



What is Facilitative Leadership?

The FAVE Leader POV



What are the challenges of middle managers today?

Let's reflect.



"My team does not share their thoughts with me.
Is our relationship too professional? How do I
get to know them better?"

"I don't want to be a micromanager but I
need to push my team to get things done.
They're unhappy with me."

"How do I get my team members to be more
accountable and take ownership of the work we
do? Why are they not stepping up?"



"Work is too chaotic for me. I get pressures
from the top and managing a team is stressful.
The middle is not a happy place."

"My team is not creative or innovative at
all. It's difficult to come up with all the
ideas, all the time."

"It's very hard working with the other teams.
They don't understand our challenges. Don't
they know their decisions affect us?"

The Leadership Philosophy

**"The impediment to action advances action.
What stands in the way becomes the way."**

Marcus Aurelius

Facilitative Leadership

enhances the quality of human connections & interactions in the workplace, contributing to collaborative culture, collective growth and shared outcomes

Less frameworks, more PeopleWork



Sustaining Quality Culture & Performance through Facilitative Leaders

Why Facilitative Leadership

Facilitative Leaders take action by creating and facilitating shared experiences and learning milestones in the workplace. They create impact by changing themselves first through self-awareness and self-development. They believe in their accountability in helping others grow, and shaping the workplace culture and environment they are in.

Key Capabilities of a Modern Facilitative Leader

- *Actively owns the development and growth of self and team members*
- *Develops accountability, autonomy & ownership by engaging & empowering others*
- *Builds meaningful relationships and trust through psychologically-safe work environment*
- *Fosters and sustains an inclusive, collaborative and healthy workplace culture*
- *Nurtures creativity and rewards innovative behaviours*
- *Recognises when to be a coach, assume a mentorship role, or fully delegate to foster personal & professional development*

Next question: How might we then develop facilitative leaders?

FAVE Leaders develop facilitative leadership & workplace competencies using our systematic disciplined approach:



The FAVE Leadership Development Program provides the **knowledge**, **mindset** and, more importantly, **actionable methods & practical tools** for leaders to make sustainable business & organisational impact

The **F**acilitative, **V**irtuous & **E**ngaging Leadership Program



The **FAVE** Leader Mission

We are committed in helping **Emerging, People and Workplace Leaders** engage others meaningfully, be more effective at work and thrive in complex organisations. We believe in building human-centric organisations that results in a more engaged workforce that produces greater organisational value for its stakeholders and/or financial returns.

Action-oriented,
engaged and inclusive
leaders in complex
modern workplaces

Less frameworks,
more Peoplework

We focus on providing front-line, middle and young managers with facilitative leadership competencies, people skills & workplace agility through:

- *Mindset & leadership philosophy for demanding workplaces, and for being in the challenging and complex 'middle'*
- *Personal growth through self-awareness and development, and being virtuous*
- *Group facilitation skills, coaching methods, mentoring techniques and impactful storytelling*

Request for detailed program overview and curriculum

The **F**acilitative, **V**irtuous & **E**ngaging Leadership Program

Action-oriented, Tools-based Enablement

FAVE Leaders have access to a variety of methods and tools for daily workplace activities, people development, timely interventions and strategic growth & planning.

Self & Team Developmental Tools

- **Self-Aware & Change-Making Leader**
 - Tool: The Retrospective
 - Tool: Leader as a Role Model
 - Tool: Commitment to Improvement
- **Building an Agile Team Culture**
 - Tool: Inclusive Purpose Alignment
 - Tool: Inclusive Team Chartering
 - Tool: Team Experiments Board
- **Growth for Individuals**
 - Tool: Work-life Motivations
 - Tool: 'Strengths, Talent, Interests & Passions' (STIP)
- **Self-Organising Team Growth**
 - Tool: Team Learning Marketplace
 - Tool: Open Personal & Professional Development Plan
 - Tool: Team Diversity Hiring Guide

Performance Facilitation Tools

- **Improving & Sustaining Team Performance**
 - Activity: Leadership Stance & Style
 - Tool: Blockers & Challenges Boards
 - Tool: Niko Niko Calendar
 - Tool: Retrospectives
 - Tool: Simple OKRs

Systems Facilitation Tools

- **Developing Team's Systems Intelligence**
 - Tool: Life-Work Impact
 - Tool: Team Neighbourhood Mapping
 - Tool: Systemic Improvements & Checks (STICKS)

Facilitative Leadership in Action

Case Experiences



**"We should always be asking ourselves:
Is this something that is, or is *not*, in my control?"**

Epictetus



People-led Organisational Empowerment & Evolution

Sustainable employee-designed business, people and operational cultures

The Client

Hong Kong & Greater China operations of a global Swiss pharmaceutical company
(world's largest biotech company)

The Big Idea: Facilitative Leadership honours and uses the Collective Intelligence of the Organisation

In a novel approach, the Leadership Team (LT) believed that:

- Leadership-led co-creation and close collaboration with employees are key to building shared vision, outcomes and commitments
- Leaders are coaches and facilitators who are responsible in providing and facilitating learning opportunities for their people to grow
- The employees should be responsible for the transformation and, ultimately, the organisation's success, instead of dependence on costly and transitional external management consultants

The role we played:

- Nicola and Isman provided advisory and support to the Leadership Team on facilitating and leading the 7-month project from ideation to implementation
- Assisted LT with facilitating 100 team members in multiple off-site workshops to ideate and collaborate

Leadership Team's Main Objective

- Transform the organisational structure, people culture, commercial practices and business operations to future-proof the organisation and meet rapidly changing customer needs



Key Results

- Active engagement, collaborative solutioning and empowerment resulted in increased understanding and commitment to the organisation's purpose and customers
- Deep sense of accountability and ownership for the implementation, sustainability and success of the organisation's transformation project
- Extensive cost savings from employee-developed strategic transformation plan and, subsequently, project rollout



Leading through Facilitative Leadership & PeopleWork

Intentional nurturing of team culture and ways of working



The Facilitative Leader

Amir Shazlan

Head of Software Engineering
Malaysia's Oil & Gas MNC

"My manager didn't know this facilitative approach is so crucial and impactful until I use it in the job. Now, it's an expectation."

Amir Shazlan

The Challenge

- It's COVID-19. Face-to-face interactions were at a premium. Having joined PETRONAS to take on a new leadership role, Amir needed to quickly engage his team, gain their trust, and understand the current ways of working and make improvements. All while being remote.

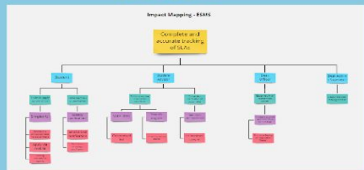
The Big Idea: Facilitative Leadership help Leaders influence better, communicate clearly and get impactful things done through others

Amir used these facilitative approaches with his new team:

- Team Building:** Fully knowing the critical need to engage at people-level, Amir personally facilitated team building sessions for team members to get to know him **and, more importantly, each other better**
- Ways of Working:** To improve the team's systems-view of the business, Amir facilitated sessions to understand the collective KPIs, team's impact map and its stakeholder
- Keep things visible:** Using a collaborative tool such as Miro, Amir ensured there were high levels of transparent knowledge sharing and documenting. This reduces ambiguity and improves team empowerment

Watch and learn Amir's approach on YouTube: ['Enhancing Leadership & People Development in Hybrid Workplaces with Miro'](#)

ADAPT



EMPOWER



ENGAGE



REFLECT



Our Signature Facilitative Leadership Programs



"If you seek tranquility, do less."

Marcus Aurelius



OUR SIGNATURE WORKSHOPS

Accredited &
Certified by



TALENT.

Powered
Virtually by



Foundational Workshop

THE FAVE LEADER

Key Group Facilitation, Coaching &
Mentoring Skills for Emerging, People &
Workplace Leaders

Based on Core Competencies established by
International Association of Facilitators &
International Coaching Federation



Foundational Workshops

THE REFLECTIVE LEADER

Self-discovery, team retrospectives &
strategising through engaging, fun &
impactful group learning experiences



TALENT.

Advanced Workshops

THE FACILITATIVE LEADER

ICAgile Certified Professional in People Development

Facilitating People &
Organisational Growth and
Practising Agility in the Workplace



THE AGILE AWARE LEADER

ICAgile Certified Professional in Business Agility

Growing Strong Foundations for
Agility, Organisational Development
& Systems Thinking



Team FAVE Leader



Nicola Stephens

Partner | Coach |
Facilitator



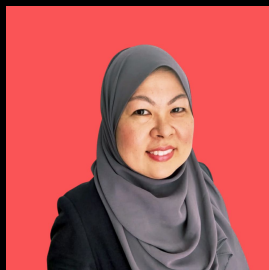
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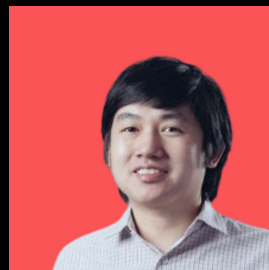
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