FACILITATOR'S GUIDE

Facilitator/Note Taker Resource Workshop

Listening Sessions
Diverse Issues – **INCLUSION**

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Office of Equity & Diversity

We all have a stake in A to B

Guide Overview

This guide will give information on facilitating MnDOT's Division Diversity & Inclusion Committee's Inclusion Study-Listening Sessions. The Facilitator's Guide contains best practices from D&I industry and contains suggestions and recommendations on implementing listening sessions throughout the divisions.

The guide is divided into four (4) major sections:

1. Background
2. Facilitator's Expectation
3. Presentation Activity Slides
   a) Background – Foundation
   b) Method
   c) Mechanics
   d) Scripting
   e) Secure & Send
4. Additional Materials Handouts

Application Icons will indicate facilitator's tools and directions.

Slides   Handouts

Key Points   Question to
                        Participants

Comments to
Participants   Flip Chart

Video

Background

There are six (6) MnDOT Divisions headed by Assistant Commissioners for each division. Each Division has within it a Diversity & Inclusion (D&I) Committee. The D&I Division Committees are Co-chaired by the Assistant Commissioner and a past Diversity Legacy Council member committee members. There are other committee members, representing the offices, departments and districts within our division. The Division Diversity & Inclusion (D&I) Committee's Work Plan goal is to gather input from within the division regarding what is currently in place and what is needed to foster an inclusive work environment. To gather this data, employees of the division are invited to participate in an **Inclusion Study** conducted in the form of **Listening Sessions.**

The Listening Sessions are held throughout MnDOT and is conducted by each Division's D&I Committee. Participation and attendance in the **Inclusion Study Listening Session** is totally voluntary.

The major theme of the **Inclusion Study is INCLUSION within the division**. We will need to know the following:

1. How inclusive is division, department, office, workgroup or district area?

2. In what ways are they inclusive?

3. In what ways are they exclusive (not-inclusive)?
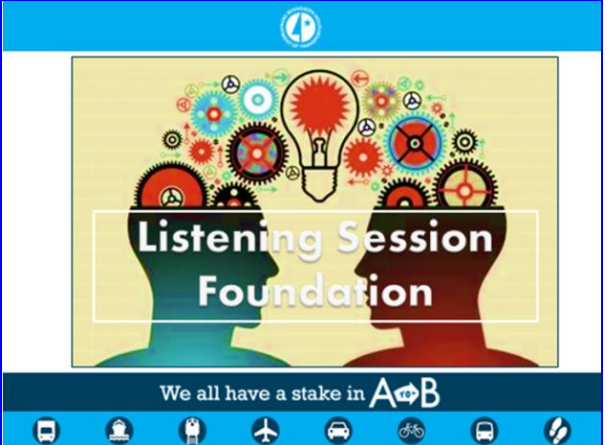
4. In what ways do they become inclusive?
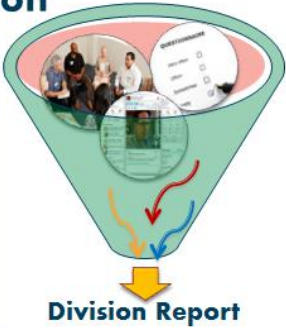
Facilitator's Expectations

Facilitators for the Inclusion Study Listening Sessions will guide participants in the listening session process. Facilitators approaching topics of diversity may view the facilitation task as challenging because the sensitive topics, views and perspective around diversity & inclusion (D&I). Thus, it is preferable that facilitators have a foundational knowledge of (D&I) principles and be a member of MnDOT's Division D&I Committee.
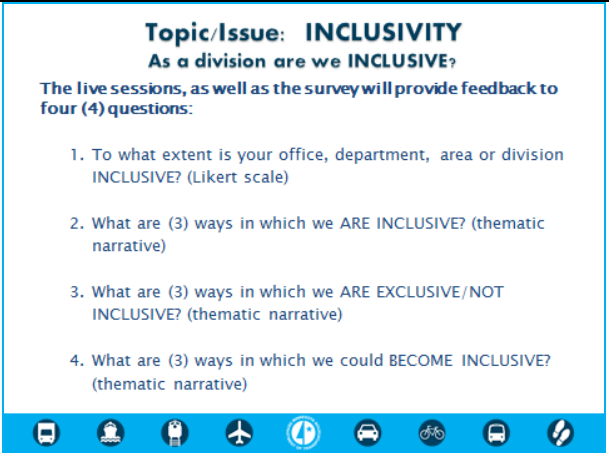
The expectations are:
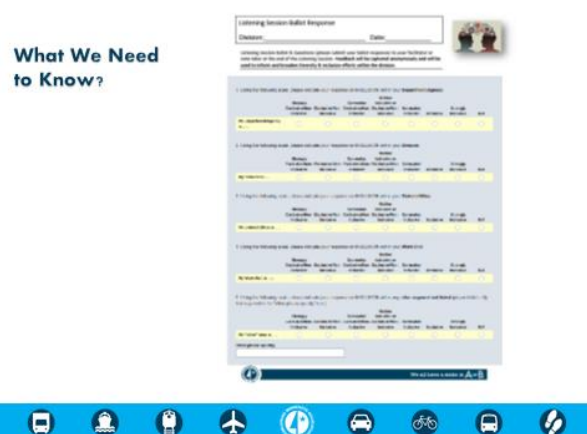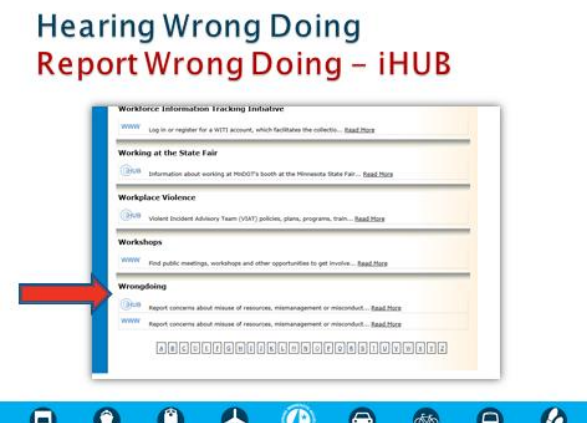
- Be a "guide" to participants
- Allow participants to work together and clearly give their input
- Aid note taker in capturing information
- Be alert to group dynamics and encourage challenging reflection
- Maintain respect and safety within the group
- Encourage open, independent dialogue
- Refrain from inserting personal opinions or agenda
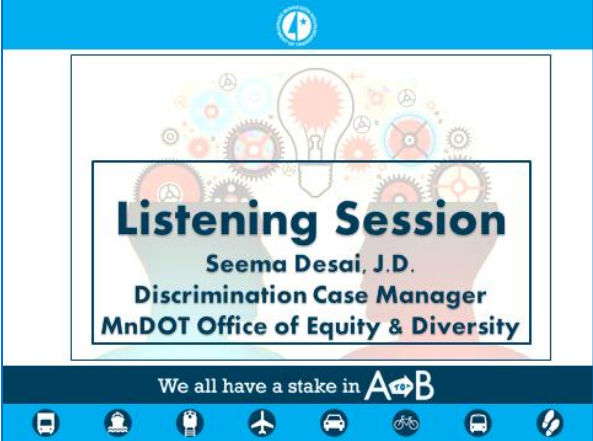
Activity Background - Foundation		Notes
		Background information on Listening Sessions
		Official Definition ➢ Official definition of "Inclusion" from the Diversity Work Plan
		Expounded Definition ➢ You can use this expanded definition of "Inclusion".
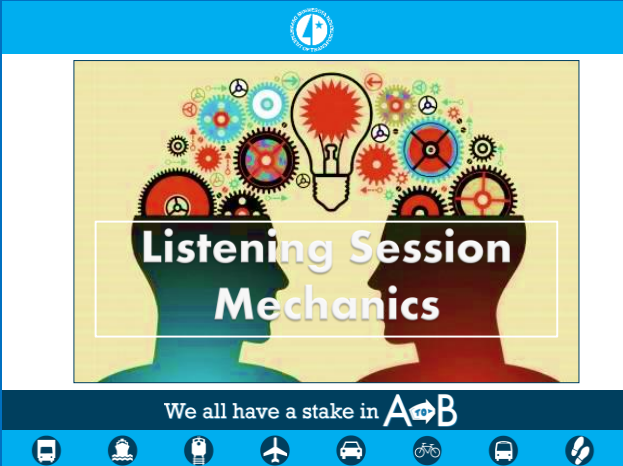
	Activity Background - Foundation		Notes

			Give reason why sessions activity is being conducted
			➢ To identify within the Division:
			    o Challenges to inclusion
			    o Barriers of inclusion
			    o Attitudes of inclusivity or non-inclusivity/exclusion
			    o Suggestions and recommendations to inclusivity

			There are six (6) Divisions D&I Committees within MnDOT ➢ Committees are Co-Chaired by an Assistant Commissioner and past Diversity Legacy Council member.

			Committee's Purpose
			➢ To identify within the Division:
			    o Challenges to inclusion
			    o Barriers of inclusion
			    o Attitudes of inclusivity or non-inclusivity/exclusion
			    o Suggestions and recommendations to inclusivity
			. . . in establishing and maintaining an inclusive environment within MnDOT at the Division Level.
			    o

	Activity Background - Foundation		Notes
			Proposed methods used to "gather" information ➢ Data will be formulated into a Division Report
			Example of matrix of gathering process ➢ Information feeds into the division report ➢ Themes and recommendations are developed.

	Activity – Method		Notes
	Listening Session Method We all have a stake in A⇔B		**The following section shows the various methods that could be used administer the listening session.**
	Method - Authentic Listening **We Do . . . ,** ▸ Listen to comprehend other's experiences ▸ Listen to identify and later convey the will of a group ▸ Listen to give other's a space to be heard and to self-clarify their will ▸ LISTEN **We Do Not . . . ,** ▸ Capture or list names with responses ▸ Discourage people from speaking up or censor participation ▸ Solve problems in the session ▸ Interpret or speak for others ▸ Dialogue or engage in conversation about an issue		**Authentic Listening** ➢ Authentic Listening is listening to convey a will of a group/entity.
	Topic/Issue: INCLUSIVITY **As a division are we INCLUSIVE?** The live sessions, as well as the survey will provide feedback to four (4) questions: 1. To what extent is your office, department, area or division INCLUSIVE? (Likert scale) 2. What are (3) ways in which we ARE INCLUSIVE? (thematic narrative) 3. What are (3) ways in which we ARE EXCLUSIVE/NOT INCLUSIVE? (thematic narrative) 4. What are (3) ways in which we could BECOME INCLUSIVE? (thematic narrative)		**Get familiar with the questions to be asked**

	Activity – Method		Notes
		🔑 📄	**Example of questions with some answers.** ➢ Example of Ballot (Included) ➢ Ballot is given to each participant at the beginning of the session ➢ Ballot is collected at the end of each session
	Hearing Wrong Doing **Report Wrong Doing** *Some examples of things to report, but not limited to:* · Discrimination · Sexual harassment · Conflicts of interest and ethics violations · Fraudulent behavior · Mismanagement or misconduct · Abuse of authority · Violence/threats More information on iHUB at http://ihub/audit/report_wrongdoing.html	🔑	**Encourage individuals to use iHUB link to report "Wrong Doing" such as:** ➢ Discrimination ➢ Sexual harassment ➢ Conflicts of interest and ethics violations ➢ Fraudulent behavior ➢ Mismanagement or misconduct ➢ Abuse of authority ➢ Violence/threats
	Hearing Wrong Doing **Report Wrong Doing – iHUB** 		**iHUB page visual**

Activity – Method		Notes
	🔑	**Report cases of wrong doing and discrimination to:** **Office of Equity & Diversity** 　　Seema Desai, J.D. 　　Discrimination Case Manager 　　MnDOT Office of Equity & Diversity 　　395 John Ireland Blvd. - Rm 109 　　Saint Paul, MN 55155 　　Office: 651-366-4725
	🔑	**De-escalation & diffusion tips** ➢ Use if session participant is disruptive or **overly** emotional.

	Activity - Mechanics		Notes
			The Mechanics section prepares the meeting planner in organizing the listening session for hosting.
			Pre-Meeting Planning ➢ Choose how many sessions you will host ➢ Choose a day/time ➢ Choose a room/location
			Send official invite from Division D&I Committee Co-Chairs or host office/manager/director

Activity - Mechanics		Notes
Staging the Listening Session ▸ **You will need** ◦ Flip Charts ◦ Markers ◦ Sticky Notes ◦ Pencils ◦ Survey Likert Scale Response ◦ Tablet, Laptop or Notepad ◦ Smartboard or presentation visua ◦ Audio ◦ Folders, binder clips, paper clips ◦ Cell phone		**Supplies** ➤ Ensure that you have supplies for the session.
Capturing Information – Determine Data Collection Method ▸ Prep Room for Tabling Charts ▸ Prep Room for Walling Sticky Notes		**Determine Data Collection Method**
Session Process ▸ **At session** 1. Begin session 2. Listen and capture information 3. Tell what will happen with information 4. Thank individuals for their participation 5. End session 6. Secure and make feedback available		**Session Steps**

Time	Activity - Scripting		Suggested/Recommended Script
	Listening Active Session		The following is suggested/recommended scripting, or what to say, when conducting the listening session. You do not have to repeat the script verbatim. The scripting information is used as a guide, suggestion and recommendation.
	Scripting – Assignments & Roles › **Assistant Commissioner or Co-Chair will give a general welcome.** › **What you will say . . . ,** *"I want to take this time and welcome you to participate in a very important activity."* *"A few months ago, I introduced you to the Division's D&I Committee. The Listening Sessions are a key activity of that committee."* *"Thank you again for your participation. I will hand it over to our Facilitator, now."* *"I want to take this time and welcome you to participate in a very important activity."*	🔑 💬	**Assistant Commissioner or Co-Chair will give a general welcome.** ➢ *"I want to take this time and welcome you to participate in a very important activity."* ➢ *"A few months ago, I introduced you to the Division's D&I Committee. The Listening Sessions are a key activity of that committee."* ➢ *"Thank you again for your participation. I will hand it over to our Facilitator, now."*
	Scripting – Assignments & Roles › **If the Assistant Commissioner or Co-Chair is unavailable the** __Facilitator__ **will open the session.** › **You will say…** *"On behalf of the Division D&I Committee, I welcome you to the Division Listening Session. I am, (your name) and I will serve as the Facilitator for this session."* *"(Name of note taker) will serve as note taker and keep us all on track for the session. We are available to answer any questions you may have. Let's begin…"* *"Let's begin."*	💬 🔑	**If the Assistant Commissioner or Co-Chair is unavailable the** __Facilitator__ **will open the session.** ➢ *"On behalf of the Division D&I Committee, I welcome you to the Division Listening Session. I am, (your name) and I will serve as the Facilitator for this session."* ➢ *"(Name of note taker) will serve as note taker and keep us all on track for the session. We are available to answer any questions you may have. Let's begin…"*

Time	Activity - Scripting		Suggested/Recommended Script
		💬 🔑	**Welcome Individuals** ➢ *"Welcome to the Division's Listening Session on Inclusion."* **Seating** ➢ *"Please sit where you feel comfortable."*
		🔑 💬	**Introduce yourself and role** ➢ *"Hello, I am Emma, I am this session's facilitator and I will be guiding us through the process today."* **Introduce co-facilitator** ➢ *"This is my co-facilitator. They will serve as note taker for the session."*
		❓ 🔑	**Give reason for meeting** ➢ *"The reason for the session today is to learn four (4) things…* *1. How inclusive is our division?* *2. In what ways are we inclusive?* *3. In what ways are we not inclusive/ or exclusive?* **4. What do we need to do to become inclusive?"**

Time	Activity - Scripting		Suggested/Recommended Script
	Scripting the Listening Session — "We have 90 minutes for this activity."		**Explain format and time** ➢ *"We have 90 minutes for this activity."* ➢ *"For this activity we will use flipcharts or sticky notes to capture our responses"* ➢ *"Does everyone have access to flip chart paper or sticky note, with writing utensils?"* ➢ *"Okay, let's begin."*
	Purpose of Listening Session — To engage in dialogue and communication identifying within the Division: Challenges, Barriers, Attitudes, Suggestions and recommendations ... in establishing and maintaining an inclusive environment within MnDOT at the Division Level.		**Reiterate the purpose of the session**
	State Ground Rules — "These are the Ground Rules . . ."		**Establish Ground Rules and articulate them to the audience** ➢ *"These are the ground rules…"* ➢ *Are there other rules we have missed?"*
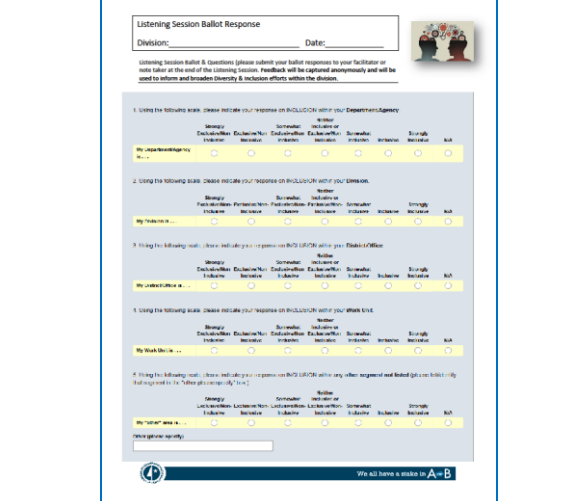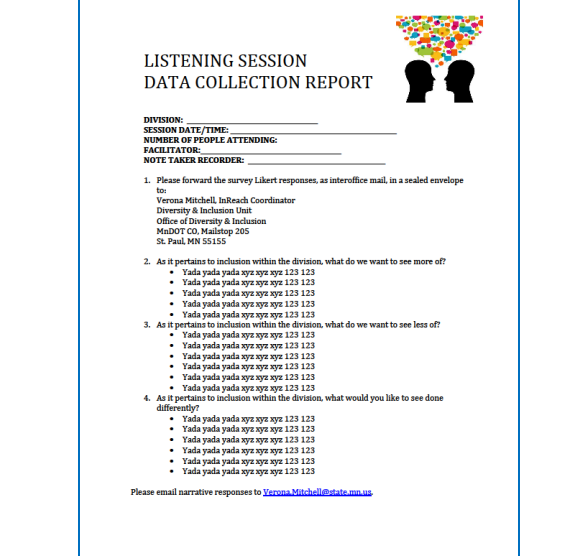
Time	Activity - Scripting		Suggested/Recommended Script
	Now, Let's Begin . . . , **What to say . . . , "Now, let's begin."**	💬	**State session is beginning**
	What to say/do . . . . Read aloud question 1 **Facilitator will say …** **"Please complete the ballot."** Q1. To what extent is your office, department, area or division **INCLUSIVE?** *(Response is collected at the end of the session. You will receive a ballot that looks like the following).* Distribute at the beginning of the session. Note taker collects at the end of the listening session.	📄 ❓	**Read aloud** **Question 1** **Ballot** ➢ *"Please complete the ballot. They will be collected at the end of our session."*
	What to say/do . . . , Read aloud question 2 **Facilitator will say …** ‣ **"As it pertains to inclusion, what are (3) ways in which we ARE INCLUSIVE?"** **If individuals need more clarity, facilitator will say …** · "For instance, what is working for the division? · Why is it working? · Give examples."	❓	**Read aloud** **Question 2** ➢ *As it pertains to inclusion within the division,* o *What are (3) ways in which we ARE INCLUSIVE?* o *If individuals need more clarity, facilitator will say …* o *"For instance, what is working for the division?* o *Why is it working? What could we do better?* o *Give examples."*

Time	Activity - Scripting		Suggested/Recommended Script
	Session Midpoint **Facilitator & Note Taker Check-In** ▸ **Be Open.** Listen without interruption, objections, or defensiveness. ▸ **Be Responsive.** Hear the speaker out without redirecting. No overly requesting for clarification by asking a barrage of questions. ▸ **Be Calm.** Be relaxed. Sit or stand; be aware of your own emotional reactions to what you hear. ▸ **Be Quiet.** Refrain from the need to explain, defend, or fix. We are listening. ▸ **Be Clear.** Make sure you are clear about what they are seeing, saying, and recommending. Schwantes, M. (Feb. 2016). *The Forgotten Skill That Will Make You a Better Leader.* In Inc.		**Session Midpoint** ➢ Facilitator & Note Taker Check-In ➢ Walk around groups to ensure that individuals are participating ➢ Groups are engaged in the "Authentic Listening" process
	What to say/do . . . , Read aloud question 3 Facilitator will say … ▸"As it pertains to inclusion within the division, what are (3) ways in which we ARE NOT INCLUSIVE or we are EXCLUSIVE? If individuals need more clarity, facilitator will say … • "For instance, what is working for the division? • Why is it working? • Give examples."	❓	**Read aloud** **Question 3** ➢ *"As it pertains to inclusion within the division,* 1. *What are (3) ways in which we ARE NOT INCLUSIVE or we are EXCLUSIVE?* 2. *If individuals need more clarity, facilitator will say …* 3. *"For instance, what is working for the division?* 4. *Why is it working?* 5. *Give examples."*
	De-Escalation & Diffusion "Reporting wrong doing is a start to addressing the issue." ▸ **Facilitator will stop, acknowledge** the emotional state by saying . . . , *"I see you are upset. I want you to be understood clearly. Let's take the conversation away from the group."* ▸ **Get the person away from the listening session.** ▸ **Give them the iHUB "report wrong doing information."** ▸ Say . . . , *"reporting wrong doing is a start to addressing the issue."* Schwantes, M. (Feb. 2016). *The Forgotten Skill That Will Make You a Better Leader.* In Inc.		**Session Checkpoint** Observe for any disruptions. If so ..., **Acknowledge the emotional** ➢ *"I see you are upset. I want you to be understood clearly. Let's take the conversation away from the group.* **Get the person away from the listening session** **Give them the iHUB report wrong doing information** ➢ *"Reporting wrong doing is a start to addressing the issue."*

Time	Activity - Scripting		Suggested/Recommended Script
	De-Escalation & Diffusion ▸ Ask the participant if they wish to return to the group/ ▸ If so, let them return. **You will say . . . ,** *"such issues should be addressed in a different setting."* ▸ Facilitator and participant return to the session. ▸ **Don't** take anything **Personally.** Schwantes, M. (Feb. 2016). *The Forgotten Skill That Will Make Your a Better Leader. In Inc.*		**Keep in mind that such issues should be addressed in a different setting.** **Ask the participant if they wish to return to the group.** ➢ *"Would you like to resume with the session?"* **If so, facilitator and participant return to the session.** **Don't take anything Personally.**
	What to say/do . . . , Read aloud question 4 **Facilitator will say …** *"As it pertains to inclusion within the division, what are (3) ways in which we could BECOME INCLUSIVE?* If individuals need more clarity, facilitator will say . . . , *"What do we need to start doing?"* Give examples.	❓	**Read aloud** **Question 4** ➢ *"As it pertains to inclusion within the division, what are (3) ways in which we could BECOME INCLUSIVE?* **If individuals need more clarity,** ➢ *"What do we need to start doing?"* ➢ *Give examples.*
	Activity - Scripting		**Suggested/Recommended Script**
	Capturing Information listen speak		**How to capture the information.** **Decide on which method you will use to capture the data:** ➢ Tabling Charts ➢ Walling Sticky Notes

Time	Activity - Scripting		Suggested/Recommended Script
	Capturing Information ▸ Tabling Charts ▪ Group/table of no more than 10 people ▪ Question is asked ▪ Recorder lists the answers of table/group members on flip charts ▪ Answers are read by table facilitator ▪ Members get an opportunity to reflect on answers ▪ Time: 15 min ▪ Facilitator collects all flipchart notes/responses ▪ Repeat for each question		**Segment groups into 10 or less** **Begin tabling chart data capturing**
	Capturing Information **Walling Sticky Notes** ▪ Listening facilitator asks questions ▪ Individuals use sticky notes to write down as many answers to the questions as they possibly can in 10 min. ▪ Facilitator ask if anyone in the audience wish to give an example, if not . . . ▪ Facilitator goes to the wall and pulls a response and reads it out loud, asks the audience again to expound on the response. ▪ Note Taker captures the response and includes them with the specific question.		**Begin walling sticky notes data capturing**
	Ending the Listening Session What to say . . . , "Our time has ended. Thank you all for participating." THANK Y♥U	🗨	**Thank everyone for attending and participating**

Time	Activity - Scripting		Suggested/Recommended Script
	Ending the Listening Session What to say . . . , What will happen to the information collected, you may asked." 1. "A Division Report will be made." 2. "Your names will not be attached to any of the responses." 3. "Themes and Recommendations will be developed and presented from your responses." 4. "A Division Report will be made available to the Div. Diversity & Inclusion Committee." 5. "Thank you, again." **Division Report**		**State what will happen to the information** 1. *"A Division Report will be made.* 2. *Your names will not be attached to any of the responses.* 3. *Themes and Recommendations will be developed and presented from your responses.* 4. *A Division Report will be made available to the Div. Diversity & Inclusion Committee.* 5. *Thank you, again."* **Ends the Listening Session**

	Activity Background – Secure & Send		Notes
			This section prepares the note taker to secure and send the data collected. Please note the data is private.
			Note Taker Assignment Please forward survey Likert responses, as interoffice mail or hand deliver, in a sealed envelope to: Verona Mitchell, InReach Coordinator Diversity & Inclusion Unit Office of Diversity & Inclusion MnDOT CO, Mailstop 205 Central Office (CO), Room 109 St. Paul, MN 55155
			Note Taker Assignment Responses are organized as bullets under each question in a word document. Send to: Verona Mitchell, M.A. InReach Coordinator Office of Equity & Diversity verona.mitchell@state.mn.us.

Additional Materials
Handouts

Minnesota Department of Transportation

<list division> Division Diversity & Inclusion Committee
395 John Ireland Boulevard
Saint Paul, MN 55155

Memo

TO: <list division> All Employees
FROM: <co-chairs names>
             Division Diversity and Inclusion Committee Co-chairs
DATE: <date>
SUBJECT: <division> Diversity and Inclusion Listening Sessions

One of the Division's Diversity and Inclusions Work Plan goals is to gather input from within the division regarding what is currently in place and what is needed to foster an inclusive work environment. The Division D&I Committee's charged is to establish and maintain an inclusive environment within MnDOT at the Division Level by identifying:

◦   Challenges to inclusion
◦   Barriers of inclusion
◦   Attitudes of inclusion or exclusion (non-inclusion)
◦   Suggestions and recommendations to inclusivity.

You are invited to participate in the Division's Diversity & Inclusion (D&I) Listening Session. Your participation and feedback is totally voluntary. The Listening Sessions are held throughout MnDOT and are hosted by committee members representing MnDOT's offices, departments and districts. The major theme of the Listening Sessions is **INCLUSION** within the division. We define INCLUSION as, **"*A sense of belonging, feeling respected, valued, and supportive energy and commitment from others so that we can do our best at work.*"**
Please assist our division in gathering feedback on the topic of inclusion within the division by participating in one of the upcoming Listening Sessions. Again, your participation and feedback are voluntary.

Schedule Listening Sessions:

Date/Time	Location	Facilitators

At each session we will need to know:

1. How inclusive is our division, department, office or district area?
2. In what ways are we inclusive? What are we doing that's right?
3. In what ways are we exclusive (not-inclusive)? What are we doing wrong?
4. In what ways do we become inclusive? What should we start doing more or bring into our division, department, and office or district area?

Your feedback is important and will assist us in shaping MnDOT's environment moving forward and builds our capacity and direction to execute our Unified Diversity Plan. Please take a moment and register for the upcoming division-hosted Listening Sessions.

Thank you.

Listening Session Ballot Response
Division:_____ Date:_____

Listening Session Ballot & Questions (please submit your ballot responses to your facilitator or note taker at the end of the Listening Session. Feedback will be captured anonymously and will be used to inform and broaden Diversity & Inclusion efforts within the division.

1. Using the following scale, please indicate your response on INCLUSION within your **Department/Agency**.

	Strongly Exclusive/Non-Inclusive	Exclusive/Non-Inclusive	Somewhat Exclusive/Non-Inclusive	Neither Inclusive or Exclusive/Non-Inclusive	Somewhat Inclusive	Inclusive	Strongly Inclusive	N/A
My Department/Agency is . . .	○	○	○	○	○	○	○	○

2. Using the following scale, please indicate your response on INCLUSION within your **Division**.

	Strongly Exclusive/Non-Inclusive	Exclusive/Non-Inclusive	Somewhat Exclusive/Non-Inclusive	Neither Inclusive or Exclusive/Non-Inclusive	Somewhat Inclusive	Inclusive	Strongly Inclusive	N/A
My Division is . . .	○	○	○	○	○	○	○	○

3. Using the following scale, please indicate your response on INCLUSION within your **District/Office**.

	Strongly Exclusive/Non-Inclusive	Exclusive/Non-Inclusive	Somewhat Exclusive/Non-Inclusive	Neither Inclusive or Exclusive/Non-Inclusive	Somewhat Inclusive	Inclusive	Strongly Inclusive	N/A
My District/Office is . . .	○	○	○	○	○	○	○	○

4. Using the following scale, please indicate your response on INCLUSION within your **Work Unit**.

	Strongly Exclusive/Non-Inclusive	Exclusive/Non-Inclusive	Somewhat Exclusive/Non-Inclusive	Neither Inclusive or Exclusive/Non-Inclusive	Somewhat Inclusive	Inclusive	Strongly Inclusive	N/A
My Work Unit is . . .	○	○	○	○	○	○	○	○

5. Using the following scale, please indicate your response on INCLUSION within any **other segment not listed** (please list/identify that segment in the "other please specify" box.)

	Strongly Exclusive/Non-Inclusive	Exclusive/Non-Inclusive	Somewhat Exclusive/Non-Inclusive	Neither Inclusive or Exclusive/Non-Inclusive	Somewhat Inclusive	Inclusive	Strongly Inclusive	N/A
My "other" area is . . .	○	○	○	○	○	○	○	○

Other (please specify)

[   ]

Questions for the session:

Q2. What are (3) ways in which we **ARE INCLUSIVE?**

Q3. What are (3) ways in which we **ARE NOT INCLUSIVE?**

Q4. What are (3) ways in which we could **BECOME INCLUSIVE?**

Notes:

Feedback will be captured anonymously and will be used to inform and broaden Diversity & Inclusion efforts within the division. We hope that all staff will consider participating in this important dialogue.

LISTENING SESSION
DATA COLLECTION REPORT

DIVISION: _____
SESSION DATE/TIME: _____
NUMBER OF PEOPLE ATTENDING:
FACILITATOR:_____
NOTE TAKER RECORDER: _____

1. Please forward the survey Likert responses, as interoffice mail, in a sealed envelope to:
   Verona Mitchell, InReach Coordinator
   Diversity & Inclusion Unit
   Office of Diversity & Inclusion
   MnDOT CO, Mailstop 205
   St. Paul, MN 55155

2. As it pertains to inclusion within the division, what do we want to see more of?
   - Yada yada yada xyz xyz xyz 123 123
   - Yada yada yada xyz xyz xyz 123 123
   - Yada yada yada xyz xyz xyz 123 123
   - Yada yada yada xyz xyz xyz 123 123
   - Yada yada yada xyz xyz xyz 123 123
   3. As it pertains to inclusion within the division, what do we want to see less of?
   - Yada yada yada xyz xyz xyz 123 123
   - Yada yada yada xyz xyz xyz 123 123
   - Yada yada yada xyz xyz xyz 123 123
   - Yada yada yada xyz xyz xyz 123 123
   - Yada yada yada xyz xyz xyz 123 123
   - Yada yada yada xyz xyz xyz 123 123
   4. As it pertains to inclusion within the division, what would you like to see done differently?
   - Yada yada yada xyz xyz xyz 123 123
   - Yada yada yada xyz xyz xyz 123 123
   - Yada yada yada xyz xyz xyz 123 123
   - Yada yada yada xyz xyz xyz 123 123
   - Yada yada yada xyz xyz xyz 123 123
   - Yada yada yada xyz xyz xyz 123 123

   Please email narrative responses to Verona.Mitchell@state.mn.us.