

# Enhancing Practice

## 2022 Conference

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*20:20 Vision – Transforming Our Future  
Through Person-Centred Practices*

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**WEDNESDAY 6 – FRIDAY 8 APRIL 2022**  
**SAGE HOTEL WOLLONGONG, NSW AUSTRALIA**

**#enhancingpractice2022**



**iPDe**

working together  
to develop practice





Dr Margaret Kelly, Agency for Clinical Innovation, NSW Australia

# Uncovering the Inner Voice

# Acknowledging

- Professor Val Wilson, Illawarra & Shoalhaven Local Health District & University of Wollongong, Australia
- Professor Tanya McCance, Institute of Nursing & Health Research, Ulster University, Northern Ireland

Grateful thanks to the facilitators who so generously shared their time, expertise and experiences with me as I undertook this research

# Introduction

- Exploring the nature of facilitators' inner dialogue
- Doctoral research project

**AN EXPLORATION OF DEVELOPING SKILLED FACILITATION WITHIN TRANSFORMATIONAL PRACTICE DEVELOPMENT IN HEALTHCARE**

- Elements of key theme
- Intentional strategies

## Research Objectives

To explore facilitation from the perspective of facilitators who were working to effect positive changes to workplace culture using PD methodology

To uncover what it is that individuals are aiming for in developing as transformational PD facilitators

To discover how facilitators work on their own development

## Methodology & Methods

Constructivism



Naturalistic Inquiry



In-depth semi structured interviews



## Stage 1

Participants Australia/New Zealand

Understanding of transformational facilitation and development of facilitators

## Stage 2

Participants Europe

Explore in more depth, and test out, preliminary themes gleaned from Stage 1

# Findings

3 clusters



7 themes



18 sub-themes

Continuum of development

## Internal to the Facilitator

### Inside your own head

- The inner dialogue
- Strategies to stay in control
- Changing the inner dialogue
- Externalising the inner dialogue

### Walking a fine line

- Balancing challenge and support
- Manipulation versus guidance
- Use of power

### Being me

- Developing your facilitation
- Finding your own style
- Gaining insight

## External to the Facilitator

### A lens on facilitation

- Working with others
- Making the art of facilitation explicit

### Making sense of theory

- Making sense of theory for yourself
- Using theory in practice

## Enacting Transformational Facilitation

### Being fluid

- Growing in confidence
- Incorporating flexibility

### Understanding people in context

- Understanding the context
- Working with people in their context

# Cluster 1: Internal to the facilitator

Internal to the Facilitator
<b>Inside your own head</b> <ul style="list-style-type: none"><li>• The inner dialogue</li><li>• Strategies to stay in control</li><li>• Changing the inner dialogue</li><li>• Externalising the inner dialogue</li></ul>
<b>Walking a fine line</b> <ul style="list-style-type: none"><li>• Balancing challenge and support</li><li>• Manipulation versus guidance</li><li>• Use of power</li></ul>
<b>Being Me</b> <ul style="list-style-type: none"><li>• Developing your facilitation</li><li>• Finding your own style</li><li>• Gaining insight</li></ul>





# The Inner Dialogue

*...well my heart was churning and my brain was actually jelly and I remember ....having that talk in your head thinking 'god what are you going to do, you're going to have to pull this back'*

- Feelings
- Negative dialogue
- Challenging situations
- Control
- Self focus
- Confidence
- Understanding

# Strategies to stay in control

- Reducing the unexpected
- Planning
- Serenity
- Confidence
- Positive dialogue

*being quite rule bound, you know, this is the tool or the activity and you do it like this, there is one way of doing it and....I remember feeling quite sort of nervous and wanting to be very kind of planned and try to anticipate every possible kind of outcome*

# Changing the inner dialogue

*So you're forever asking yourself, 'If I do this, or if I ask that – if I say this, or if I intervene in this way, will that move the group closer to its goal, or will it move the group away from its goal?'*

*it used to be about 'what am I asking them there'... you know about me.... whereas now it's all about who's in that room and that learning*

- In the moment
- Curiosity
- Processing
- Knowledge and skills
- Options
- Weighing consequences
- Focus

# Externalising the inner dialogue

- Group dialogue
- Checking in
- Critical thinking
- 'Turning towards the tensions'
- Collective decisions
- Evolution

*It's more likely that I'll tend to bring people to the space and say, 'What's happening? Do people sense what I'm sensing?' and then have a conversation about that*

# Intentional strategies

- Support to manage the inner dialogue
- Engage in helping relationships
- Uncover the inner voice
- Convert 'self-talk' from negative to positive
- Be yourself
- Build confidence
- Learn skills to be facilitative every day



Identifies the nature of the inner dialogue, internal feelings and thought processes



Shows how the internal milieu of facilitators changes as they gain skills, knowledge and experience



Moves from a place of chaos and self-focus for new facilitators, to the theoretical juggling of the expert facilitator



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