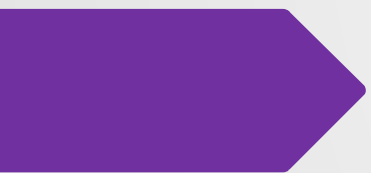


Essential Facilitation Skills

Helen Newman

Facilitation Matters



What is our focus – in person and online

- Overview – Feedback from survey. Expectations
 - Facilitation - Definitions, purpose, dimensions, limitations
 - Values and principles in action – developing the right mindset and implications for the process.
 - The impact of personality preferences and psychology on facilitation, engagement, and participation.
 - Creating the right positive environment – trust, techniques to ensure full participation; managing mood and atmosphere; balancing needs and agendas.
 - Preparation, planning and structuring sessions.
 - Self-Awareness and managing self.
 - Responding to process challenges – negativity; over talkative people; insensitivity; emotional concerns; hidden agendas; handling conflict situations within the group.
 - Co-facilitation
 - Review and reflective practice
- 

Our process at Facilitation Matters

- Limit distractions; be present; camera on, mute on
- Give yourself the space to be here
- Have fun! Keep it practical and useful!
- Use chat function if you have a comment or a question
- Have you access to a phone? for Menti.com



Session One: Facilitation what is it?



Menti.com code 72325034

Facilitation

Write or draw on
the graffiti wall

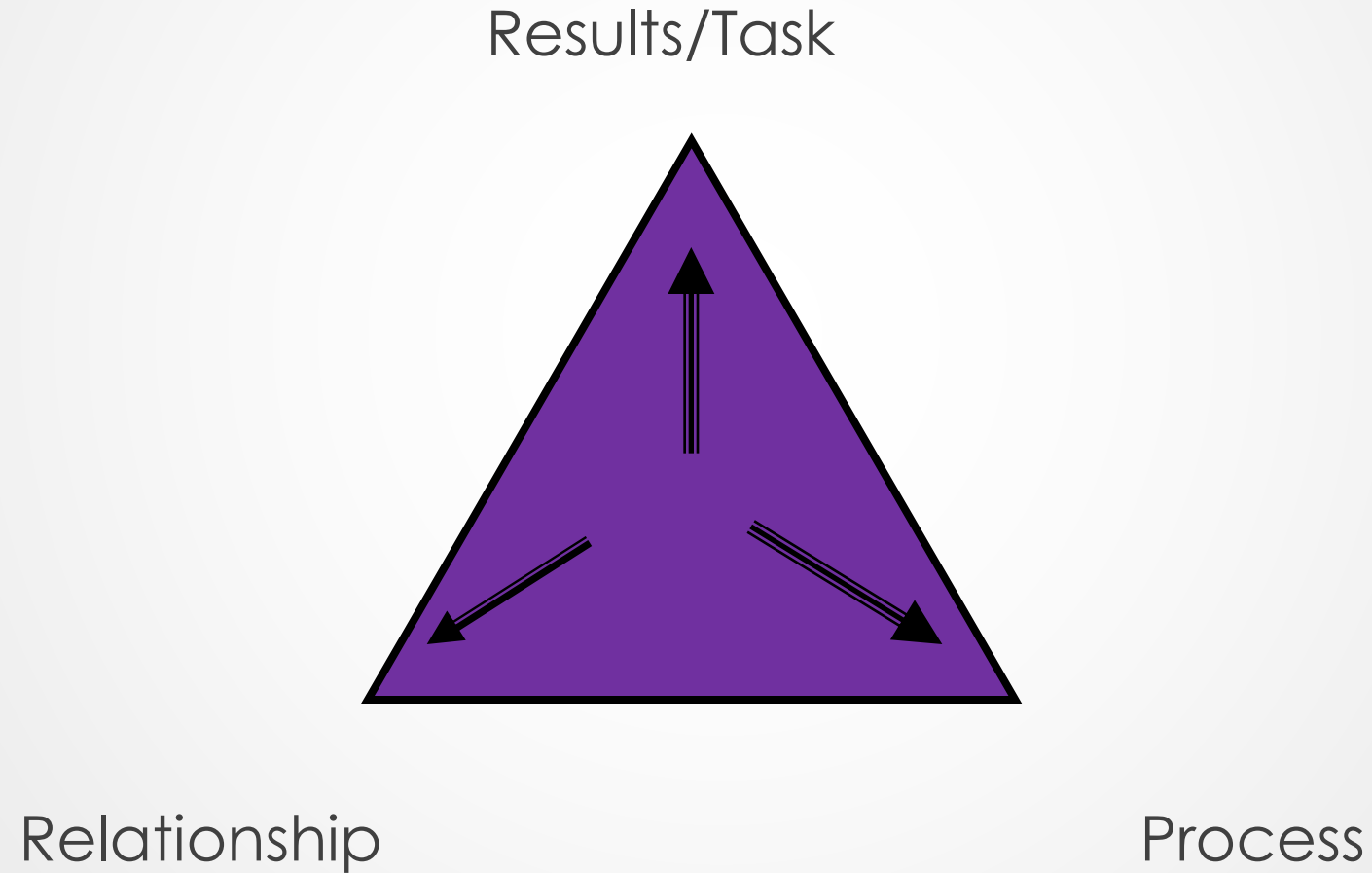
a word or image
that best
describes what
facilitation is
like for you

Yeah right!!

What is facilitation?

- ▶ Facilitation can be used in any situation where a group of people come together to communicate in order to achieve joint objectives
- ▶ Facilitation is a way of working with people, enabling them to carry out a task or perform an action.
- ▶ Facilitator uses certain skills in a process which allows the individual/group reach their decision/set their goal/learn a skill
- ▶ Developmental educational method which encourages people to share ideas, resources, opinions and to think critically in order to identify needs and find effective ways of satisfying them

Effective facilitators balance their focus across three dimensions



Why is it important?

- Encourages high level of participation and responsibility
- Group members can come to value their own expertise and skills
- Respects learners as adults
- Builds commitment
- Develops people

Why is it important?

- Concerned with helping people do things.
- Helps people find a view and articulate it.
- Helps people concentrate and be clear in the here and now.
- Helps people think and helps them communicate their thoughts.
- Helps people make meaning of tone and direction, and to function well at the required pace.

Roles Facilitator might play

- Group leader
- Agenda manager
- Catalyst or stimulator
- Role model

Styles of facilitation

➤ TASK

Directive

Exploratory

Delegating

Participative

➤ PROCESS

Interpretive

Cathartic

Evaluative

Sharing

Facilitator Vs Expert



Facilitative Style



- Values personal experience
- Power in the learning environment is shared
- Everyone contributes to the learning
- Based on mutual respect and collective responsibility between the participants
- Aims to create safety during the learning
- Encourages risk taking and diversity of experience
- Values emotions as well as logical thinking
- Values cooperation among participants
- Encourages creative and critical thinking
- Focuses on building skills that affect one's personal life

Expert Style

- Values objective facts and knowledge
- Teacher holds all the power in a classroom style setting
- Expert/teacher gives students information
- Values 'obedience' and good behaviour
- Teacher/Experts sees as having authority
- Focuses on correct answers and success
- Values logical thinking and discounts emotion
- Foster competition
- Values memory based learning
- Usually focuses on imparting theoretical knowledge

Limitations of facilitation

- Not helpful if you have a lot of information to give/present
- Not therapy
- Mis-used when used to cover up presenter's lack of knowledge

The background of the slide features a close-up, shallow depth-of-field photograph of several light-colored wooden blocks, possibly letter blocks, scattered on a wooden surface. The blocks are out of focus, creating a bokeh effect. On the left side, there is a solid purple arrow pointing to the right, partially overlapping the text area.

Session Two: Principles and Values; Mindsets

Facilitation – mindset: principles and values

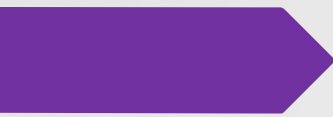
- ▶ As facilitators what are the principles that underpin effective facilitation in your experience and in the contexts in which you operate?

Discuss in groups, nominate facilitator

Mindset: Principles and values underpinning effective facilitation

- ▶ Listening
- ▶ Confidentiality
- ▶ Respect
- ▶ Equality
- ▶ Valuing personal experience
- ▶ Group process is important
- ▶ Trust and safety
- ▶ Inclusion and encouragement
- ▶ Ensuring positive /beneficial experience
- ▶ Participation
- ▶ Balance task and process

Adapted from 'Developing Facilitation Skills' A Handbook
for Group Facilitation P Prendiville



Mind your mind!

Your mindset creates the foundation
that influences the outcome of your
action more than any other
variable.

Facilitators Gift - Authentic listening

- ▶ Foster a spirit of openness
- ▶ Care Explicitly
- ▶ Engage yourself in the issues that matter to your participants
- ▶ Show empathy –
 - ▶ Are there personal issues that you need to know about?
 - ▶ Do you express concern, acknowledge frustrations, acknowledge emotions?
- ▶ Suspend judgement
 - ▶ When judgement enters listening stops
- ▶ Be expansively mindful
 - ▶ Be present
- ▶ Do not interrupt and stay focused

Facilitators Gift – Authentic listening

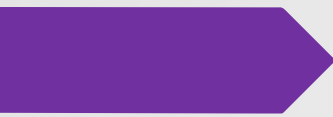
- ▶ Use unconditional positive regard
- ▶ Practice active listening
- ▶ Use open-ended questions
- ▶ Use restatements

Authenticity

- ▶ Bring yourself to the process
- ▶ We're leaky sieves
 - ▶ Johari window
 - ▶ Impact is 7% words; 55% body language and 38% how you speak!
 - ▶ Intention will always outsmart technique
- ▶ Authentic, open, honest, self-awareness, congruence, sincerity

You are your best intervention





Authentic communication: part of your psychological contract with people

- What challenges my capacity or motivation to be authentic?
- How to I demonstrate my authenticity?
- How do I create safe environments? What do they look like? Who decides what's safe?
- What am I leaking?

Challenges to authentic facilitation

In Me?

- Do not feel safe with others
- Ego
- Fear
- Nervousness
- Apathy
- Others?

In Others?

- 'Difficult' people
- Do not feel safe with me
- Rudeness
- Argumentative
- Group inertia
- Apathy
- Mood stuck
- Lack of trust
- Disengagement

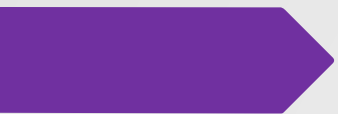
How do I bring myself to the process?

- Strategies –
 - Reflection
 - Preparation
 - Mindfulness and Relaxation
 - Exercise
- You define how and what works for you

Mindset: Principles and values underpinning effective facilitation

- ▶ In order to step into that mindset what do you need to let go of?
- ▶ What do you need to keep?
- ▶ What beliefs do you need to hold
 - ▶ About the participants
 - ▶ About yourself
 - ▶ About the process
 - ▶ What is the gap between where you are now, where you need to be in relation to your mindsets
 - ▶ What strategies do you need to develop in order to close the gap?

Discuss in groups, nominate facilitator



Break



Participation and Jungian Psychology



Session Six

Understanding Groups



Group Needs



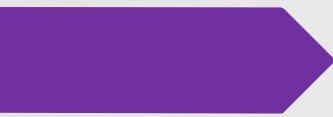
Individual Needs

- Security and safety
- Acceptance and belonging
- Recognition and esteem
- Task achievement, goal completion
- Recognised and known as an individual
- Celebration
- Creating goals and targets
- Letting go and moving on

Positive and negative behaviours in groups

Task Roles

- | | |
|-----------------------------------|----------------|
| ➤ Initiator/Contributor
Seeker | Information |
| ➤ Information Giver | Opinion Seeker |
| ➤ Opinion Giver | Elaborator |
| ➤ Co-ordinator | Orienter |
| ➤ Evaluator/Critic | Energizer |
| ➤ Procedural Technician | Recorder |



Positive and negative behaviors in groups

Personal and/or Social Roles

- Encourager
- Harmonizer
- Compromiser
- Gatekeeper
- Observer/Commentator
- Follower

Positive and negative behaviors in groups

Dysfunctional and/or Individualistic Roles

These roles disrupt group progress and weaken its cohesion.

- ▶ **Aggressor**
- ▶ **Blocker**
- ▶ **Recognition Seeker**
- ▶ **Self-confessor**
- ▶ **Disrupter/Playboy or Playgirl**
- ▶ **Dominator**
- ▶ **Help Seeker**
- ▶ **Special Interest Pleader**

Typical challenges

- Side-Bar Conversations
- Staying on Time
- Never Ending Discussion
- Conflict and distracting behaviour
- Misinformation being shared in the group
- Returning from Breaks

Discuss in groups, nominate facilitator

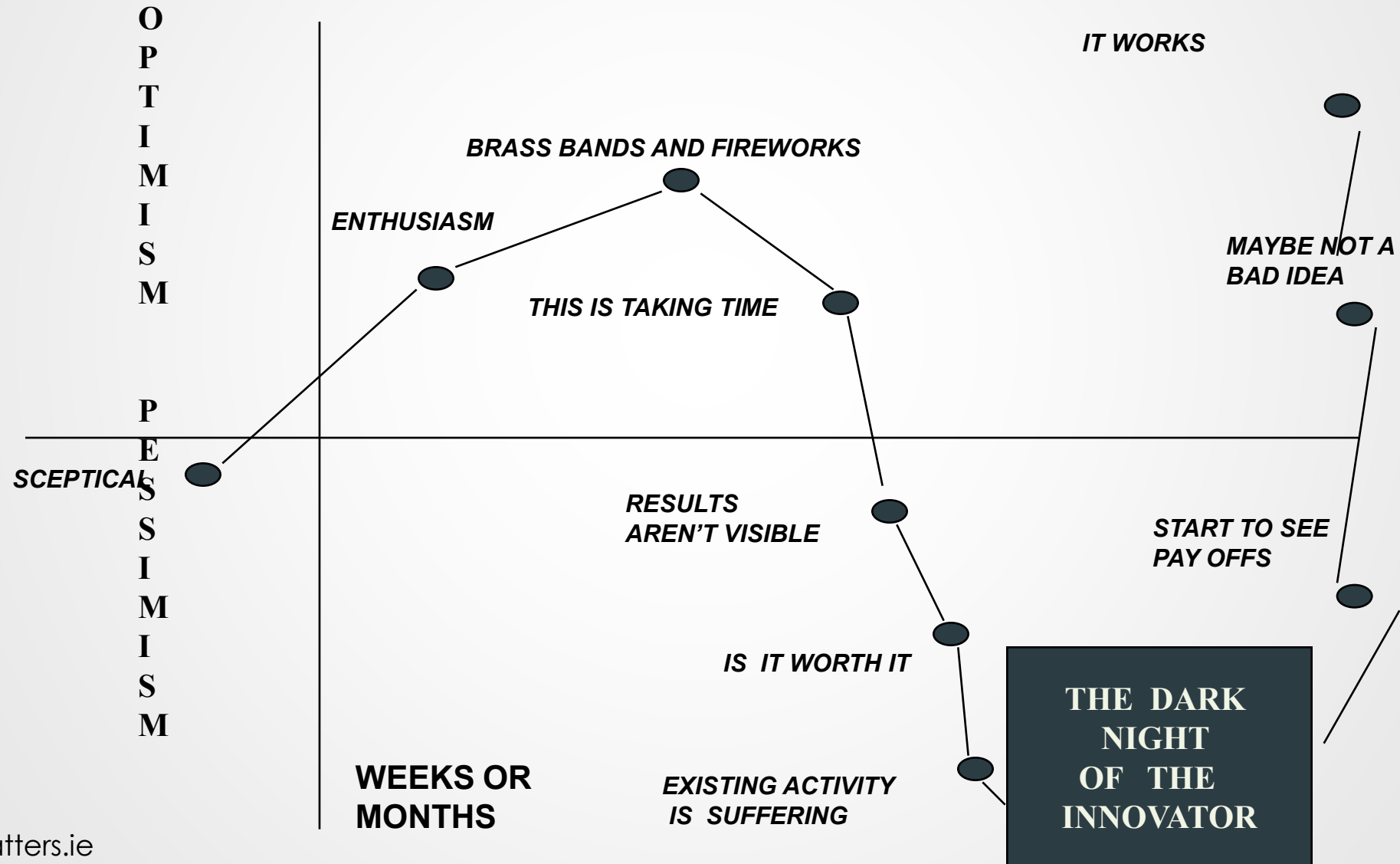
Stages in group development

- Forming
- Storming
- Norming
- Performing
- Adjourning/Ending

Facilitator's role at each stage

- ▶ Forming: Directive, clearly articulating purpose, ground rules, boundaries
- ▶ Storming: help members deal with conflict, clarifying different viewpoints, deal with hidden agendas, keep focused on the big picture
- ▶ Norming: Use problem-solving skills to mediate different positions, re-clarify purpose, rules
- ▶ Performing: Be a collaborator, keep the group moving in a non-directive way, stay out of the way, manage time
- ▶ Adjourning/Ending: Summarise progress; acknowledge loss and celebrate

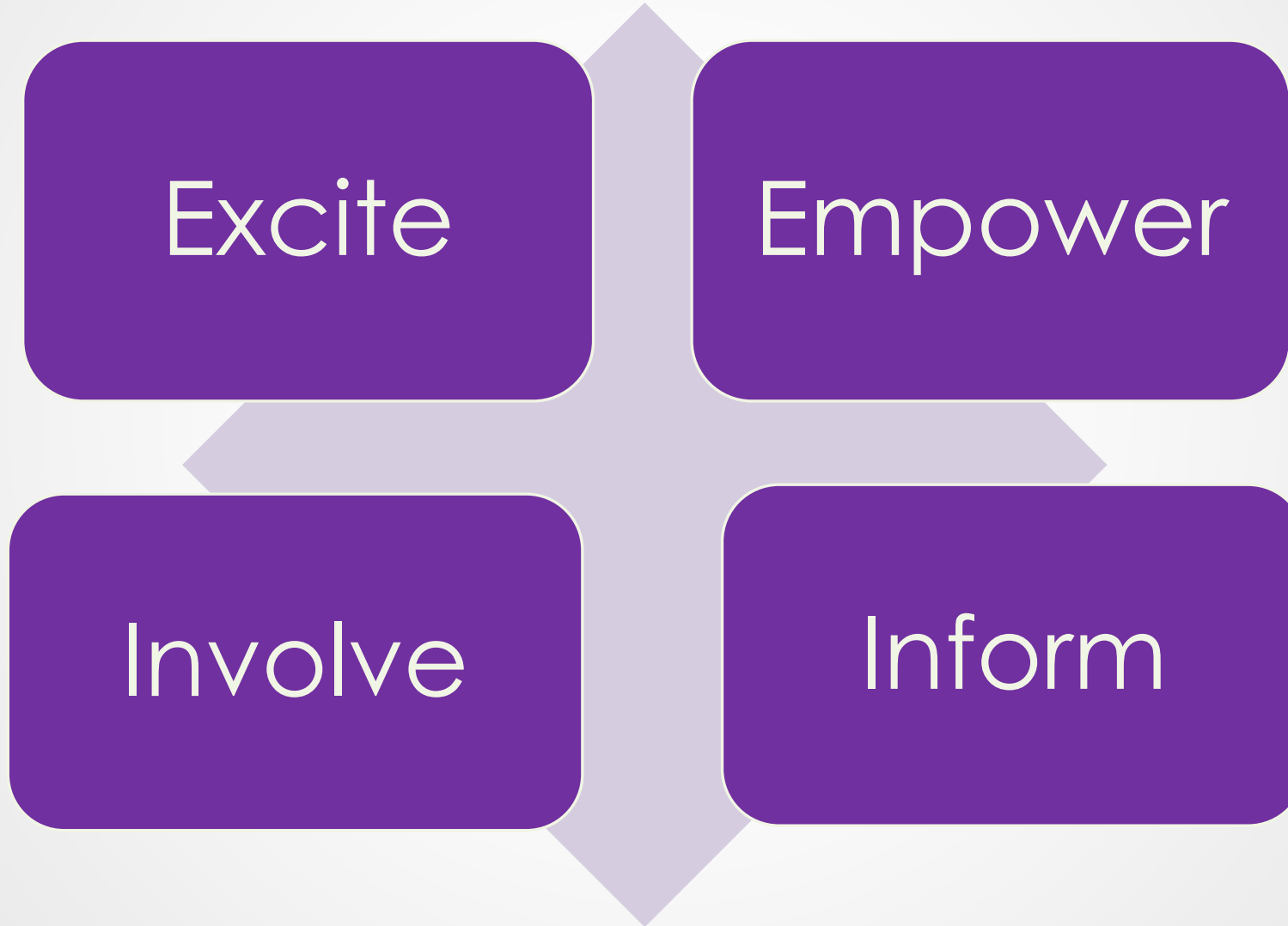
THE PATH OF INNOVATION



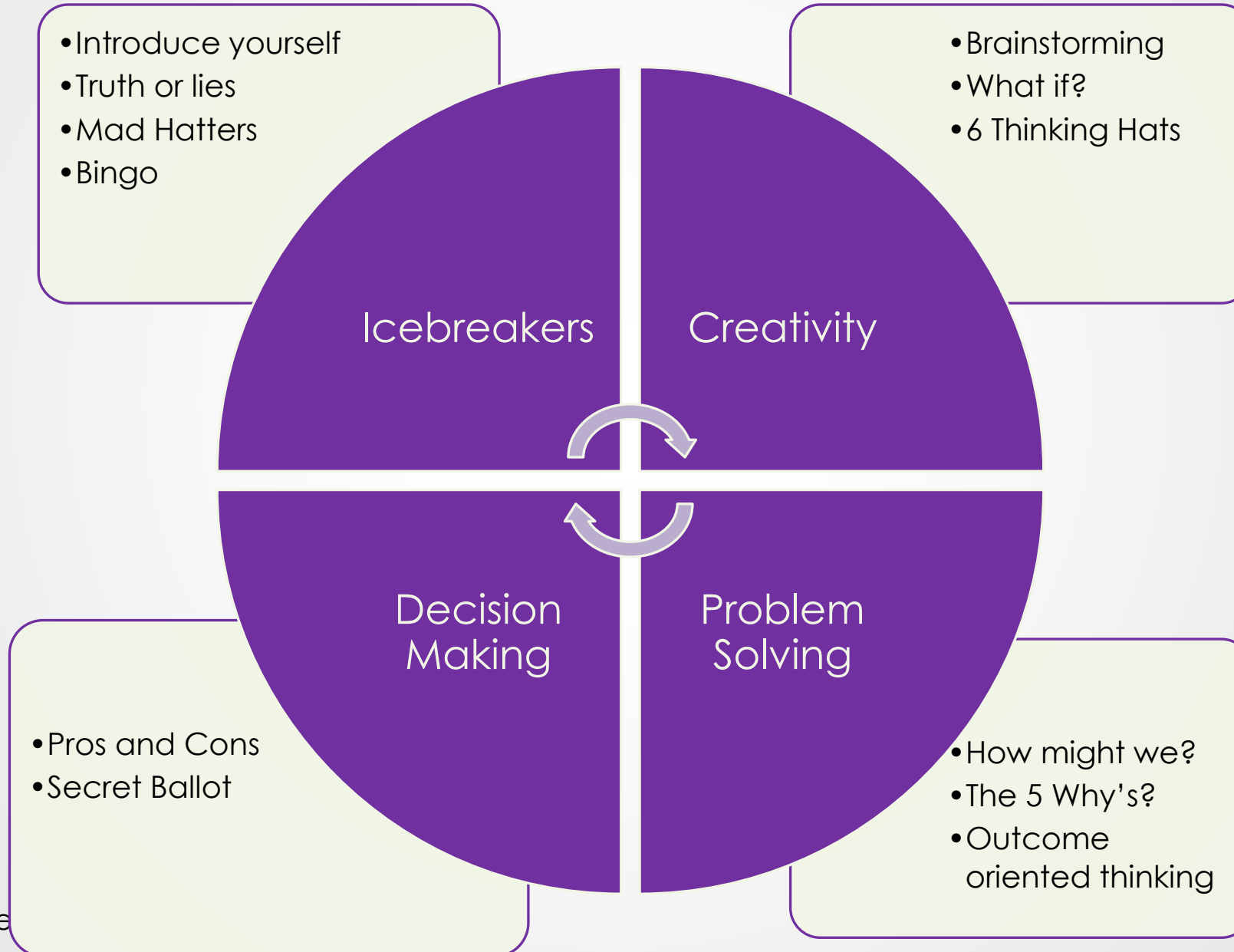


Engaging Groups

What is required of a Facilitator



Matching Facilitation Tools to Purpose



Engagement Techniques

Brainstorming

Buzz Groups

Silent
Reflection

Syndicates

Fishbowls

Walking Quiz

The Power of the Pen



- Write First, Discuss Second
- Write what is said
- Add your words discriminately
- Ask: Don't Tell
- Write so they can read it
- Use Additive Editing

- Avoid lulls while writing
- Assign an order to your speakers
- Use multiple flipcharts

- Re-direct to the Car Park

'that's a good idea, can we put it on the issues list so we don't forget it?'

