Actions | | | | | | |  | Attend as many of the team’s meetings as possible during the full-support transition phase (or at least a portion of full-day meetings). | |  | |  | |  | If you cannot attend a meeting, contact your backup support person and/or LMP consultant to arrange for coverage, so that your team does not go unsupported. | |  | |  | |