



(IN)VISIBLE FACILITATION

DESIGN & INNOVATION

23 MARCH 2026

With Trainers:

Hong Khai Seng

Founder & Director, Studio Dojo

Lye Yen Kai

Director, Advancing.SG



Workshop Overview

Morning: 9.30am – 1pm

Types of Facilitation

Content versus Process

Facilitation Skills

Break: 11:00am

Stages of Facilitation

Divergent & Convergent Tools

Lunch: 1pm

Afternoon: 2pm – 6pm

Facilitation Skills Practice

Process Facilitation Session I

Break: 4:15pm

Process Facilitation Session II

Importance of Criteria

Review & Feedback

Resources for your journey

Slides & Resources

Supporting You in Your Journey Ahead

Workshop Slides and Resources



<https://www.studiodojo.com/di-resources-mar2026>

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3

3

Types of Facilitation



**Experiential Learning
Facilitation**



**Learning
Facilitation**



**Process
Facilitation**

Discuss



During Facilitation

What are some challenges faced by a design facilitator?

What are some goals of a design facilitator?

What are some responsibilities of a design facilitator?

Challenges Faced by a Facilitator

CHALLENGES



- Logistics set up
↳ especially if online
- Balancing organic convo vs outcome.
- One person to who make space usself (wrong energy)
- Tech failure

- Off-topic (+1)
- Managing energy (self + attendee)
- Voice for everyone (+2)
- Shaping convo → direct (+1)
- Preventing hijack by one person
- Making a decision
- lack of domain knowledge

- No context / info about participants / agenda
- Forced participants

Content generated by all participants through a divergent process, **Ambassadorial Sharing**, using **Freewheeling** method.

Challenges Faced by a Facilitator

- Awkward silences
- o - Group is too big
 - ↳ How to manage?
- o - Penmanship
 - Time management (+1)
 - Encourage diversity / group thinks
 - ↳ Extending ideas / richer convs

- p - Stakeholder expectations
 - ↳ Not every will get their outcome criteria
- $\frac{p+1}{p}$ - Team composition
 - ↳ Boss is in the room
 - ↳ Where they sit
 - ↳ Not honest response?
 - ↳ Groupthink
 - Bringing everyone to same starting point.

Content generated by all participants through a divergent process, **Ambassadorial Sharing**, using **Freewheeling** method.

Goals of a Facilitator

Goals

- make better convergent decisions +1 +1
- Better engage stakeholders +1 +1 +1
- better engage users during FGDs. +1 +1
- create ownership of outcomes to drive action +1
- more techniques to conduct workshops
↳ confidence +1 +1 +1
- smooth & structure facilitation

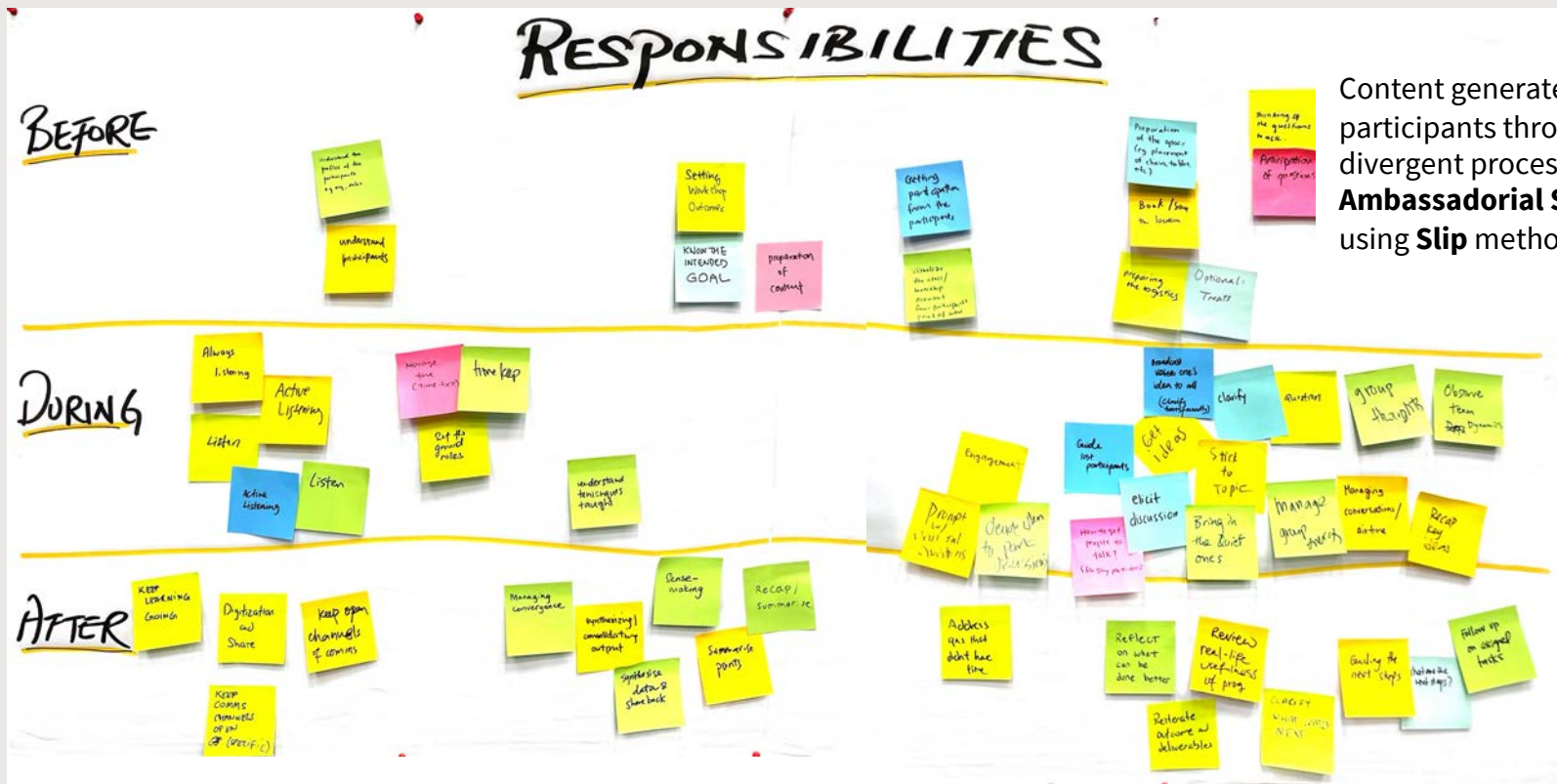
• Learn Experiential Facilitation +1

- manage energy +1
- Ask good questions → prompt thinking +1
- make attendees uncomfortable. +1
↳ willingly
- Active listening

- Build rapport, empower group/collective decision-making

Content generated by all participants through a divergent process, **Ambassadorial Sharing**, using **Round Robin** method.

Responsibilities of a Facilitator



Content generated by all participants through a divergent process, **Ambassadorial Sharing**, using **Slip** method.

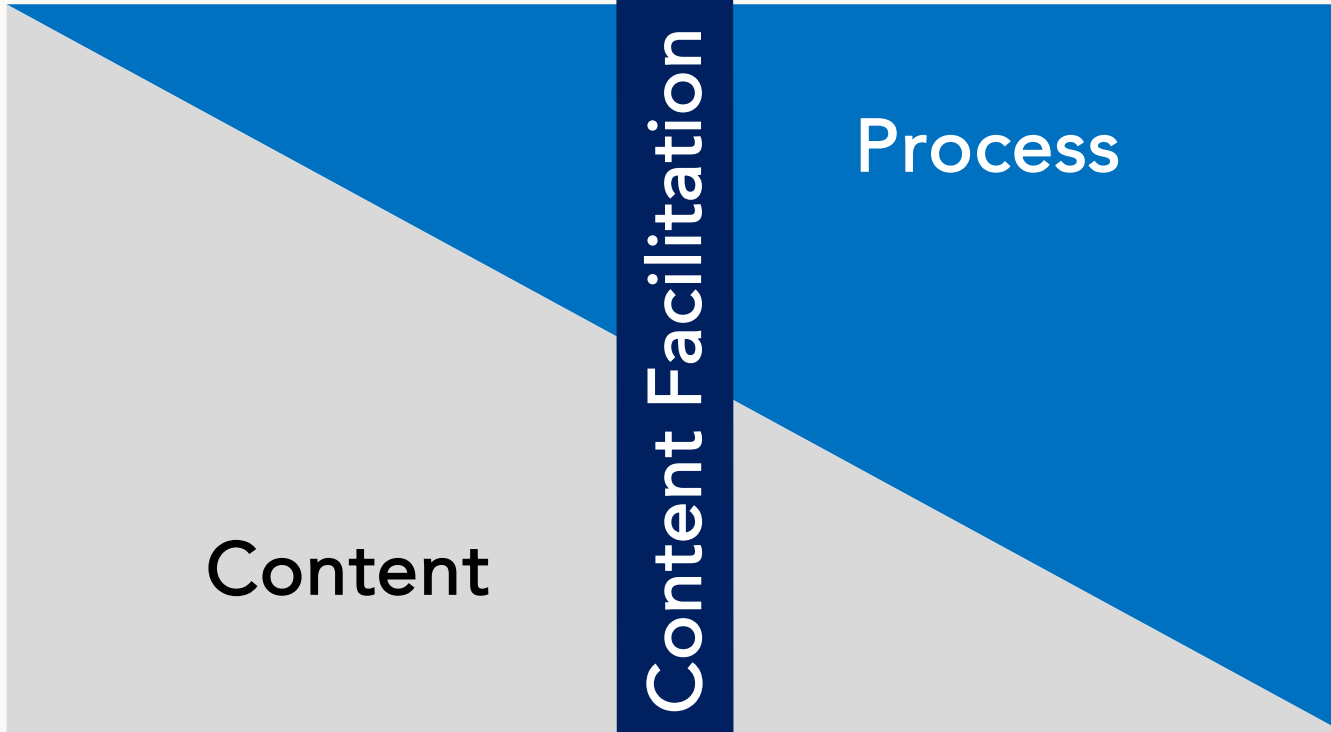
PROCESS FACILITATION



Process facilitator is a content-neutral individual who uses effective processes to enable a group to make effective decisions and accomplish its task while supporting a collaborative and respectful environment that encourages full participation and helps group overcome barriers to reaching their goal.

Lecturing

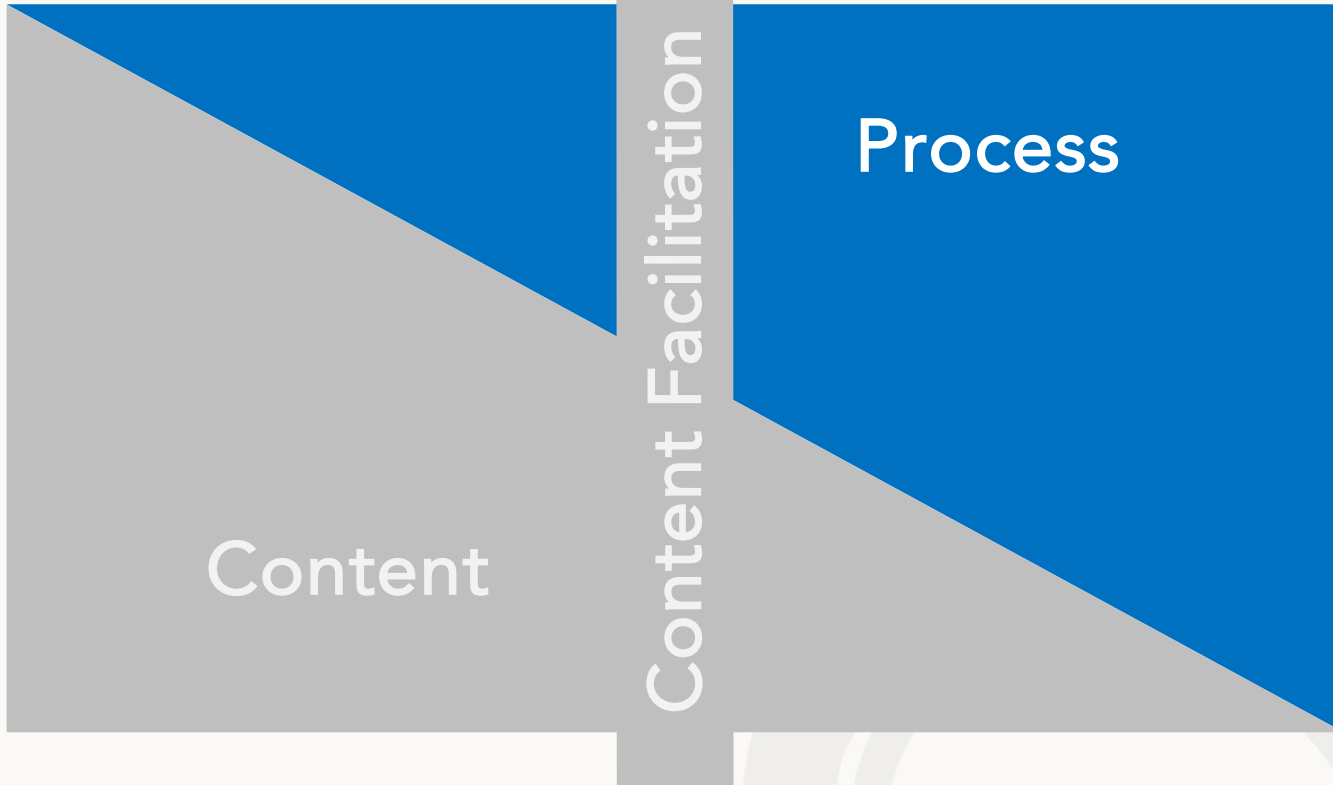
Facilitating



A3

Lecturing

Facilitating



A3

Content

(What?)

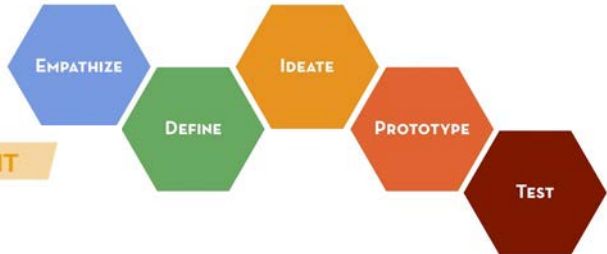
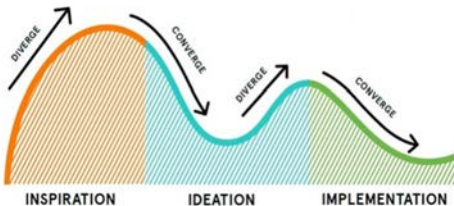
- Technical expertise
- Ideas
- Research findings
- Problem being solved
- Decision made
- Agenda items
- Goal

Process

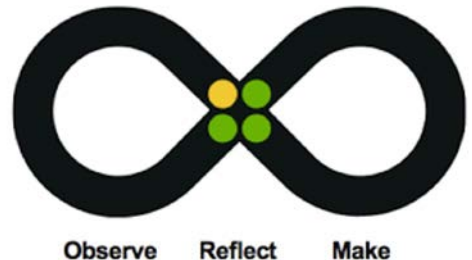
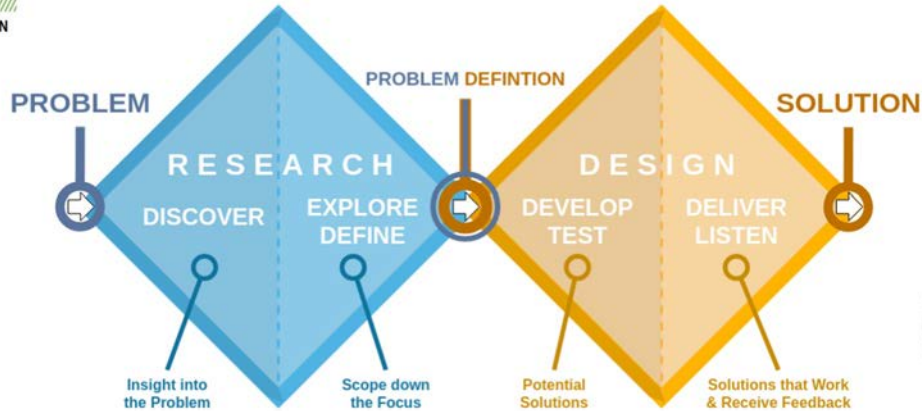
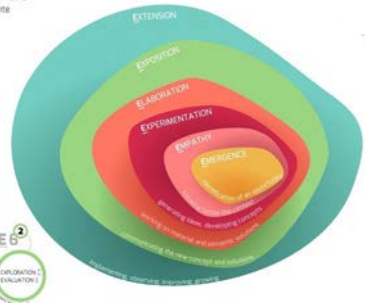
(How?)

- Methods & procedures
- Tools
- Interaction between members
- Rules and norms
- Group dynamics

Design Process



Creative Process Model. (Service) Design Thinking
EVOLUTION 6²
 karya tschummel © esadnamente



A4

Questions



Should a facilitator stay neutral during a discussion session?

What is the impact if a facilitator is not neutral?



FACIL PULATION

Two Methods of Facilitation

Conventional Group



Participatory Group



Stages of Facilitation

Prepare

Set Context

Manage Session

Summarise

Follow Up

A7

Prepare

Create & circulate agenda/objectives

Set Context

Design session

Manage Session

Assign role & responsibilities

Logistical arrangement

Summarise

Follow Up

A7

Prepare

Set Context

Manage
Session

Summarise

Follow Up

Introduction

Check-in

State & clarify objectives

Review agenda

Create/Review norms

A7

Prepare

Actively listen

Ask questions

Set Context

Manage disruptive behaviours

Manage Session

Manage time

Keep discussion on track

Summarise

Encourage participation

Follow Up

Enforce norms

Focus & manage the process

A7

Prepare

Set Context

Manage
Session

Summarise

Follow Up

Summarise decisions

Agree on actions

Remind date for next session

Check-out

A7

Prepare

Prepare & circulate follow-up materials

Set Context

File documents

Manage
Session

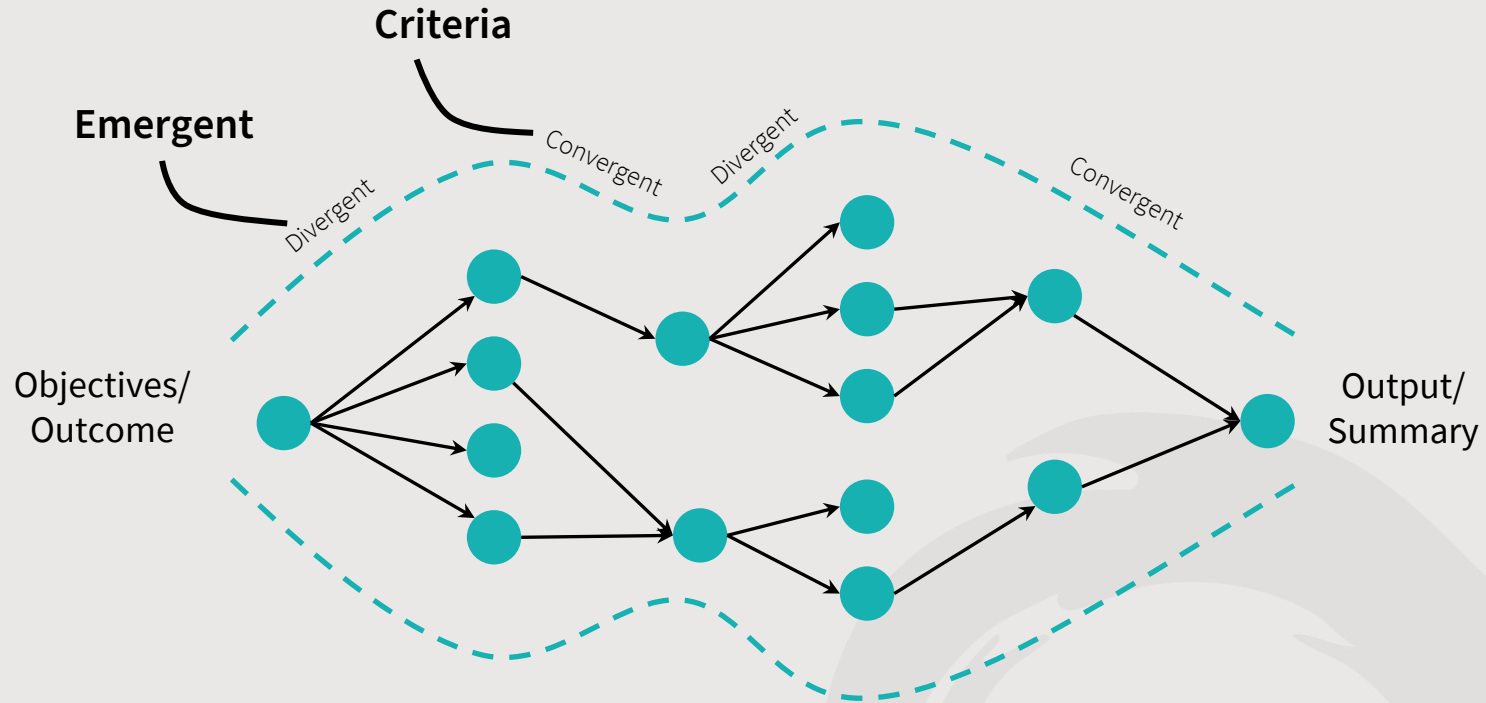
Follow up on action items

Summarise

Follow Up

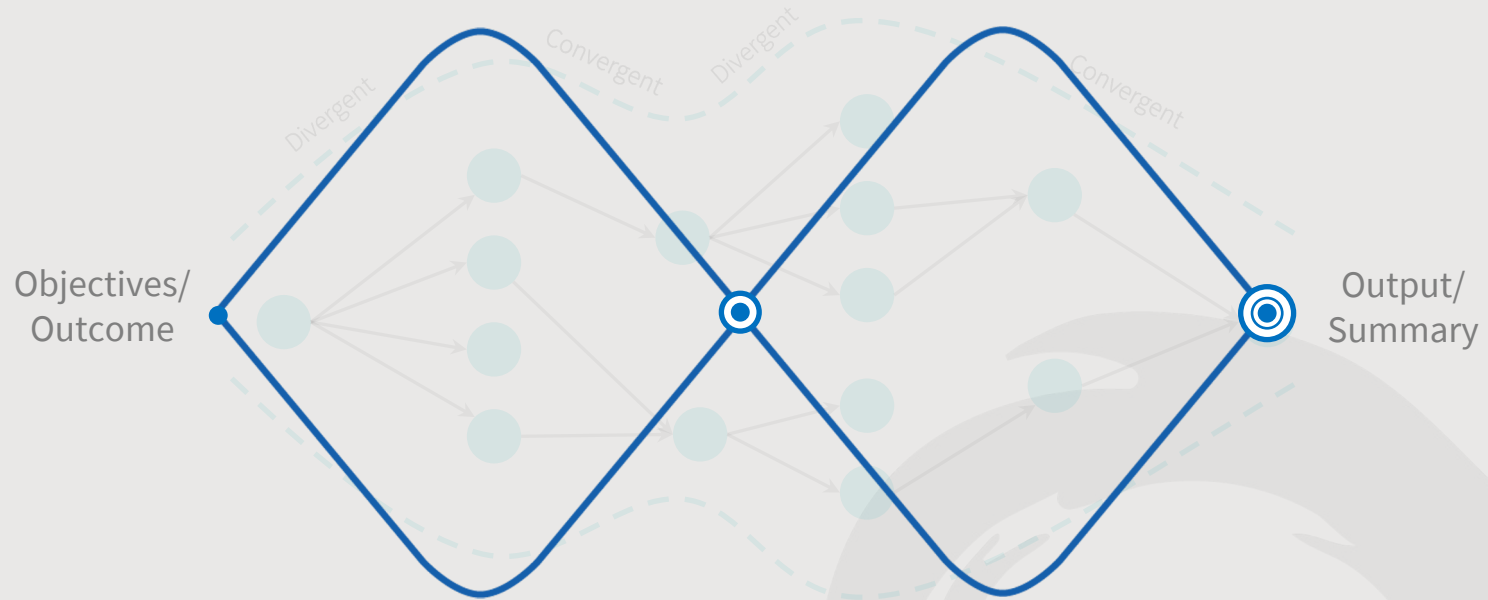
A7

Divergence & Convergence

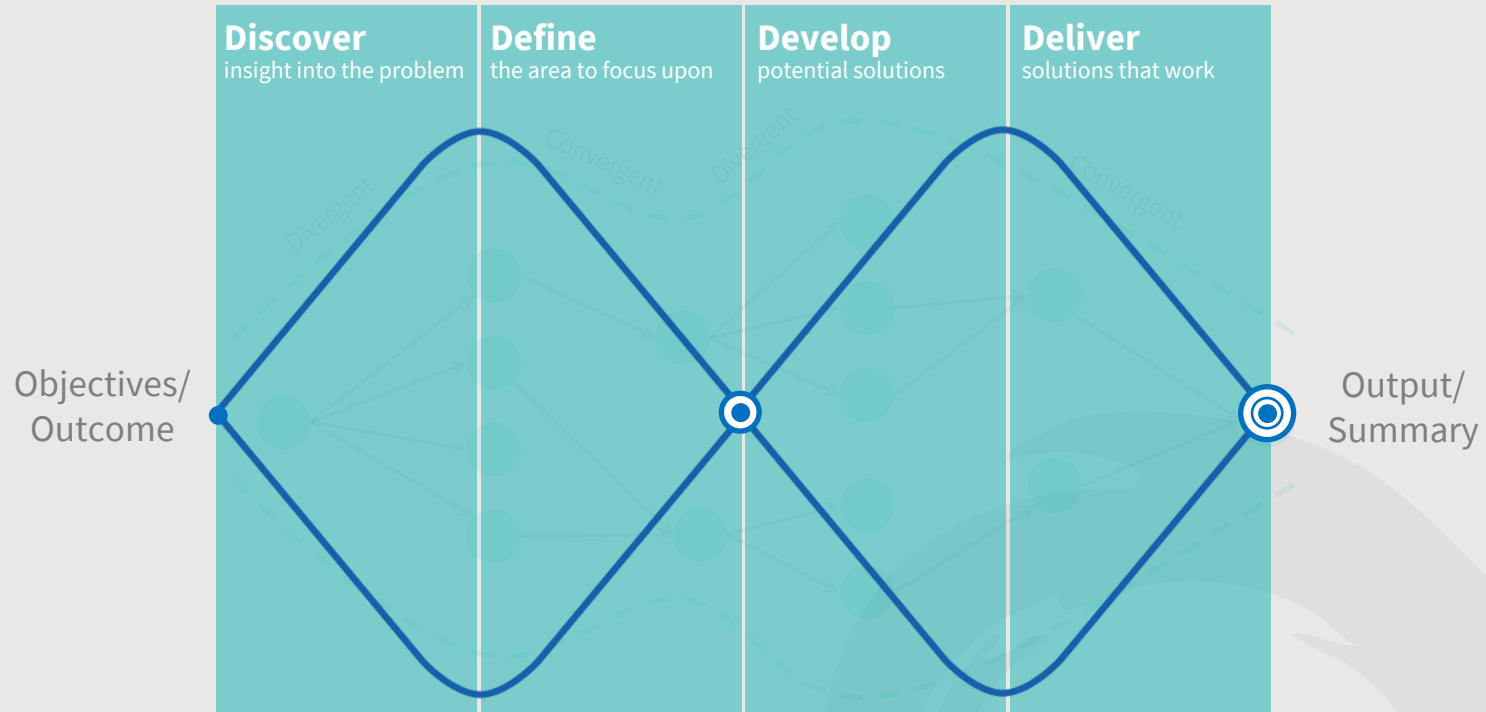


C1

Divergence & Convergence



Divergence & Convergence



A4

DIVERGENT TOOLS



Generation of ideas, collection of different opinions and/or listening to different perspectives.

Objective



**Identify conversation norms
of working together through
group discussion.**

Appreciative Inquiry

1 Identify Goal

Clearly state and identify the goal

2 Recall

Recall past successes

Discuss the conditions of successes

3 Share

4 Propositions

Create propositions

Conversation Norms

<u>NORMS</u>	
Active participation & Engagement	27 ###
Open to feedback to diverse groups	5 ### 5
Build on each others thought + ideas.	24 ### 12
Active listening	18 ### 6

<u>NORMS</u>	
One conversation @ a time.	14 ### 6
Open to ideas.	18 ### 11
Keeping Confidentiality	6 ### 6
Ask clarifying Qns.	10 ### 6
Keeping to time.	4 ### 6

Content generated by all participants and noted by Trainer/Facilitator on a **Round Robin** method (by table).

Includes activity and demonstration about (Not) Being Neutral and voting by Tally Marking.

Divergent Data Collection Methods

Freewheeling



Round Robin



Slip Method



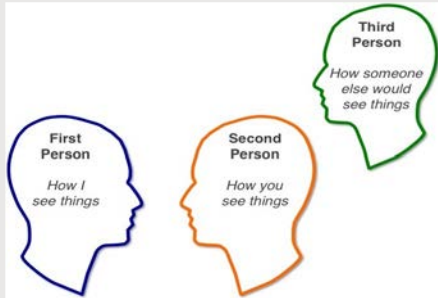
Divergent Tools



Brainstorm Carousel



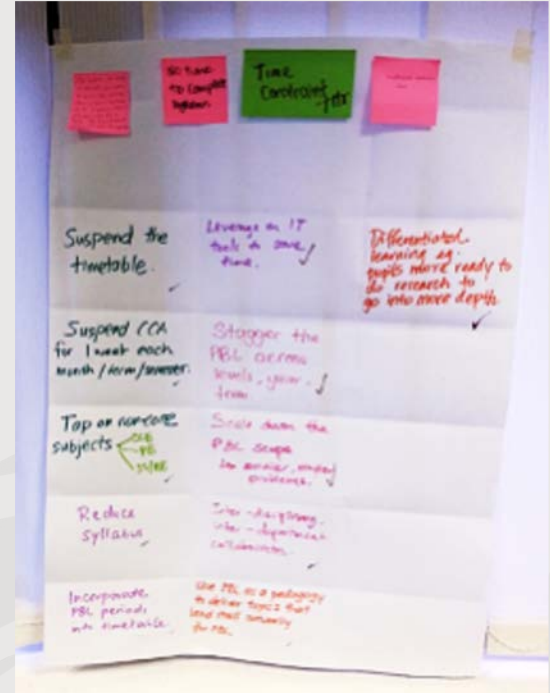
Gallery Walk



Perspective Taking



Visioning



Brainwriting

CONVERGENT TOOLS



Narrowing of ideas, opinions and perspectives collected or generated during divergence.

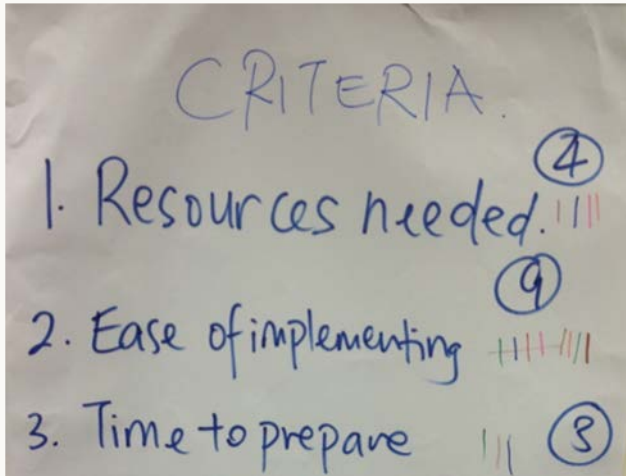
1. Categorising
2. Prioritising
3. Decision-making

Objective



Shortlist top 5 conversation norms that would support the group working together.

Multivoting



1 Allocate

Give a certain number of votes

2 Vote

Put vote(s) on ideas

3 Tally

Tally and record number of votes

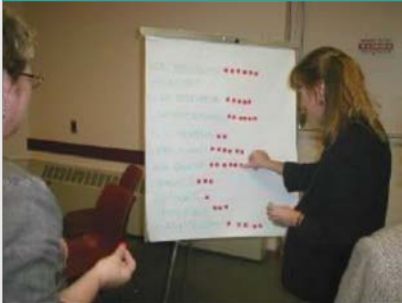
Top 5 Conversation Norms (by Participants)



Top 5 norms
ascertained
with Voting by
Tally Marking

Vote Collection Methods

Dots



Show of Hands



Ballots

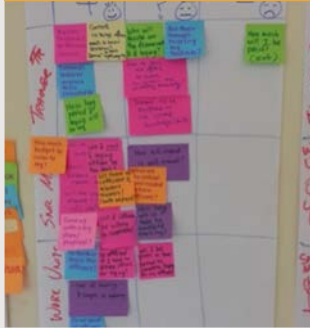


Tally Marking



Convergent Tools

Categorising

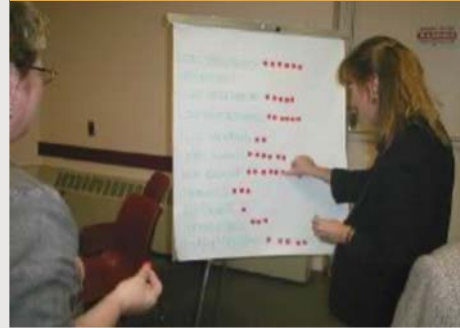


PMI Table



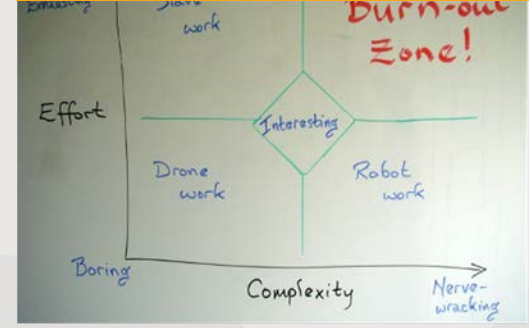
Affinity Diagram

Prioritising



Multivoting

Decision-making



2x2 Grid



BEING NEUTRAL

B1

Being Neutral

NEUTRALITY

- Collect info from Everyone
- Paraphrase, ask gn, probe, summarise
→ confirm!!
- Verbal / Non-Verbal Cues
- Scribe word-for-Word
- Affirm Effort
- Vote Anonymously

KP / Hippo vote last / No vote

Activity and demonstration about (Not) Being Neutral.

Active Listening

Encourage

To convey interest & keep the person talking

- *I see...Uh huh...*
- *Go on...*
- *Tell me more...*

Reflect

To show you understand the feeling

- *You feel that...*
- *I'm guessing that are feeling...*
- *Am I right that you're feeling...*

Paraphrase

To show you are listening & understand

- *If I hear you correctly...*
- *In other words...*
- *This is what I heard...*

Summarise

To pull important ideas together and establish basis for further discussion

- *The key ideas you are referring...*
- *In a nutshell...*
- *To summarise, you are saying...*

Practice: Active Listening



Get into groups of 3



In your group, decide
who is A, B and C
(D if there is a 4th member)

Process Facilitation Session I

Objective

Identify reasons why sustainability may find it hard to take root in Singapore

MARKETS BUSINESS INVESTING TECH POLITICS CNBC TV INVESTING CLUB PRO

ACCESS ASEAN

Singapore has pledged billions to fight climate change. Experts say it's not enough

PUBLISHED TUE, JUN 20 2023-7:57 PM EDT

Nyshka Chandran

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KEY POINTS

- Singapore's government has committed public funds to help the country deal with the detrimental impact of climate change, which include droughts, floods and water scarcity.
- But experts say diverse sources of capital are also needed from private banks, insurance players and financial markets.
- Corporate green bonds, catastrophe bonds and blended finance projects are all ways to boost private sector involvement in adaptation finance.



OCBC

Now reading: OCBC Climate Index 2022 Finds that Singaporeans have not improved in many sustainable behaviours despite Governmental Push and Heightened Attention

OCBC Climate Index 2022 Finds that Singaporeans have not improved in many sustainable behaviours despite Governmental Push and Heightened Attention

16 Aug 2022

Affinity Diagram



1 Slip Method

Write each challenge on one post-it
Write in statement form
Write as many post-its as possible

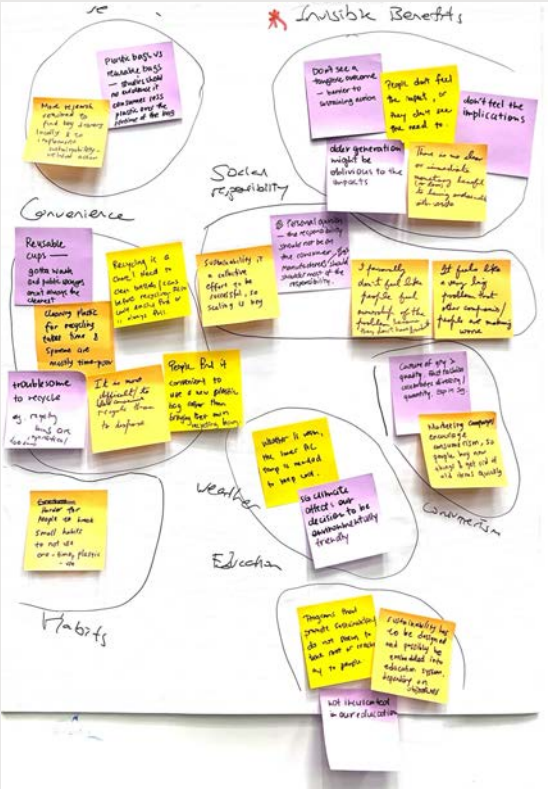
2 Cluster

Group similar challenges together

3 Header

Use big post-its for the headers
Write headers in statement form

Reasons Identified (by Participants)



Reasons Identified (by Participants)



Clustering Criteria Impacts Insights You Get

How do you cluster?	Name of Clusters	What do you get?
Group by similarity	Culture, Workplace, Recycling	MATCHING LABEL
Group by challenge faced	The family is the key battleground for sustainable behaviour, yet changing habits can create family tensions.	DESCRIPTION
Group by root causes	Advocates lack conflict management and conversational skills to resolve tense discussions at home.	ROOT CAUSE
Group by dilemma, paradox or polarity	Our National pledge - happiness, prosperity and progress for our nation - is reinforcing unsustainable behaviour.	TENSION

C28

Process Facilitation Session II

Objective



**Generate possible solutions
to the issues identified.**

Brainwriting 6-3-5



1 Brainstorm

Generate 2-3 solutions in 5 mins
& write on chart provided

2 Rotate

Group similar challenges together

3 Add on

The new group adds 2-3 ideas
to the chart provided

4 Repeat

Repeat the process

Possible Solutions (by Participants)

LACK OF SUPPORT ECOSYSTEM

System that tracks progress (makes visible) eg. recycling, one-use bags

impact of our actions ON the ecosystem

More accessible bins

eg. in Japan, there are bins to dispose of waste water, then collect used cups

↑ awareness of existing ecosystem

start young start practising in school

Students outreach, create awareness in school/online

Co-develop mindset along with child and parent

Student sustainability Champions

Nationwide community campaign that is frequent

National "green service"

Engaging influencers to make sustainability trendy and cool

tie sustainable behaviour to PSE results: with a measurement

Have different messaging for different audiences. eg. 10yr teens. Be in the in-group.

Older folks / cc

Character building.

Govt. mandated social norm
→ They returned @ Anuskar Chaudhary

SOCIAL

Neighbourhood recycling prog. to be more meaningful & prog. → National level.

TikTok Trend. "Cool to ..."
"Today let's hit 50 recycled bottles"

Lawrence Wong sorts trash every wk on social media.

Schools to drive recycling process / environmental issues. - Reward system for sus. behaviour.

Amtes / Ones to be Influencers / ambassador.

Get kids connected to nature, appreciate the environment.

Possible Solutions (by Participants)

Gamification ^{with financial incentives}
eg Avatar.

Grants for industries.

Badges of recognition.

Educational efforts
a day in a life of plastic bottle!

Community Competition for recycling.
Who wins over your neighborhood?

Incentivise individuals financially for their recycling efforts.

Quantifying recycling efforts into tangible outcomes.

Lack of awareness (Biomimicry inst)

Slide people into a room (heat/haze)

Simulation of what it's like in the future
- emotional and personal (years)
- 5 years, within our lifetime

Stories from other countries
- show practical impacts (day to day)

Learn from best practice from other countries (policies).

Quantifiable outcome and visibility of daily activities (ie doubling water/dishwasher)

Impact/gravity of climate change not felt

Target setting → education (from 10 to 2 weeks)

Surface current issues if it could be prevented 10 years ago (groceries)

Importance of Criteria

Criteria & Voting

No. of Criteria

1

2

3

4 or more

Independent Criteria

Multivoting

Multivoting

Multivoting

Multivoting

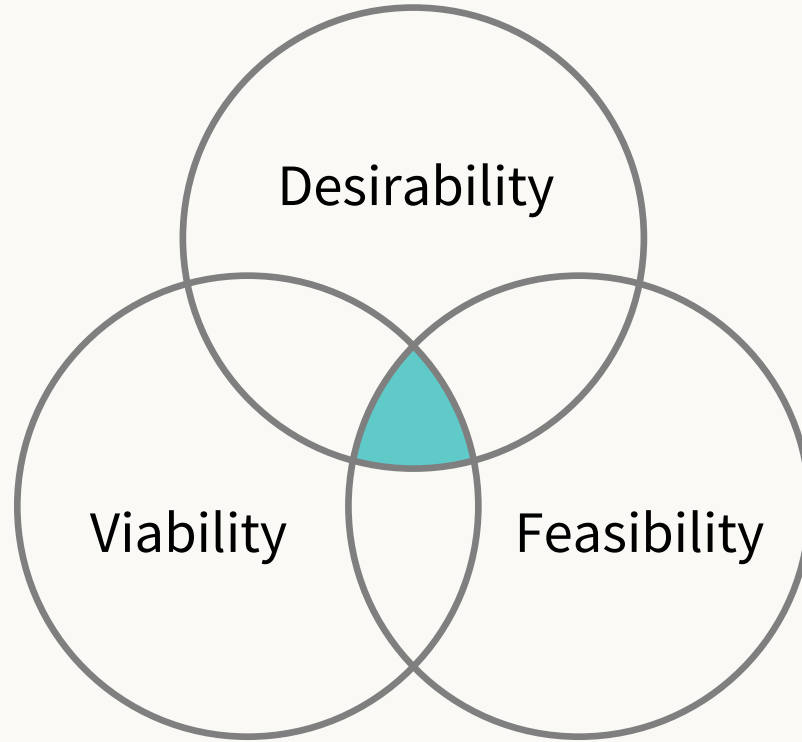
Interdependent Criteria

Multivoting

2x2 Grid

IUD Table
(vote by points)

Criteria Matrix
(vote by multiplying vote & weight)



CONVERGENT TOOL

2x2 Grid



1 Criteria

Identify 2 criteria that fit the solutions identified

2 Transfer to Quadrants

Transfer post-its to each quadrant based on the two criteria

3 Take Action

Decide which quadrant the team would like to act on

CONVERGENT TOOL

Important/Urgent /Do-ability

SOLUTIONS TO TACKLE LACK OF INCENTIVES

#	SOLUTION	I	U	D	Total
1	Find a focus to highlight in EV Tour - could be sth in EV - content - activities	99 99 99 99	99 93 99 99	33 33 33 33	99
2	Incentives (money), vouchers, game Credits to attract ppl to EV E. same idea as 10000 stop challenge	99 31 99	33 31 33	33 31 33	61
3	'membership' → discount for booking facilities fees → NTVC discount discount or with other elements	33 33 33	33 33 33	99 99 99	67
4	Give priority to PMO / family involved in EV to us. Eg. Priority access to services, first hand news on upcoming events	31 39 31	31 39 31	33 39 33	53

1 Define & Assign Points

Define the 3 terms and assign 1/3/9 points to each column for each action

2 Add Points

Add the 3 points together for each item

3 Prioritise

Prioritise action items based on highest to lowest scores

Criteria Matrix

	TIME (3)	PRACTICABILITY (3)	Effectiveness (5)	Cost (3)	TOTAL
MORE WELFARE BENEFITS	≠≠ =	≠≠ ≠≠	≠≠	≠≠	27 + 24 + 25 + 15 = 91*
EDUCATION TO DISTRESS		/	≠≠	≠≠≠	0 + 3 + 15 + 18 = 36
PUBLIC EDUCATION IN SCHOOLS	≠≠		-	-	6 + 0 + 5 + 11 = 22
REFLECTOR COURSE			-	-	0 + 0 = 0

1 Criteria

Identify, define and assign weight to criteria crucial for the goal

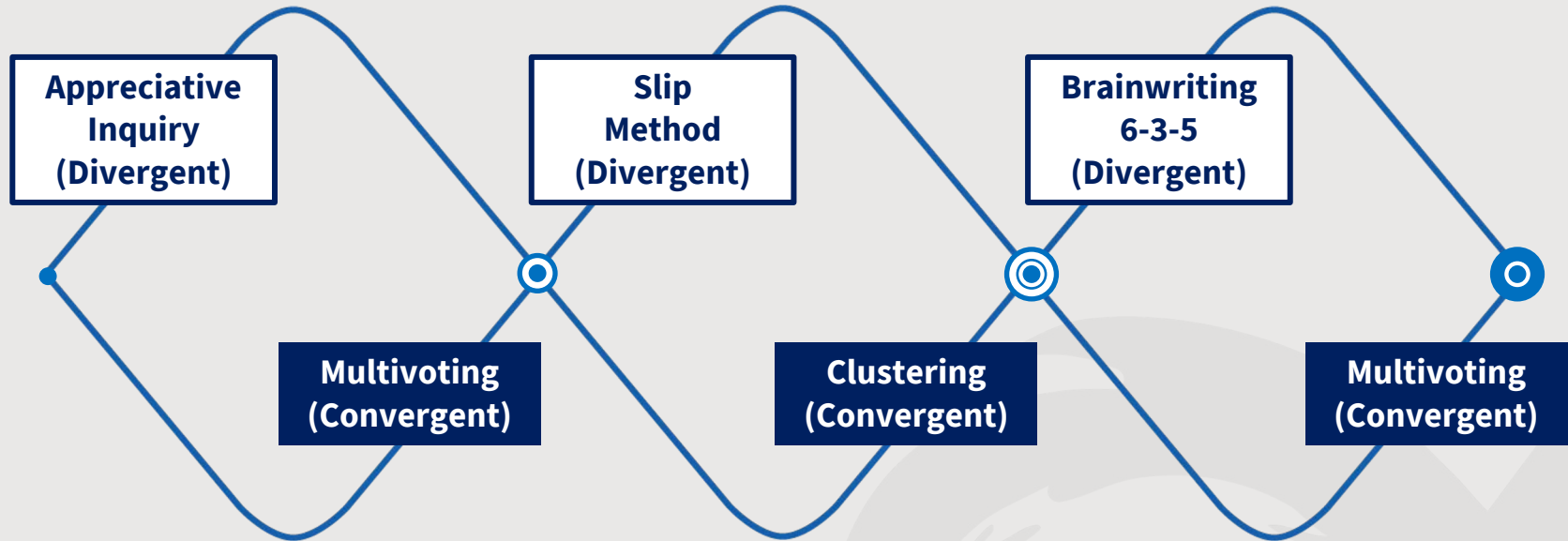
2 Vote

After creating matrix with criteria across top & solutions at the side, cast vote(s)

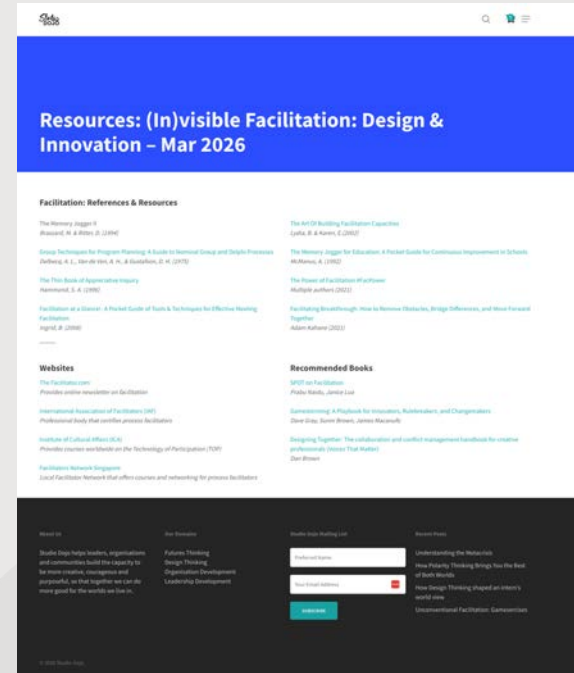
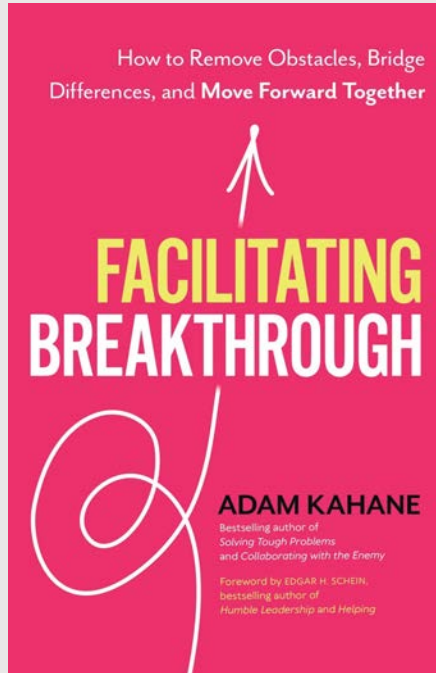
3 Total & Select

Compute the total weight and select the highest score

Review: Divergent & Convergent Processes



Resources for your journey



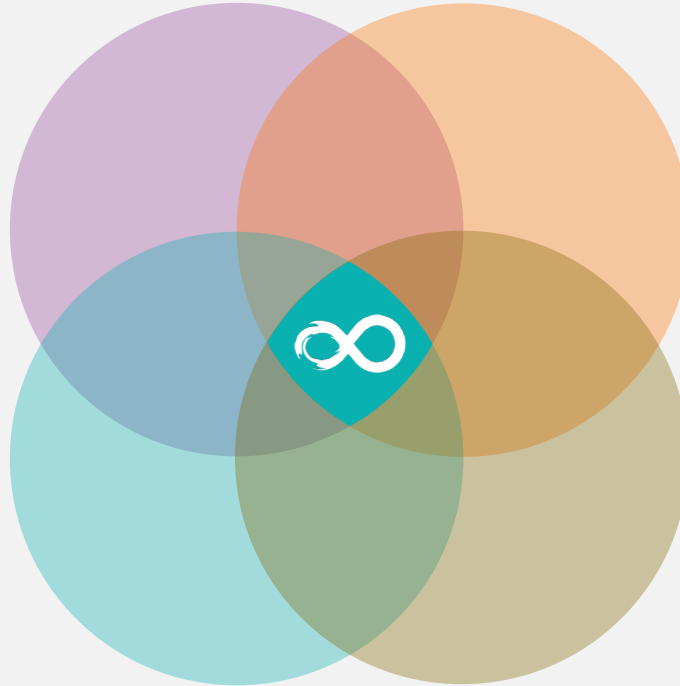
About Studio Dojo's Interests

Futures Thinking

- Build anticipatory skills
- Question present assumptions
- Create visions of the future

Organisation Development

- Healthier organisation dynamics
- See issues at systemic levels
- Resolve problems at multiple levels



Design Thinking

- Gain empathy for stakeholders
- Find and solve underlying problems
- Think and learn through prototypes

Leadership Development

- Open channel with trusted coach
- Practise self-awareness and self-regulation
- Effective leadership use-of-self



2026
WORKSHOPS

Studio
DOJO

Insights That Matter
Sense-Making for Change

28-30 APR 16-18 JUN 26-28 AUG 4-6 NOV

Seeing & Shifting Systems
Organisation Development and Design in Action

12-13 MAY 16-17 SEP

Designing Desirable Futures
An Intro to Futures Thinking

7-8 OCT



2026
WORKSHOPS

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**(In)visible Facilitation:
Design & Innovation**

23 MAR 20 MAY 9 JUL 11 NOV

**(In)visible Facilitation:
Power & Critique**

30-31 JUL 12-13 NOV

NEW! **(In)visible Facilitation:
Meetings & Dynamics**

12-13 AUG



<https://www.studiodojo.com/training>



Power-To-Train Workshop

A Master Class for Facilitators & Trainers

13-15 JUL 2026

Looking for ready-to-implement tools to capture your learners' attention and deliver impactful & memorable workshops? As the only trainer in Asia certified by master trainer and educator Dr. Rich Allen, Yen Kai will be running his highly-rated Train-the-Trainer program in Jul 2026.

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- Promoting engagement
- Piquing learners' interest
- Developing an effective learning environment
- Experiencing the effect of word choice
- Supporting interactive learning environment through effective directions
- Integrating inquiry into your workshop design
- Promoting discussions through structures

These strategies are suitable for a wide range of training contexts, including in-person or online, on Zoom.

Discover and learn techniques, strategies to deliver impactful training sessions to help engage your learners and increase the impact of your workshops.

More Info: <https://www.advancing.sg/courses/>

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✉ khaiseng@studiodojo.com

[in linkedin.com/in/khaiseng](https://www.linkedin.com/in/khaiseng)



✉ lyeyk@advancing.SG

[in linkedin.com/in/lyeyenkai/](https://www.linkedin.com/in/lyeyenkai/)

Hope you've found new and useful ways
of facilitating design processes.

Thank You!

