Health Council Meeting Facilitation Toolkit

Created by the Office of Strategic Initiatives (OSI)

Last edited June 26, 2025

Introduction

Health Council meetings are critical opportunities to advance health improvement work, so we must use this time in the most strategic way possible. While many Health Council members are experts on health topics and the local community, facilitating the actual meetings is a different skill altogether. If your meeting room is a car and the participants are your passengers, then this toolkit is the roadmap to your destination. You just need to figure out where you want to go.

This toolkit is a *living document* that we hope develops with your feedback and experience. It houses some of OSI's favorite tools for facilitation and collaboration. These tools can be used in-person and adapted for hybrid and online formats. The online sources for each activity—no, we didn't make these up—are hyperlinked in the table of contents on the following page.

Before you start the car, consider these general tips:

- Follow the "3 Ps":
    - *Purpose*: Identify your reason for meeting.
    - *Prepare*: Use opening and closing activities that tie to your purpose (see *appendix p. 23* for examples). Include contingency plans if something lasts longer/shorter, if the space is different, if tech issues happen, etc. Consider using AI to brainstorm questions or tweak activities based on the purpose of your meeting.
    - *Plan*: Have a plan to follow throughout the meeting (see *appendix p. 26* for facilitator agenda template).
- Set expectations from the beginning:
    - Share your intent for the gathering.
    - Walk through your agenda.
    - Name participation expectations (cameras on/off, breaks, small group work).
- Accommodate for both internal and external processors:
    - The more you plan for different personalities and processing styles, the less stress you and the group will feel during the meeting.
    - Give time and space for participants to share in ways *other than* aloud.
    - Use the chat as a resource for online meetings.
    - Use a "parking lot" for items to return to while staying on track.
- Slides are not always necessary.

We hope you enjoy!

The OSI Team

Page	Activity	Group size	Duration	To Understand	To Solve Problems & Create Ideas	To Decide	To Engage & Connect
	Less than 30 Minutes						
4	1,2,4, All (or Think, Pair, Share)	Medium	10-30 minutes		✓		✓
5	Dot Voting	Any	10 minutes			✓	
6	Gallery walks	Medium/Large	10-30 minutes		✓		✓
7	Empathy Map	Any	Less than 30	✓			
8	Impromptu Networking	Medium/Large	Less than 30				✓
9	Pie Chart Agenda	Small	5 minutes			✓	
10	Pre-Mortem	Any	5 minutes / person	✓	✓		
	Less than 1 Hour						
11	Conversation Café	Any	Up to 1 hour	✓			✓
12	Friend or Foe	5-15 ppl	30-60 minutes	✓			
14	Impact Matrix	Small	30-60 minutes	✓	✓	✓	
15	Stakeholder Analysis	Any	30-60 minutes	✓		✓	
16	Start, Stop, Continue	1-10 ppl	10-60 minutes		✓	✓	
17	What? So what? Now what?	Any	Less than 1 hour	✓		✓	✓
18	5 Whys	Any	Less than 1 hour	✓	✓		
	More than 1 Hour						
19	Appreciative Interviews	Any even #	At least 1 hour	✓			✓
20	Force Field Analysis	5-30 ppl	30-90 minutes	✓	✓	✓	
21	RACI Matrix	2-6 ppl	90 minutes			✓	✓
22	Understanding Chain	1-10 ppl	30 minutes – 2 hours	✓	✓		

1,2,4, All (or Think, Pair, Share)

- 10-30 minutes
- Medium-size group (12-24 people)

Purpose: Engage a large group in generating questions, ideas, and suggestions

Best for: Collecting, generating, and focusing ideas around a topic

Preparation: Prepare your prompts. What topic are you brainstorming? What topic do you want to build consensus around? What challenge are you trying to overcome? What input do you want from the group?

Procedure:

1. Provide sticky notes or other space for individuals to write ideas on.
2. Introduce the topic you want to address.
3. Individual reflection (1-5 minutes): "What ideas do you have for solving this challenge?" or "List examples of this challenge/topic."
4. Direct individuals to partner with someone. (You can get creative here: e.g., "partner with someone wearing the same color top as you.")
5. Pair discussion (2-5 min): Share your individual ideas and discuss. What additional ideas can you both come up with? Asterisk a few of the most important ideas.
6. Direct the pairs to join with another pair.
7. Group discussion (4-7 min): Share your asterisked ideas with the other pair. What are the similarities and differences? Choose one idea that you want to share with the whole group.
8. Whole group share-out (5-10 min): Each group report one key idea. Repeat if needed.
9. Chart notes of the group's ideas and facilitate discussion of common themes or insights that came up during the activity.

Dot Voting

- 10 minutes
- Any number of people

Purpose: Real-time voting

Best for: Gathering feedback and making a group decision among a variety of options

Preparation: Set up the space with the themes, action items, ideas that you want to address. This can look like one flipchart paper per topic, spread around the room. You will need pens, markers, or stickers.

Procedure:

1. Introduce each topic that the participants will vote on.
2. Give each participant stickers or markers.
3. Give participants 5-7 minutes (or another appropriate amount of time) to review the options and vote by placing a sticker or checking with a pen/marker the options they agree with. (Adaptation: allow participants to expand the options by writing alterations as part of their vote.)
4. Count the votes and announce the idea(s) you will move forward with.
5. Repeat the voting procedure if you want to continue narrowing options.
6. Record the decision and establish action steps.

Gallery Walk

- 10-30 minutes, or passive
- Medium- to large groups

Purpose: Collect feedback or brainstorm on a variety of ideas

Best for: Developing ideas among a group and getting the group moving

Preparation: Write key topics or questions on separate flipcharts or posters and spread them around the room. If virtual, create sections on a shared digital board (see appendix for online tools).

Procedure:

1. Divide the group in smaller groups by the number of stations you have (see appendix for tips on dividing into small groups).
2. Direct each group to start at a different station and provide each group with a different color marker.
3. Set a timer for 3-5 minutes per station and instruct the groups to rotate through each station.
4. At each station, the group discusses the topic and adds their ideas.
5. Once the rotation is complete, each group presents the station where they ended.
6. Recap key takeaways and action steps.

Empathy Map

- Less than 30 minutes
- Any number of people

Purpose: Understanding your audience or stakeholders

Best for: Early planning and relationship-building

Preparation: Consider printing copies of the "Empathy Map Canvas" (see *appendix p. 27*).

Procedure:

1. If not using the template, draw a circle that represents a person, adding a name and job title.
2. Decide on a key question you want to ask this person.
3. Split the circle into sections for what they think, feel, say, do, and hear. Label each part.
4. Imagine their experience and fill in each section with realistic thoughts, words, and sensory details.
5. Discuss with the group any gaps or potential misunderstandings.

Impromptu Networking

- Less than 30 minutes
- Medium- to large groups

Purpose: Rapidly share challenges and expectations, build new connections

Best for: New groups

Preparation: Secure a space that allows for people to move around. Prepare your questions for each round based on your intention (see appendix for 50 sample questions). For example, “What big challenge do you bring to this gathering?” or “What do you hope to get from this group?”

Procedure:

1. Invite participants to pair with someone they don’t know well.
2. Explain that participants will have 2 minutes each to respond to the question (4-5 minutes per round).
3. Pose your question for round 1 to the group and start the timer. Announce when the partners should switch.
4. Shuffle partners and repeat for as many rounds as you like.

Pie Chart Agenda

- 5 Minutes or Less
- Best with Small Groups

Purpose: Creating an agenda

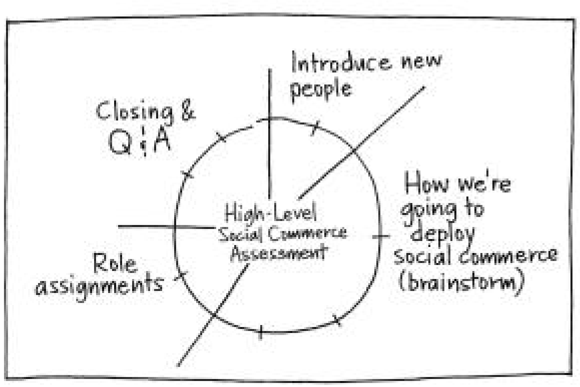
Best for: A short meeting where you need to focus both order and significance of topics (not just order).

Preparation: Have a clear meeting objective ready. You will need a writing surface for the group to see, such as a whiteboard, flipchart, or pad of paper.

Procedure:

1. Draw a circle representing your “pie” of time. This circle represents the total amount of time the group has to spend on the objective (i.e., your meeting duration).
2. Write the objective in the middle of the circle. It could be “Brainstorm approaches for dealing with Problem X.”
3. The group then thinks about how they want to spend the time and adds these items to the clock in a sequence that makes sense for the task at hand. These are added around the outside.
4. To finish the chart, the group decides how much time they want to reserve for each item. This is captured on the pie chart, as though it were rough sections of a clock face. For instance: “We’re going to spend a third of our time on this item, but we need to save the bulk of it for this, and the last five minutes talking about this.”
5. Once the group completes the pie chart, the clock starts ticking and the meeting begins.

Sample image from Gamestorming.com:



Pre-Mortem

- 5 minutes *per person*
- Any size group, but small groups will have best discussion

Purpose: To reflect on collective experience and discuss the potential pitfalls of a plan

Best for: Risk assessment, proactive problem-solving, and integrating participant experience

Preparation: Schedule this meeting at a project's kickoff, with all key team members present, and after goals and a plan have been agreed upon. In a large group, you may want a large writing surface.

Procedure:

1. Set the scene: "Imagine it's the future, and our project has completely failed. It was a total disaster. What went wrong?"
2. Give everyone a few minutes to write down possible reasons the project failed. (Encourage wild ideas—even small issues can become big problems!)
3. Invite participants to share their reasons. As the facilitator, group similar risks together.
4. Use a voting procedure (see "Dot Voting") to determine what risks you want to focus on as a group.
5. Ask the group: "How can we prevent or reduce these risks?"
6. Brainstorm actions the group can take to address the risks. You can do this either through discussion aloud or allow individuals time to write down ideas.
7. Adjust your project based on what you've learned, and document the adjustments for the group.
8. Assign owners to key risks so someone is accountable for managing them.

Conversation Café

- Up to 1 hour
- Any size group

Purpose: Make sense of a challenge and lay the groundwork for new strategies

Best for: Generating conversation and promoting peer listening around a topic

Preparation: Arrange 5-7 chairs around small tables. Gather one object (stick, stone, mini sculpture, etc.) per table to be the "talking [stick]," and markers with flipchart paper if you want. Each small group should have mixed representation.

Procedure:

1. Invite all the participants to gather in small group to listen to one another's thoughts and reflect together on a shared challenge.
2. State the theme of the conversation, usually in the form of a question.
3. Explain that there will be 4 rounds of conversation at each table:
    a. Round 1-2: Use a talking object
    b. Round 3: Open conversation (no talking object)
    c. Round 4: Use a talking object
4. Distribute the talking objects.
5. Read the 6 Conversation Café agreements:
    a. *Suspend judgment as best you can*
    b. *Respect one another*
    c. *Seek to understand rather than persuade*
    d. *Invite and honor diverse opinions*
    e. *Speak what has personal heart and meaning*
    f. *Go for honesty & depth without going on & on & on*
6. Ask for someone at each table to volunteer as the host. The host is a full participant whose role is to gently intervene only when a participant visibly fails to observe one of the six agreements.
7. Proceed with the 4 rounds:
    a. Round 1: (with the talking object) each person shares what they are thinking, feeling, or doing about the theme or topic. 1 min. per person
    b. Round 2: (with the talking object) each person shares thoughts and feelings after listening to their peers. 1 min. per person
    c. Round 3: open conversation (option to use talking object). 20–40 min.
    d. Round 4: (with the talking object) each person shares takeaways. 5–10 min.

Friend or Foe

- 30-60 minutes
- 5-15 people

Purpose: Identify stakeholders and understand how they feel about your work.

Best for: Mapping stakeholders at the outset of a project

Preparation: This activity works best on a whiteboard with 3 colors of dry erase markers. Flipchart paper and markers is the next best option.

Procedure:

Step 1: Map the Community of Stakeholders

1. Brainstorm for 5 minutes who your stakeholders are.
    a. Consider those both inside and outside your organization.
    b. Each person writes one stakeholder per sticky note.
2. Invite each person to place their sticky notes on the wall and briefly share their thinking.
3. With all the sticky notes on the wall, ask the group to organize them into a rough org chart.
4. With the sticky note draft org chart as your guide, create a cleaner version of the org using a whiteboard and dry-erase markers. Ask for a scribe to map the community. Map the parts that are less relevant to the project with less detail, and vice versa.
5. To help with navigation, label all stakeholders.
6. Denote future parts of the community (ones that are missing now but are important to be considered for potential impact).
7. Draw a border around the areas that are affected by the change/initiative or are in the focus of the analysis.

Drawing considerations (video examples on gamestorming.com):

- Use dotted lines or different colors to identify overlapping community groups.
- Draw people. Draw a person as a circle on the point of a triangle. A group of people could be 3 people side-by-side; avoid drawing groups as boxes.
- Try to avoid clutter by either using a different style of a line (dotted or dashed lines) or a different color for a weaker connection.

(Friend or Foe Cont'd)

Step 2: Add Insight

1. Begin a group discussion with the goal of mapping stakeholder disposition and level of support regarding your initiative.
2. Discuss each stakeholder one-by-one, try to uncover:
    a. Disposition towards the initiative: are they for, neutral or against? To what degree? Why?
    b. Level of impact: how much influence will this stakeholder have? High, medium or low?
    c. Relationship strength between stakeholders: whom do they influence? Who influences them? To what degree?
    d. Participation energy level: high, medium or low?
    e. If you are having difficulty dispositioning a particular stakeholder, move to the next one. Additional conversation may help you get unstuck and you can circle back to the troublemaker.
3. As you near consensus, draw your findings using tokens or icons. Discover what works best for you, some examples:
    a. A green smiley face for a supportive stakeholder
    b. A battery with one out of three bars charged for a low-energy stakeholder
    c. A cloud overhead signals a confused stakeholder

Impact & Effort Matrix

- 30-60 minutes
- Best with small groups

Purpose: Map actions based on two factors: effort to implement and potential impact

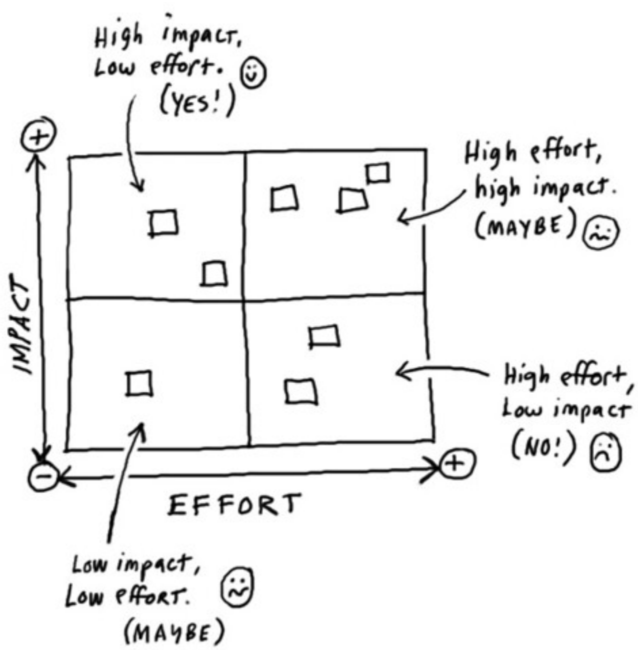
Best for: Decision making and prioritizing action steps

Preparation: Draw a quadrant on a board or flipchart paper with one axis as Impact (the potential payoff of the action) and the other as Effort (the cost of taking the action). You will need sticky notes

Procedure:

1. Frame the goal in terms of a "What to do" or "What we need" question. This may sound as simple as "What do we need to reach our goal?"
2. Brainstorm action steps individually. Write each action step on a sticky note.
3. Invite each person to present their ideas and place them on the quadrant.
4. Meanwhile, the group may openly discuss the position of elements. The sticky notes may move.
5. The category of high impact, low effort will often hold the set of ideas that the group is most agreed upon and committed to.

Sample quadrant from Gamestorming.com



Stakeholder Analysis

- 30-60 minutes
- Any number of people

Purpose: Map stakeholders to develop an engagement strategy

Best for: The outset of a project

Preparation: On a board or flipchart paper, draw a quadrant with one axis as Power (a person's level of influence in the system) and the other as Interest (the degree to which someone is affected by the project). You will need sticky notes.

Procedure:

1. Generate a list of stakeholders by answering the following questions. Write each stakeholder on a separate sticky note.
    a. Who will be impacted by the project?
    b. Who will be responsible or accountable for the project?
    c. Who will have decision authority on the project?
    d. Who can support the project?
    e. Who can obstruct the project?
    f. Who has been involved in this type of project in the past?
2. Place the sticky notes on the quadrant based on their level of power and interest. Discuss and adjust as needed.
3. Discuss specific strategies for engaging their stakeholders. You may ask:
    a. Who needs to be informed of what, and when?
    b. Who needs to be consulted about what, and when?
    c. Who is responsible for engaging each stakeholder, and when and how will they do it?

Creating this draft is a good first step. If the project scope or number of stakeholders is large, it is advisable to share the analysis broadly and transparently *__with everyone involved__*. *This validates the analysis by filling any gaps and clarifying where people fit in.*

Start, Stop, Continue

- 10-60 minutes
- 1-10 people

Purpose: Examine aspects of a situation or develop next steps

Best for: Breakout groups or committees

Procedure:

1. Ask the group to consider the current situation or goal and individually brainstorm actions in these three categories:
   a. Start: What are things that we need to START doing?
   b. Stop: What are we currently doing that we can or should STOP?
   c. Continue: What are we doing now that works and should CONTINUE?
2. Individuals can share their results in a variety of ways:
   a. Record ideas on green (start), red (stop), and purple (continue) paper.
   b. Rotate in areas of the room designated for start, stop, and continue, and share their ideas aloud.

What, So What, Now What? (W^3)

- Less than 1 hour
- Any number of people

Purpose: Reflecting on a shared experience and developing action steps

Best for: Integrating feedback from the group to move forward

Preparation: Arrange chairs into groups of 5-7 (tables optional). Each group will need paper and pen and an optional talking object. Flipchart may be needed with a large group to collect answers.

Procedure:

1. Divide the group into small groups (can be established teams or mixed groups).
2. Identify one person in each group to facilitate the questions, keeping the group focused on one question at a time.
3. Ask the 3 Questions:
    a. What? (Facts & Observations)
        i. Ask: “What happened? What stood out?”
        ii. Individuals reflect (1 min), then discuss in small groups (2-7 min).
        iii. Share key points with the whole group (2-3 min).
    b. So What? (Meaning & Patterns)
        i. Ask: “Why is this important? What patterns or conclusions emerge?”
        ii. Individuals reflect (1 min), then discuss in small groups (2-7 min).
        iii. Share insights with the whole group (2-5 min).
    c. Now What? (Actions & Next Steps)
        i. Ask: “What actions make sense?”
        ii. Individuals reflect (1 min), then discuss in small groups (2-7 min).
        iii. Share action ideas with the whole group (2-10 min).
4. Record the share-outs on a flipchart paper for reference, and encourage unique, meaningful responses rather than long lists.
5. Visit Liberatingstructures.com for additional tips and variations.

5 Whys

- Less than 1 hour
- Any number of people

Purpose: to identify the root cause(s) of a problem

Best for: moving beyond obvious answers and reflecting on less obvious explanations

Preparation: Use an online template (there are many) or a flipchart paper to take notes.

Procedure:

1. State the problem you have identified as a strategic problem to address.
2. Start asking "why" related to the problem. Like an inquisitive toddler, keep asking why in response to each suggested cause.
3. Ask as many whys as you need in order to get insight at a level that can be addressed (5 whys is typical).
4. If your last answer is something you **cannot** control, go back up to the previous answer.

Appreciative Interviews (AI)

- At least 1 hour
- Any number of people

Purpose: Learn from others' success stories and understand the conditions for success

Best for: Groups of people with different experiences

Preparation: Arrange participants in even numbers, because this activity uses a 1,2,4, All (Think, Pair, Share) format. Have a timer ready.

Procedure:

1. Ask everyone to reflect on a time when they worked on a challenge with others and are proud of what they accomplished. What is the story and what made the success possible? *The story's theme should relate to the reason the group is gathered together.* (5-7 minutes)
2. Ask everyone to pair up with someone they don't know well.
3. The partners take turns conducting an interview and telling a success story, paying attention to what made the success possible. (5 minutes each; 10 minutes total)
4. In groups of 4, each person retells the story of their pair partner. Ask participants to listen for patterns in conditions/assets supporting success and to make note of them. (15 minutes)
5. Collect insights and patterns for the whole group to see on a flip chart. Summarize if needed. (10-15 minutes)
6. Define (recap) what success looks like for the people in the room.
7. Ask, "How are we investing in the assets and conditions that foster success?" and "What opportunities do you see to do more?" (10 minutes, can use 1,2,4,All format)

Force Field Analysis

- 30-90 minutes
- 5-30 people

Purpose: Evaluate the forces driving and resisting change to determine a project's feasibility.

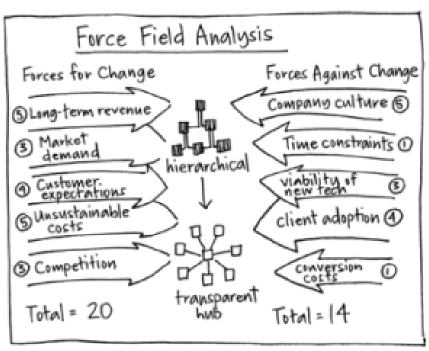
Best for: Helping teams make informed, balanced decisions about change!

Preparation: Draw a picture representing the change in the center of a large sheet of paper or whiteboard. Label two sections: Left side: "Forces FOR Change" and Right side: "Forces AGAINST Change." Draw rows of block arrows pointing toward the center from both sides (see illustration below).

Procedure:

1. Brainstorm Forces FOR Change
    a. Individuals write one idea per sticky note (5–10 min).
2. Brainstorm Forces AGAINST Change
    a. Participants write one idea per sticky note (5–10 min).
3. Ask the group to rate each idea from 1-5, where 1=weak force and 5= strong force.
4. Sorting Forces FOR Change
    a. Gather all the sticky notes FOR change on a surface viewable to the group.
    b. Group similar ideas together.
    c. Identify overarching categories for each cluster.
    d. Average the force strength scores of the ideas for each cluster.
5. Write the category names and average scores inside the arrows of the chart.
6. Repeat Steps 5–6 for Forces AGAINST Change
7. Add up the scores FOR and AGAINST change.
8. Review the findings, explore implications, and consider next steps.

Sample chart from Gamestorming.com



RACI Matrix Overview:

- 90 minutes
- 2-6 people

Purpose: Clarify roles and responsibilities

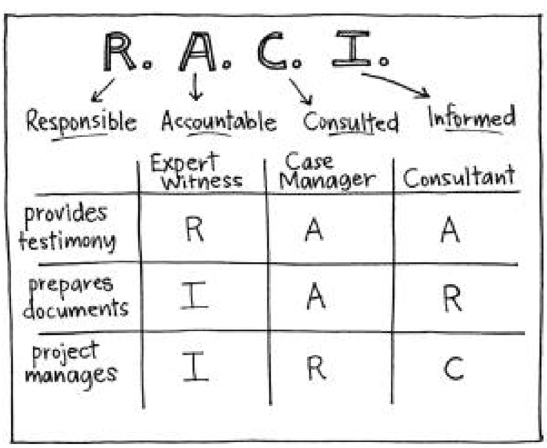
Best for: When people aren't sure who is responsible for a task

Preparation: Have a large writing space for the group to see.

Procedure:

1. Prepare 2 lists:
    a. Work breakdown: the specific tasks the group will manage
    b. List of roles: representations of a group of related tasks (e.g., event coordinator) – do not use people's names
2. Draw a table with the workrk breakdown along the vertical axis and roles along the horizontal axis.
3. As a group, assign each task in the matrix with a letter:
    a. R (Responsible): The person doing the work.
    b. A (Accountable): The person overseeing the work (only <u>one</u> per task).
    c. C (Consulted): People giving input and advice.
    d. I (Informed): People who are kept updated.
4. Walk through the tasks:
    a. Follow the work breakdown from start to finish and fill out the matrix.
    b. Make sure every task has clear set of responsibilities.

Sample matrix from Gamestorming.com



Understanding Chain

- 30 minutes – 2 hours
- 1-10 people

Purpose: Communicate clearly and effectively

Best for: When you need to say a lot to a lot of people.

Preparation: You will need sticky notes and flipchart paper or a board.

Procedure:

1. Identify different groups of people in your audience who will receive the message.
    a. Keep groups specific (e.g., "Corporate leaders" or "School nurses").
    b. Each audience group will have its own "understanding chain."
2. Think from the audience's perspective: What do they want to know?
    a. Write questions in their voice, such as "Why should I care?", "How does this relate to X?", "What makes this important?", "How will it impact our goals?"
    b. Write each question on a sticky note. (These will be your chain "links.")
3. Sort each set of questions in a horizontal line as a timeline from beginning to end.
    a. Choose a format to organize them:
        i. Story Format: group questions under 3 headings, and find the "climax" of the story, or the most critical question that leads to resolution.
            1. *Situation* – Introduce the topic and any challenges.
            2. *Complication* – Show conflicts or decisions.
            3. *Resolution* – Explain the chosen action and its outcome.
        ii. Educate-Differentiate-Stimulate Format: arrange questions from left to right in the following order:
            1. *Educate* – Introduce the topic.
            2. *Differentiate* – Compare different aspects for understanding.
            3. *Stimulate* – Encourage action or decisions.
        iii. Conversation Format: role-play the audience and arrange the questions in order of natural flow. You could use these headings:
            1. *Connecting* – Build common ground.
            2. *Focusing* – Identify key priorities.
            3. *Acting* – Decide on the next steps.
4. Look for weak or missing questions to strengthen your chain. Identify difficult questions and answer them clearly.

APPENDIX

Additional Resources

Websites:

- The Tamarak Institute
- Gamestorming
- Liberating Structures
- SessionLab
- We and Me!
- Playmeo
- Collective Impact Forum

Tools for online collaboration:

- Kahoot!
- Padlet
- Trello Board
- IdeaBoardz
- Miro

Tools for real-time feedback:

- Mentimeter
- Poll Everywhere
- See "Dot Voting" (virtual option in Miro)
- See "Gallery Walks" (adaptable in Padlet and Miro)

Tips for dividing groups:

- Pick an attribute (clothing, first letter of name, hometown, car type, etc.) and ask participants to find a partner (or several others) with that same attribute
- Use meeting supplies (folder color, nametag color)

Some opening activities:

- Pick an object on your desk and share why it's important
- Open your phone photos, scroll up & up & up, pick a photo to share, and say why it's important to you (e.g., or "how does this photo speak to your Health Council involvement?")
- Reflect on a quote, image, or word (see weconnectcards.com for ideas)
- Put an emoji in the chat to share how you're feeling at the moment

Some closing activities:

- Repeat your opening activity and reflect on the different response
- Use sentence stems:
  - "I used to think _________, then I learned ____________, so now I will _________"
  - "30 days from now, I want to remember _________________."
- Set an appointment in your calendar to reflect on X.
- Pat yourself on the back.

50 Engaging Questions Based on Your Intent:
(from We and Me!)

Reflection and Self-Discovery

1. "Tell me more..."
2. "What’s the real challenge here for you?"
3. "Who could you be if you were not afraid?"
4. "What is your why?"
5. "What do you really, really, really, really, really want?"
6. "What’s been a highlight and a struggle?"
7. "What’s on your mind? What else?"
8. "What is one insight that you gained from this experience?"
9. "What’s taking up your mind space right now?"
10. "What matters most to you right now?"

Vision and Goal-Setting

11. "Tell me more..."
12. "What’s the real challenge here for you?"
13. "Who could you be if you were not afraid?"
14. "What is your why?"
15. "What do you really, really, really, really, really want?"
16. "What’s been a highlight and a struggle?"

Coaching

17. "What’s on your mind? What else?"
18. "What is one insight that you gained from this experience?"
19. "What’s taking up your mind space right now?"
20. "What matters most to you right now?"

Support and Problem-Solving

21. "How can I help you achieve your goals?"
22. "What support do you need from me to move this forward?"
23. "What is the ‘no’ hat you keep postponing?"
24. "How are you contributing or not to the issue or concern?"
25. "What have you tried so far?"
26. "What’s the beauty in [perceived disadvantage]?"
27. "What’s the real challenge here?"
28. "What would you need to believe right now?"
29. "How do you perceive need before delivery?"
30. "What went well for you in this situation?"

(50 Engaging Questions Cont'd)

Curiosity and Exploration

31. "What are you curious about?"
32. "What's possible?"
33. "What struck you about [specific experience]?"
34. "What is your favorite activity?"
35. "How do you define gratitude?"
36. "What is one thing that's sticking with you from today's session?"
37. "What are your expectations for this session?"
38. "What are you passionate about?"
39. "What are you learning?"
40. "What brings you to this session today?"

Connection and Relationship Building

41. "What do you need to really feel listened to?"
42. "What would your future self say to you if we invited them here now?"
43. "How do you perceive need before delivery?"
44. "What matters most to you right now?"
45. "How are you contributing or not to the issue or concern?"
46. "What energizes you? What exhausts you?"
47. "How did that feel for you?"
48. "What's the beauty in [perceived disadvantage]?"
49. "What went well for you in this situation?"
50. "What's been a highlight and a struggle?"

Templates

Facilitator Agenda Template:

Meeting Title
Meeting Location
Meeting Date, Time

AGENDA

Meeting Purpose

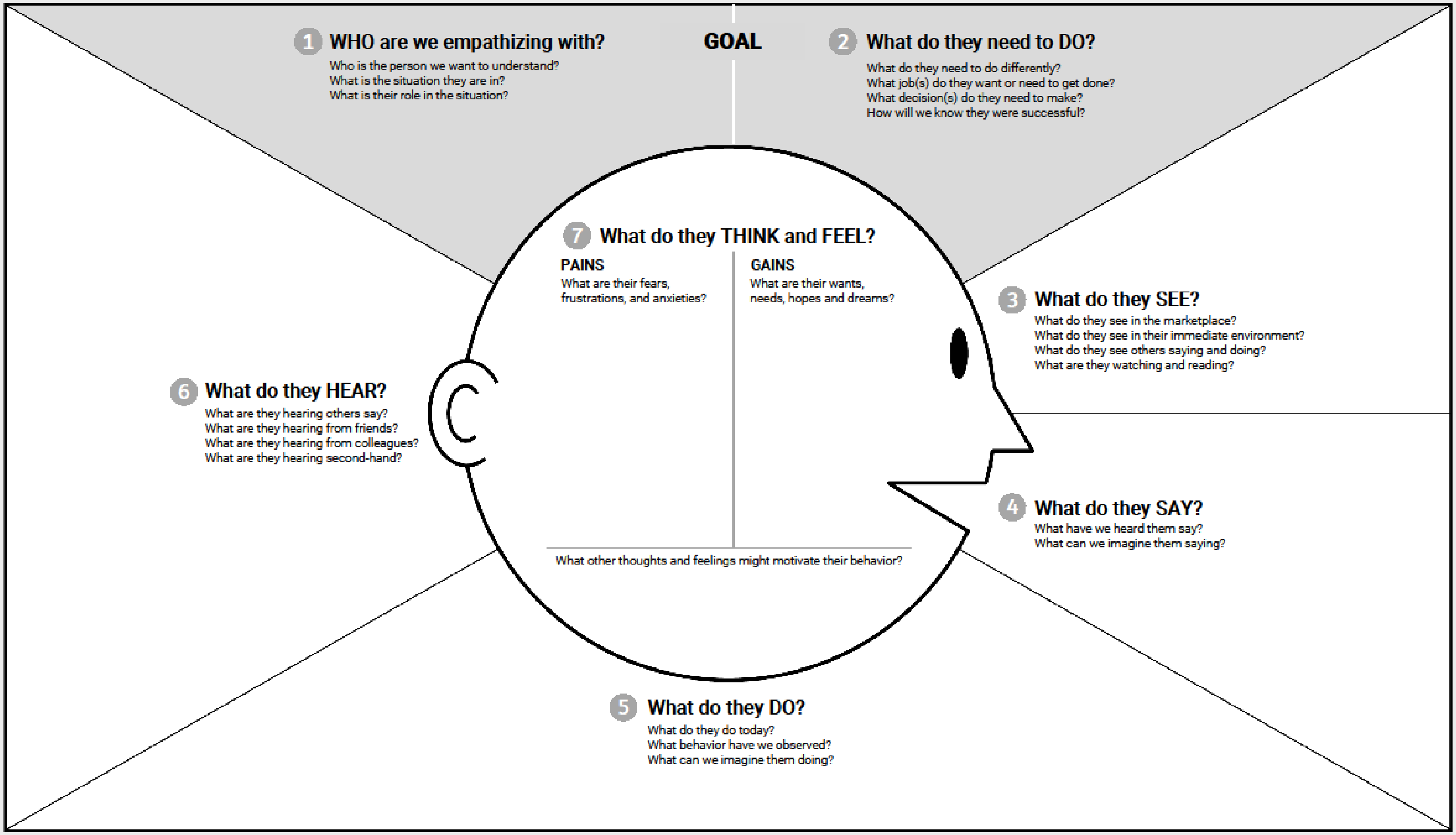
Meeting Results
By the end of this meeting, participants will have:

- Result 1
- Result 2
- Result 3

Time	Agenda Item	Annotation
0:00 AM/PM	**Check-in** ***Result:***	
00:00	**Agenda Item** ***Result:***	
00:00	**Check-out** ***Result:***	
00:00 AM/PM	**Adjourn**	

Empathy Map Canvas

Designed for: | *Designed by:* | *Date:* | *Version:*



Last updated on 16 July 2017. Download a copy of this canvas at http://gamestorming.com/empathy-map/

Do you have questions about this toolkit?
Would you like to edit or contribute to the content?
Email Health.Councils@tn.gov.