# Instructors Guide

On the following pages is a sample module from our Instructor Guide. It provides the instructor with a copy of the material and a Lesson Plans box.

The key benefit for the trainer is the Lesson Plan box. It provides a standardized set of tools to assist the instructor for each lesson. The Lesson Plan box gives an estimated time to complete the lesson, any materials that are needed for the lesson, recommended activities, and additional points to assist in delivering the lessons such as Stories to Share and Delivery Tips.
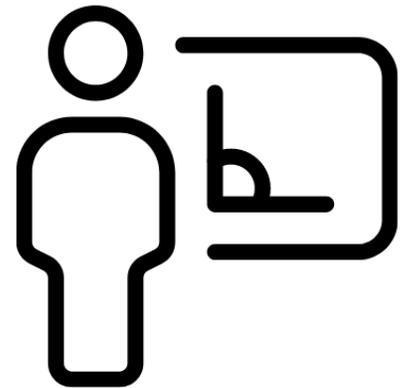
Module Two: Understanding Facilitation

Groups are powerful resources in any organization. When you tap into groups, you don't just get the best of individual members, you also get the best of group interaction. The result is a more dynamic, creative and empowered team.

To get the most of groups, you need facilitation skills. In this module, we will discuss what facilitation is, what a facilitator is, and when facilitation is appropriate.

What is Facilitation?

Facilitation is a manner of handling group meetings in a way that takes the focus away from just one leader, and instead distributes leadership to all members of the group. There is premium on democracy, group involvement, and cooperation. The focus is not just on getting things done, but also in feeling good about it.

Consultant Dave Sibbet defines facilitation as *"the art of leading people through processes towards agreed-upon objectives in a manner that encourages participation, ownership, and creativity from all involved."*

Facilitation is often contrasted with presentation, which is delivering information or decisions to a group. Facilitation is group-centered while presentation is leader-centered. For this reason, facilitation is incompatible with an autocratic management style.

Example of the difference between facilitation and presentation:

FACILITATION: *"How do you think the company can solve this problem? Does anyone have any ideas?"*

PRESENTATION: *"This is how we will solve the problem…"*

Estimated Time	5 minutes
Topic Objective	To define what facilitation is.
Topic Summary	Facilitation is the art of leading people through processes towards agreed-upon objectives in a manner that encourages participation, ownership, and creativity from all involved.
Materials Required	- Flip chart paper - Markers
Planning Checklist	Prepare illustrations about the difference between facilitation and presentation.
Recommended Activity	Brainstorm with the group words commonly associated with the term "facilitate." Post responses on the flip chart paper. You can create a word map if you want.
Delivery Tips	Conduct the activity first before discussing the definition of facilitation. This way you can surface the misconceptions participants have about facilitation. Provide examples to illustrate the difference between facilitation and presentation.
Review Questions	What is the difference between facilitation and presentation?

When is Facilitation Appropriate?

In general, facilitation has something positive to offer every group process, whether we're talking about a working group or a recreational group.

Facilitation is most appropriate:

When you want to encourage group motivation, commitment and confidence. A facilitated process is a great way to get employees engaged and empowered; it sends the message that all team members' opinions, suggestions, and feelings are valued, and will at least be taken into consideration before making a decision. When a discussion is facilitated, group members can take pride in the results, because the bulk of the ideas came from them.

More so, a facilitated process promotes ownership of a task or an issue among group members. Because results depend directly on the team members' effort and performance, teams are more likely to invest in the process and carry a task through.

When you want to make the most of group knowledge, experience and diversity. Facilitation is ideal when you have people of different backgrounds, expertise and of work style, and you want to create something that integrates all these differences. For example, brainstorming sessions always work best if participants are from diverse disciplines. Facilitation can ensure that all members have their say, and that cross-fertilization of ideas (members building on other member's ideas) can happen.

When there is more than one answer to a question, or one side to a story. Facilitation is appropriate for discussion of issues that allow a healthy debate and multiple perspectives. A discussion where the solution is clear from the very beginning, or where no other viable alternative exists, is not recommended for facilitations. Similarly, a conflict situation where only one position will be tolerated is not for facilitation.

When a person in power wants to just be a participant. Facilitation is recommended when a leader wants to level off with his members while discussing an issue. For example, a discussion on a sensitive policy change is best handled by a neutral facilitator; so that members don't feel intimidated or threatened by their boss' position, and boss' may be more open to seeing things from their employees' point of view. Facilitation is also advisable when a person in power wants a fresh perspective, and is worried that they will influence output if leading the discussion.

When you want to learn about your group's process, or challenge an inefficient process. Facilitation can be a way to identify roots of unproductive discussions, and teach alternative ways of tackling an issue. For example, meetings that are often monopolized by one person can be restructured by simply adding a facilitator. Once that group experiences a facilitated discussion, they might be inclined to have more democratic meetings, even after the facilitator leaves.

When there are psychological blocks that need to be addressed in an issue. A discussion might seem clear cut, with decisions final. However if there are underlying tensions and reservations, calling in a facilitator will be a good idea. Facilitators are experts in not just managing what was said, but what was left unsaid. They can surface psychological blocks to an issue and bring it forward for discussion.

Facilitation is least appropriate:

When discussing issues where the only solution is administrative adjudication. Some issues are not meant for discussion but for an executive decision. An example of this is the termination of an employee. Also, if two parties are at a stalemate and the only way to resolve the issue is for the leader to directly interfere and make a judgment call, then mediation is more appropriate than facilitation.

When the goal of a meeting is merely to inform a group. Facilitation is not recommended in situations when group members don't have the information, or authority to get the task done. The same goes when group members are in no position to contribute to the issue for ethical or

legal reasons. In these cases, information can only flow from the leader down to the members and not vice-versa.

When participants take turns in arriving at the meeting. Group-centered discussions require continuity, which is why it should only be appropriate to situations where all. or a significant number of, group members are available for meeting at the same time. If a group is always changing members in the middle of a discussion, or only one "clique" or coalition in a group is present, it is difficult to conduct effective processes.

In crisis situations when quick decisions have to be made. Facilitated discussions take significantly more time than non-facilitated discussions, and arriving at a consensus is not always guaranteed. If quick decision-making and immediate action are required, facilitation is not recommended.

Estimated Time	10 minutes
Topic Objective	To list situations when facilitation is appropriate, and situations when it's inappropriate.
Topic Summary	Facilitation is most appropriate… a. When you want to encourage group motivation, commitment and confidence. b. When you want to make the most of group knowledge, experience and diversity. c. When there is more than one answer to a question, or one side to a story. d. When a person in power wants to just be a participant. e. When you want to learn about your group's process, or challenge an inefficient process. f. When there are psychological blocks that need to be addressed in an issue. Facilitation is least appropriate… a. When discussing issues where the only solution is administrative adjudication. b. When the goal is merely to inform a group.

	c. When participants take turns arriving in the meeting.
	d. In crisis situations when quick decisions have to be made.
Materials Required	• Flip chart paper • Marker • Metacards • Masking Tape
Planning Checklist	In small metacards (around 2 x 10 inches), write each situation when facilitation is most appropriate. Write one situation per card. Do the same for the situations when facilitation is least appropriate. After writing each down, you will have a set of 10 meta cards. Prepare as many sets as there would be groups. Divide flip chart paper into two columns: one labeled as "for facilitation" and the other "not for facilitation." Prepare as many of these flip chart papers as there would be groups. Prepare as many masking tapes as there would be groups.
Recommended Activity	Divide participants into groups of 4-6 members each. Provide each group with a set of the metacards with names of situations in it (see above for instructions), flip chart paper divided into two columns, and tape. Ask each group to classify each situation as "for facilitation" or "not for facilitation." Let groups tape the situations in the appropriate column. Discuss the group's responses.
Delivery Tips	You may conduct the activity in small groups or as a plenary.
Stories to Tell	Share examples for each situation.
Review Questions	Give a situation when facilitation is recommended.

What is a Facilitator?

Group-centered meetings require an individual, or individuals in the case of larger groups, to manage the process. This person is a facilitator.

A facilitator is a person who helps groups arrive at their objective by ensuring that everyone's contribution is heard and the processes being

used are both productive and empowering to all. Facilitators work primarily through leading and blocking techniques, basically directing traffic within a group discussion. Facilitation can also involve managing group member's emotions, defusing tensions and encouraging team cohesiveness. In some cases, facilitators help in setting and revising meeting structure, and managing conflicts.

To be effective, facilitators have to be neutral to the discussion, not partial to any members, and acceptable to everyone involved. They should not take a position in any of the issues raised, nor should they advocate a solution --- or attempt to directly solve the problem. Having an objective "third party" facilitator ensures that group members feel safe about voicing out their opinions.

Knowledge of group process and an appreciation of democratic management are pre-requisites to becoming an effective facilitator. Sensitivity and keen observation skills are also non-negotiable.

Estimated Time	10 minutes
Topic Objective	To define what a facilitator is.
Topic Summary	A facilitator is a person who helps groups arrive at their objective by ensuring that everyone's contribution is heard, and the processes being used are both productive and empowering to all. Facilitators work primarily through leading and blocking techniques, basically directing traffic within a group discussion. Facilitation can also involve managing group members' emotions, defusing tensions and encouraging team cohesiveness. In some cases, facilitators help in setting and revising meeting structure, and managing conflict.
Recommended Activity	Ask the group to list personality traits needed to be a good facilitator (e.g. patience, objectivity). They can refer to facilitators that they know. Afterwards, encourage them to reflect on which of these traits they possess. You may use Worksheet 1 for this activity.
Materials Required	• Flip chart paper • Marker • Worksheet 1: Traits of a Good Facilitator
Stories to Share	Effective group processes rely on the neutrality of the facilitator. In some cases, however, facilitators are invited because of expert knowledge in an area of discussion, and are expected to provide a learned opinion on an issue. The extent a facilitator can be directive depends on the agreement between the sponsor and the facilitator, but once a facilitator adopts a less

	neutral position in a group discussion, their role becomes that of a facilitator-consultant.
Delivery Tips	If there are participants with facilitating experience, encourage them to share with the group their job description as facilitator. You may also share personal experiences if you have any.
Review Questions	True or False. Facilitators need to be neutral to the discussion.

Practical Illustration

Dave and Daniel fought to keep their eyes open. Nathan's constant barrage of information and commands shaved years off their lives. Dave and Daniel had given up the fight and begged for mercy. Nathan took notice and demanded an explanation. Dave yawned like a cat and wiped his tired eyes. Daniel stood up, wide-eyed and anxious to show Nathan the error in his ways. Daniel explained that a better approach required more than one cook in the kitchen. That piqued Nathan's curiosity. He'd never dreamed of such a thing. Daniel and Dave could see the wheels of change as they turned in Nathan's big head. They celebrated as Nathan decided they were right and gave them the floor.

Module Two: Review Questions

1) Applying facilitation to group meetings requires:

   a) Focus on one group leader
   b) Focus on one or two group leaders
   c) Focus on several group members as leaders
   d) Considering each team member as a leader

   Facilitation is a manner of handling group meetings in a way that takes the focus away from just one leader, and instead distributes leadership to all members of the group.

2) What would be the direct opposite of facilitation?

   a) Training meetings
   b) Presentation
   c) Brainstorming
   d) Report meetings

   Facilitation is group-centered while presentation is leader-centered.

3) Which of the following is not something that a facilitator applies?

   a) Blocking techniques
   b) Leading techniques
   c) Trick techniques
   d) Directing discussion

   Facilitators work primarily through leading and blocking techniques, basically directing traffic within a group discussion.

4) What is the key for a good facilitator?

   a) Being neutral
   b) Supporting people with better ideas
   c) Being strict
   d) Having a readymade plan

   To be effective, facilitators have to be neutral to the discussion, not partial to any members, and acceptable to everyone involved.

5) In which of these situations is facilitation not appropriate?

    a) When you want to encourage group motivation
    b) When there is more than one answer to a question
    c) When participants take turns in arriving at the meeting
    d) When a person in power wants to just be a participant

Facilitation is least appropriate when participants take turns in arriving at the meeting.

6) Why is facilitation good for a group?

    a) It gets the maximum of each team member
    b) It makes people work better under the pressure
    c) It definitely results in a good outcome
    d) It gets the maximum of the group's knowledge

Facilitation is appropriate when you want to make the most of group knowledge, experience and diversity.

7) When it comes to workers who are not efficient, facilitation usually:

    a) Challenges them
    b) Makes them feel unpleasant
    c) Gives the unnecessary pressure
    d) Completely changes them

Facilitation is appropriate when you want to learn about your group's process, or challenge an inefficient process.

8) Why is facilitation not recommended when it comes to urgent situations?

    a) Because it's not effective enough
    b) Because it takes a lot of time
    c) Because usually doesn't result productively
    d) Because the pressure is too high

If quick decision-making and immediate action are required, facilitation is not recommended.

9) Which of the following makes a person most appropriate to be a facilitator?

    a) Good relations with the whole team
    b) Higher position than other team members
    c) More experience than the rest of the team
    d) Expertise in a certain field

Facilitation is ideal when you have people of different backgrounds, expertise and of work style, and you want to create something that integrates all these differences.

10) If a facilitator becomes less neutral, that makes them:

   a) No longer appropriate for a facilitator
   b) Team leader
   c) Team consultant
   d) Facilitator-consultant

   Once a facilitator adopts a less neutral position in a group discussion, their role becomes that of a facilitator-consultant.
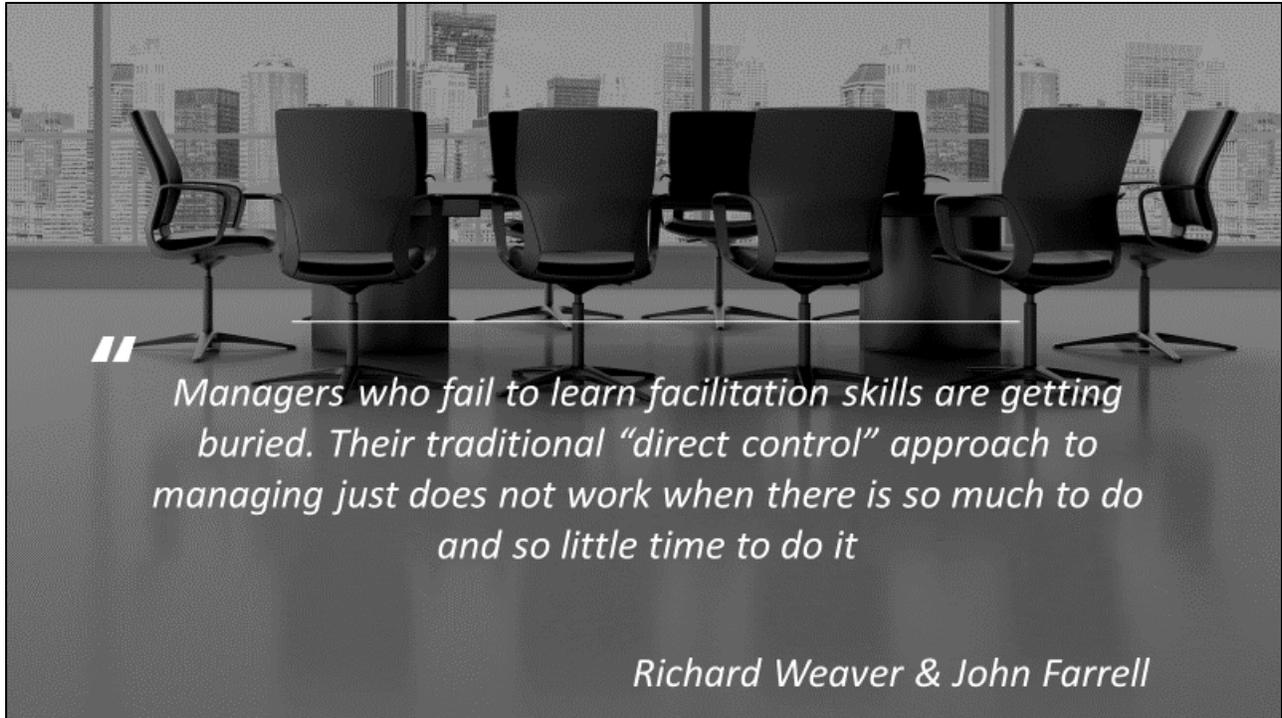
PowerPoint Slides

Below you will find the PowerPoint sample. The slides are based on and created from the Instructor Guide. PowerPoint slides are a great tool to use during the facilitation of the material; they help to focus on the important points of information presented during the training.
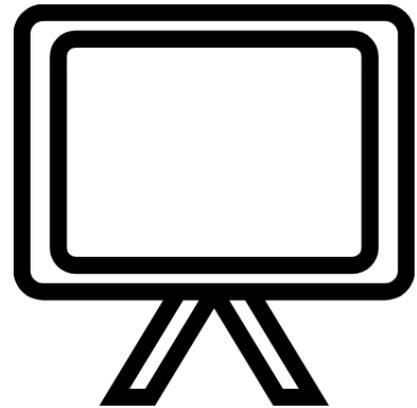
Managers who fail to learn facilitation skills are getting buried. Their traditional "direct control" approach to managing just does not work when there is so much to do and so little time to do it

Richard Weaver & John Farrell

MODULE TWO

Understanding Facilitation

Groups are powerful resources in any organization. To get the most of groups, you need facilitation skills.

What is Facilitation

Facilitation is a manner of handling group meetings in a way that takes the focus away from just one leader, and instead distributes leadership to all members of the group.

When is Facilitation Appropriate?

- Psychological blocks
- Challenge an inefficient process
- More than one answer to a question
- Encourage group motivation

What Is a Facilitator?

Group-centered meetings require an individual, or individuals in the case of larger groups, to manage the process.

Practical Illustration

- What is Facilitation?
- When is Facilitation Appropriate?
- What is a Facilitator?

Module Two: Review Questions

1. Applying facilitation to group meetings requires:

A. Focus on one group leader

B. Focus on one or two group leaders

C. Focus on several group members as leaders

D. Considering each team member as a leader

Quick Reference Sheets

Below is an example of our Quick Reference Sheets. They are used to provide the participants with a quick way to reference the material after the course has been completed. They can be customized by the trainer to provide the material deemed the most important. They are a way the participants can look back and reference the material at a later date.

They are also very useful as a take-away from the workshop when branded. When a participant leaves with a Quick Reference Sheet it provides a great way to promote future business.

Facilitation Skills
Quick Reference Sheet

Facilitation is Most Appropriate When:

1. When you want to encourage group motivation, commitment and confidence.
2. When you want to make the most of group knowledge, experience and diversity.
3. When there is more than one answer to a question, or one side to a story.
4. When a person in power wants to just be a participant.
5. When you want to learn about your group's process, or challenge an inefficient process.
6. When there are psychological blocks that need to be addressed in an issue.

Facilitation is Least Appropriate When:

1. When discussing issues where the only solution is administrative adjudication.
2. When the goal of a meeting is merely to inform a group.
3. When participants take turns in arriving at the meeting.
4. In crisis situations when quick decisions have to be made.

A Facilitated Approach

If your organization has decided that facilitation is appropriate, the following are some steps you should take:

a. Orient the participants about what facilitation is, and what it can do for them.

b. Make sure that facilitation has the administration's support.

c. Choose the right facilitator.

Collecting Data

The following are some tips in collecting data as preparation for facilitating a meeting:

1. Communicate ahead with the person who invited you to facilitate the meeting to understand what is expected from the meeting and what is expected from you as a facilitator.
2. Interview or survey participants ahead of time
3. Request documentation about the group's previous meetings.
4. If there's a sensitive issue involved, know as much as you can about the situation. Understand the subject matter of the meeting.

Stages of Group Development

Stage One: Forming
The initial stage of group development is the forming stage. During the forming stage, members tend to feel tensions and uncertainties.

Stage Two: Storming
A natural offshoot of uncertainty and ambiguity is the need to clarify expectations, establish patterns and put a structure into place. The storming stage of group development is characterized by conflict, whether overt fighting or subtle tensions.

Stage Three: Norming
The third stage of group development is the norming stage. If the conflict areas during the storming stage are addressed properly, the result should be the establishment of norms.

Stage Four: Performing
When groups are able to successfully implement a new rule or system, they can begin a period of optimum productivity.

Process Elements Include:

- MEETING FLOW. How does the meeting begin? How do they transition to another item in the agenda? Who keeps the ball rolling? Are there topic jumps? How does the meeting end?

- PARTICIPATION. How many people contribute to the discussion? What is the quality of their contribution? Are there highs, lows and shifts in group participation? How are silent people treated?

- COMMUNICATION. How do group members communicate with one another? Is the verbal communication congruent with the non-verbal communication? Who talks with whom? Who interrupts whom?

- ROLES. What roles do each member of the group play? Are these roles self-assigned or assigned by others? Are the roles productive? How do the members of the group respond to these roles?

- POWER/ INFLUENCE. Who has high influence? Who can move the group into a particular action whether positive or negative? How do they exert this power? Is the group democratic, authoritarian or permissive when it comes to discussions? Are there shifts in power/influence? Are there rivalries?

- PROBLEM-SOLVING PROCESS. Is the problem stated in clear workable terms? Does it seem clear to everyone what the issue is? How does the group arrive at solution? Is this method acceptable and fair to all members?

- DECISION-MAKING PROCESS. How are the best interests of all participants represented in the decision-making process? Are there self authorized decision-makers? Does the group arrive at a consensus?

- GROUP ATMOSPHERE. What is the general feeling in the group? How are feelings handled? Are they encouraged and validated? Is this group capable of care? Are there significant emotional attachments between members?

Handouts

Each course is provided with a wide range of worksheets. Worksheets help check your participants' understanding. If a lesson calls for a worksheet, it will be listed in the Lesson Plan box under Materials Required. All worksheets are customizable and can be found in the Appendix of the Instructor Guide and the Training Manual.

As a trainer, icebreakers give your participants the opportunity to get to know each other better or simply begin the training session on a positive note. Icebreakers promote collaboration, increase engagement, and make your training more light-hearted and fun. Below is an example from the Icebreakers folder.
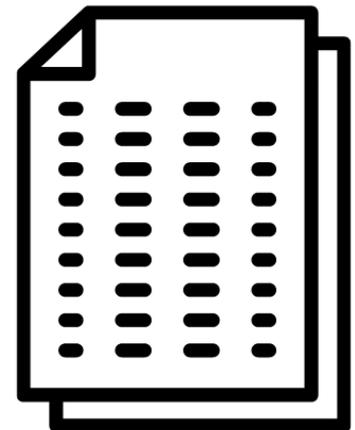
Sample Worksheet 1

Traits of a Good Facilitator

In the first column, list personality traits of a good facilitator (e.g. patience, objectivity). You may refer to facilitators that you know.

When you're done, go over your list. Reflect: which of these traits do you think you possess? Put a check in the second column on those traits you possess

TRAITS THAT MAKE A GOOD FACILITATOR	TRAITS I POSSESS
1.	
2.	
3.	
4.	
5.	
6.	
7.	
8.	
9.	
10.	

Icebreaker A New Leader

PURPOSE

To help participants get acquainted and start talking to each other.

MATERIALS REQUIRED

1. Index cards

PREPARATION

Write the name of a different famous person on five or six index cards. Some examples: Madonna, Tiger Woods, Lance Armstrong, Nelson Mandela, Bill Gates, Angelina Jolie.

Divide participants into groups of four to six. Give each group one of the cards.

ACTIVITY

Tell participants that the president of their company (or the head of their department) has resigned and the position is now being taken over by the person on their index card. Ask each group to think of one characteristic of this person that will help them do well in this new role.

After a few minutes, ask the groups to report on what they decided.

Certificate of Completion

Every course comes with a Certificate of Completion where the participants can be recognized for completing the course. It provides a record of their attendance and to be recognized for their participation in the workshop.
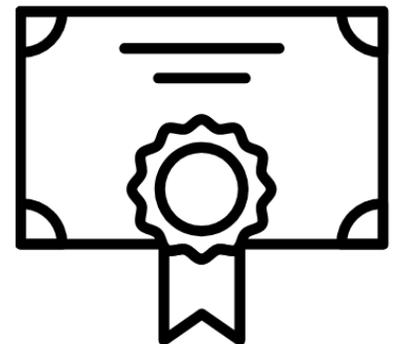
CERTIFICATE OF COMPLETION

[Name]

Has mastered the course
Facilitation Skills

Awarded this _____ day of _____ e ____, 20 ____

_____
Presenter Name and Title