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The Offer Arsenal

Review - Principles of Facilitation:

- Ownership, Ownership, Ownership. At Every Step. Work through local/permanent partners **only**. Look for explicit signs of those actors taking steps without you (for every one step you take with them, they should take 2 without you! They should be assuming risk and putting personal resources & effort into the change). **Don't be afraid to cut off partnerships.**
- No Free Lunch. Strings Always Attached. Don't make it easy to get your time and resources. Actors need you more than you need them. No matter what the program's performance metrics tell you. Build in incentives for actors to perform & own the change.
- Low - or no - visibility. Tear off the stickers. Hide the land cruiser. Take down the donor signposts. Throw away the brochures and logos. These are marks and brands of dependency. The more the actors feel like they are in the driver's seat (as they should be), the better you are doing. The more decisions they get to make, the better. The quicker they forget about you, the more sustainable the change.
- Lines in the Sand. Have clear and agreed-on expectations with partners: on everything from ethical standards to roles & responsibilities of each party to benchmarks & terms of engagement.
- Work with Influence Points + Early Adopters/Innovators. Who will be the ones trying something new? Willing to take risks? Who can reach scale? What actors are looked up to by others and can be feasibly copied? Ultimately, the change needs to spread.
- Make your offer clear and specific. You don't need to propose a partnership in your first (or second or third) meeting, but when you do, make a credible and distinctive offer – why should they want to work with us? What could they expect? And what do we expect in return?
- There is no 'right' way to do facilitation. The approach varies by partner and context. Its success depends on your understanding, your analysis and you staying continuously informed about your partner and the operating environment.

Never-Ending List of Actions a Facilitator Can Take
(Feel free to add your own!)

Action	**Pre-Requisite?**	**Behaviour Change Driver**
Working through projections of market demand. "Selling" an improved business practice before action has been taken through highlighting future social, financial or personal benefits against costs and risks.	None - this can be one of the first activities after understanding the business	Building Understanding & Conviction
Working through evidence / observation-based Return On Investment calculations with the actor to evaluate the impact of a changed behaviour (returns don't have to be financial!)	After a changed action has been taken, and time enough has passed to see the benefit (e.g., increased sales, better relationships, etc)	Making a Reinforcing Mechanism Visible
Organizing structured, intentional learning/exchange visits to related actors for experiential learning + following up on the momentum	None, but some level of self-selection would be good to ensure actors are owning/valuing the process (e.g., transport is arranged, but actors have to pay their own costs of living). Also key is to hold off on any further action after this, leave it in the actors' hands to take a next step (however small)	Leveraging Role Models
Buying down the risk of taking a new action by sharing the cost (*rapidly declining*, *one-off*, *triggered*, etc) of an innovation with the actor. ** High risk! Cost share ≠ financial assistance! Can other firms copy the action? Can the targeted actor continue it alone?	**DO NOT USE AS A FIRST, SECOND, THIRD, OR EVEN FOURTH step!!** Wait. Relationship must be built, trust must be there, and the actor <u>must have taken some basic steps on his/her own</u>. There must be evidence of ownership, and seriousness on the part of the actor. There must be a clear rationale and exit strategy for financial support.	Building Conviction
Facilitating cost-shares or deals between vertical actors in a market (e.g., wholesaler and retailer sharing	Not a first step, but less risky than a cost share since the financing is coming from within the system	Reinforcing Mechanisms, Capacity

the cost of promotions, off-take buyers striking a contract with produce traders, etc)	rather than from outside of it.	[financial]
Hiring a technical expert: consultant, intern, specialist or mentor to provide targeted, short-term, tailored support to an actor with a capacity gap. ** Beware of gap-fill! Has the actor shown enough commitment to using the technical support? Does he/she have the human resources to do so? Where is the quid-pro-quo? What do they commit to in return?	**Not a first step.** Once again, wait till there is enough evidence of buy-in from the partner.	Capacity [technical], Building Understanding & Conviction
Rapidly declining cost-share on salaries for key staffing upgrades (important sub-set of 'cost share' above). Used when there is a serious time delay between investment & return on the actor hiring someone (always a tough change to push).	** See "Buying down risk" above	Capacity [human], Building Understanding & Conviction
Organizing peer groups for similar groups of actors to share progress, learning, ideas, and challenges. ** Ask yourself if this is meant to be a one-off or a recurring interaction. If recurring, whose responsibility is it to take it forward? The actors themselves? Industry associations? Another group?	Wait till specific learning areas have been identified (i.e., what are the actors doing that is similar, different? What are the specific learning goals you hope they will achieve from interacting? How to structure that learning?) If done without purpose, a lot of credibility and trust can be lost with the partner!	Leveraging Role Models, Reinforcing Mechanisms
Organizing business networking meetings and trade shows with supporting-market actors to spark linkages between target actors and supporting services. ** Sometimes specific supporting services can be cost-shared from the back-end to offer promotional deals to actors (hidden subsidy)	Same as above.	Building Understanding & Conviction, Capacity [technical, maybe financial]
On-the-job coaching and mentoring, shadowing the business and helping them hands-on in the first couple of	No pre-requisite. This action can be taken in the initial stages of partner interactions.	Building Understanding & Conviction,

steps in a new strategy - to boost confidence, support, provide technical backstopping. Building trust as a secondary goal.		Capacity [technical]
Using credibility of the development sector to vouch for an actor to trigger a new type of linkage or a risky business linkage. This could be with a bank, a service provider, a large supplier, government institution, etc.	Be careful…reputation, credibility, and trust are on the line here. Do not use this option until there is a strong level of understanding of the market actors in question, and the real risk involved (versus the perceived one)	Capacity [social], Conviction (on the part of risk-assuming business)

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Review - THE MCKINSEY & COMPANY INFLUENCE MODEL

This model, originally developed by the management-consulting firm McKinsey & Company, outlines the four necessary components to any change management initiative. It states that individuals and organizations will only change their behaviours when all components are present and conducive to the desired change.

Role Modeling: The McKinsey Model, making reference to psychologist Benjamin Spock, states that people mode their behaviours off “significant others.” If an individual sees someone of significance walking the talk, they will be more likely to follow suit than they would be without the role model.

Capacity Building: In order to carry out a change, people must be equipped with the necessary skills to behave in a new way. A change initiative can only be successful if the people involved have the capabilities required to implement it effectively.

Fostering Understanding and Conviction: The Model states that it is not enough for people to understand the mechanics of the specific change. People must believe in it. Any change initiative must be supported by a compelling story. Changes must be communicated in a way that creates conviction amongst the target audience.

Reinforcing with Formal Mechanisms: New behaviours must be reinforced with the appropriate systems. Incentives and structures must be conducive to the change: if they do not exist or are reinforcing undesired behaviours, they should be created or changed to reflect alignment with the desired behaviour.

Source: Emily Lawson and Colin Price, “The psychology of change management,” The McKinsey Quarterly 2003: Special Edition: The Value in Organization.