

## Facilitation Fundamentals

### Overview

This two day course is a workshop focused on the fundamentals of facilitation. In the workshop, learners experience the facilitation role through realistic role-playing exercises involving governmental and non-governmental stakeholders. The exercise creates an interactive forum for developing and applying basic facilitation skills in inter-agency as well as multi-stakeholder settings.

### Learning Objectives

Through this course, learners will:

- Develop appreciation for the complexities of the facilitator role
- Recognize the underlying concepts and phases of a facilitation process
- Develop and apply skills in meeting planning
- Develop and apply essential communication and intervention skills necessary to manage interpersonal dynamics that occur in groups

### Topics

This course includes the following topics:

- Reminders re: ECR fundamentals
- Facilitator roles and responsibilities
- Group develop process
- Managing interpersonal dynamics in groups
- Effective facilitation/facilitator communication skills
- Listening for understanding
- Questioning
- Paraphrasing, summarizing and reframing
- Dealing with emotions
- Intervening
- Cultural aspects to consider
- Framing the issue
- Encouraging participation and group learning
- Process design and meeting planning

**Reading List:**

The following supplemental readings are recommended:

- (1) Bens, Ingrid (1999) *Facilitating With Ease: A Comprehensive Guide to the Practice of Facilitation*, Participative Dynamics, Jossey-Bass, San Francisco, CA
- (2) Bens, M.Ed, Ingrid (1999) *Facilitation at a Glance, Goal/QPC & AQP*: Cincinnati, OH
- (3) Guijt, I, Pretty, J, Scoones, I and Thompson, J (1995) "A Trainers' Guide for Participatory Learning and Action", International Institute for Environment and Development. London.
- (4) Justice, Thomas and Jamieson, David W. (1999) *The Facilitator's Field Book*, AMACOM: New York
- (5) Justice, Tom and Jamieson, David (1998) *The Complete Guide to Facilitation: Enabling Groups to Succeed*, HRD Press: Amherst, MA
- (6) Kaner, Sam (1996) *Facilitator's Guide to Participatory Decision Making*, New Society Publishers: Philadelphia, PA
- (7) Kinlaw, Dennis C. (1993) *Team-Managed Facilitation*, Pfeiffer & Co.: San Diego, CA
- (8) Kinlaw, Dennis (1996) *The ASTD Trainer's Sourcebook: Facilitation Skills*. McGraw-Hill: New York
- (9) Narayan, D and Rietbergen-McCracken, J (1998) "Participation and Social Assessment: Tools and Techniques", World Bank. Washington, DC.
- (10) Reddy, W.B. (1994) *Intervention Skills: Process Consultation for Small Groups and Teams*, Pfeiffer & Company
- (11) Rees, Fan (1998) *The Facilitator Excellence Handbook*, Jossey-Bass: San Francisco, CA
- (12) Schwarz, R. (1994) *The Skilled Facilitator: Practical Wisdom for Developing Effective Groups*, Jossey-Bass: San Francisco, CA
- (13) Srinivasan, L (1990) "Tools for Community Participation. A Manual for Training Trainers in Participatory Techniques", PROWESS/UNDP Technical Series: New York.
- (14) *The Art of the Focused Conversation: 100 Ways to Access Group Wisdom in the Workplace*, The Canadian Institute for Cultural Affairs: New Society Publishers, (ISBN 0-86571-416-9)
- (15) Zimmerman, A. L. & Evans, Carol J. (1992) *Facilitation: From Discussion to Decision*

## TENTATIVE AGENDA

### DAY 1

#### MORNING

##### Snacks & informal networking

#### 8:30 a.m. Course begins

##### Introductions, Objectives, Purpose, and Logistics

*Welcome!*

- Overview of agenda and learning objectives
- Review ECR fundamentals
- Basics of Interest-Based Negotiation

##### Facilitator's Role and Responsibilities

- Basic roles and responsibilities
- Exercise: How does facilitation help?
- Roles and responsibilities, continued

#### Break

##### Communication Skills for Facilitators (Part one)

- Managing interpersonal dynamics
- Judger vs. learner modes
- Listening for understanding
- Questioning
- Paraphrasing
- Activity: Facilitating communication between others

#### LUNCH ON YOUR OWN - 12:00-1:00 PM

#### DAY 1 - AFTERNOON

##### Group Dynamics (Part one)

- Group development process
- Cultural Aspects
- Encouraging collaborative learning

##### Understanding and Setting Context

- Defining the issues: Framing
- Defining the role of participants/degrees of collaboration

**Break**

**Introduction to the Scenario**

- The San Sebastian Bridge controversy
- Governmental entities and stakeholders
- Activity: What is my role?

**Communication Skills for Facilitators (Part two)**

- Encouraging participation
- Productive, non-judgmental language
- Summarizing and constructive restating
- Dealing with emotions
- Activity: In other words
- Activity: Facilitating a small group

**ADJOURN for the day – 4:30 PM**

*Homework:*

- Kraybill Conflict Styles Inventory
- Review San Sebastian Bridge scenario

## TENTATIVE AGENDA

### DAY 2

#### MORNING

##### Snacks & informal networking

8:30 a.m.

##### Introduction for Day 2

- Review objectives; Questions from Day 1
- Debrief the Kraybill Conflict Styles Inventory

##### Group Dynamics (Part two)

- Intervening

#### Break

##### Beginning a Collaborative Process

- Meeting planning
- Designing technologies into ECR processes
- Activity: Planning the key stakeholder meeting
- Facilitating/running meetings
- Managing difficult conversations
- Closing a meeting

LUNCH ON YOUR OWN – 12:00-1:00 PM

#### AFTERNOON

##### Beginning a Collaborative Process: (continued)

- Activity: Conducting the multi-stakeholder meeting

#### Break

- Following up after meetings
- Next steps after the multi-stakeholder meeting

##### Check-in on Key objectives

##### Evaluation

ADJOURN – 4:30 PM