

## Developmental Sets

### What are Developmental Sets?

Developmental Sets are based on the relationship between reflection and action, where the focus is on the issues and problems that individuals bring, and planning future action with the structured attention and support of the group and its facilitator.

A major advantage of this approach is that delegates will be able to look at the real problems which concern them, rather than considering hypothetical ones, or getting too embroiled in one single problem. They will be responsible for the selection of the topic discussed (and this will be carefully facilitated by the facilitator).

### How a Developmental Set Works

A Developmental Set is a group of 4 – 10 people who get together to discuss issues of mutual importance. They are designed to deal with the specific needs of the set members and require agreed action by the end of each meeting. Sets are facilitated and it is important for ground rules to be negotiated at the outset (Inspire Change uses the OARRs process for this – attached at the end of this document).

A Developmental Set will enable the delegates to make commitments to action which they would not necessarily be in a position to do, having listened to a lecture or seminar, or as an individual working in isolation. There are usually 3 stages to each set:

1. Identifying and clarifying the problem
2. Listing possible actions
3. Selecting which specific action to take

### How will the Developmental Sets be Organised?

- Delegates will be organised into small groups
- Each delegate will bring a real issue or problem to the set \*
- The facilitator will help the group to establish ground rules for the set (OARRs)
- The whole set will look at each identified issue in turn
- Three action points will be agreed by the set
- These action points will be captured by the facilitator and next steps agreed

\* These can be identified and briefed prior to each meeting/session.

## The Role of the Delegate

Delegates will be encouraged to work together, listening and supporting their colleagues and helping them to decide on courses of action. They will work closely with each other in order to better understand their problems and to challenge their underlying assumptions, rather than to offer advice. They will be encouraged to show empathy rather than make judgements, to listen and to see possible ways forward.

## The Role of the Facilitator

The facilitator will help to develop ground rules for the operation of the set and will work with the group to promote an enjoyable and productive session. Each facilitator will capture the outcomes and action plans and agree next steps.

## OARRs

Conflict in expectations provides the first barriers to productivity for a group. It is basic facilitation practice to check these four types before you begin anything:

1. Expectations about OUTCOMES
2. Expectations about AGENDAS
3. Expectations about ROLES
4. Expectations about RULES

There are many ways to check these out, but the easiest is to simply ask your team, your group, or your 'client'. As you will discover, it is very productive to clarify these things every time you begin a process of any length.

- **Outcome:** What do we want to achieve as a result of this meeting? What will a successful result look like?
- **Agenda:** How will we get there? What steps do we need to take in this meeting to get to that result?
- **Roles:** Who is doing what in this meeting to help us achieve this? E.g. Chair, minute taker, facilitator, expert.
- **Rules:** What do we need to agree on to get this done on time and successfully? E.g. No interruptions, no bleeps, no interrupting each other, come back on time from breaks.