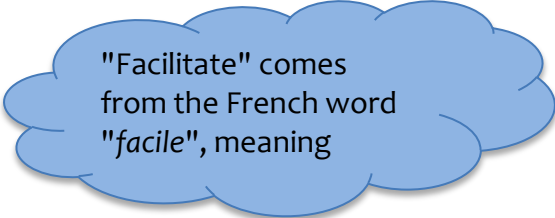


# The Art of Facilitation

A facilitator assists/eases the way for a group of people to come to common understandings about purpose and intentions and keeps it moving towards its (not the facilitator's), agreed actions.

The facilitator focuses **on the process, the content, and the relationships**, and helps the group to do so too.

## Values and Attributes of a facilitator



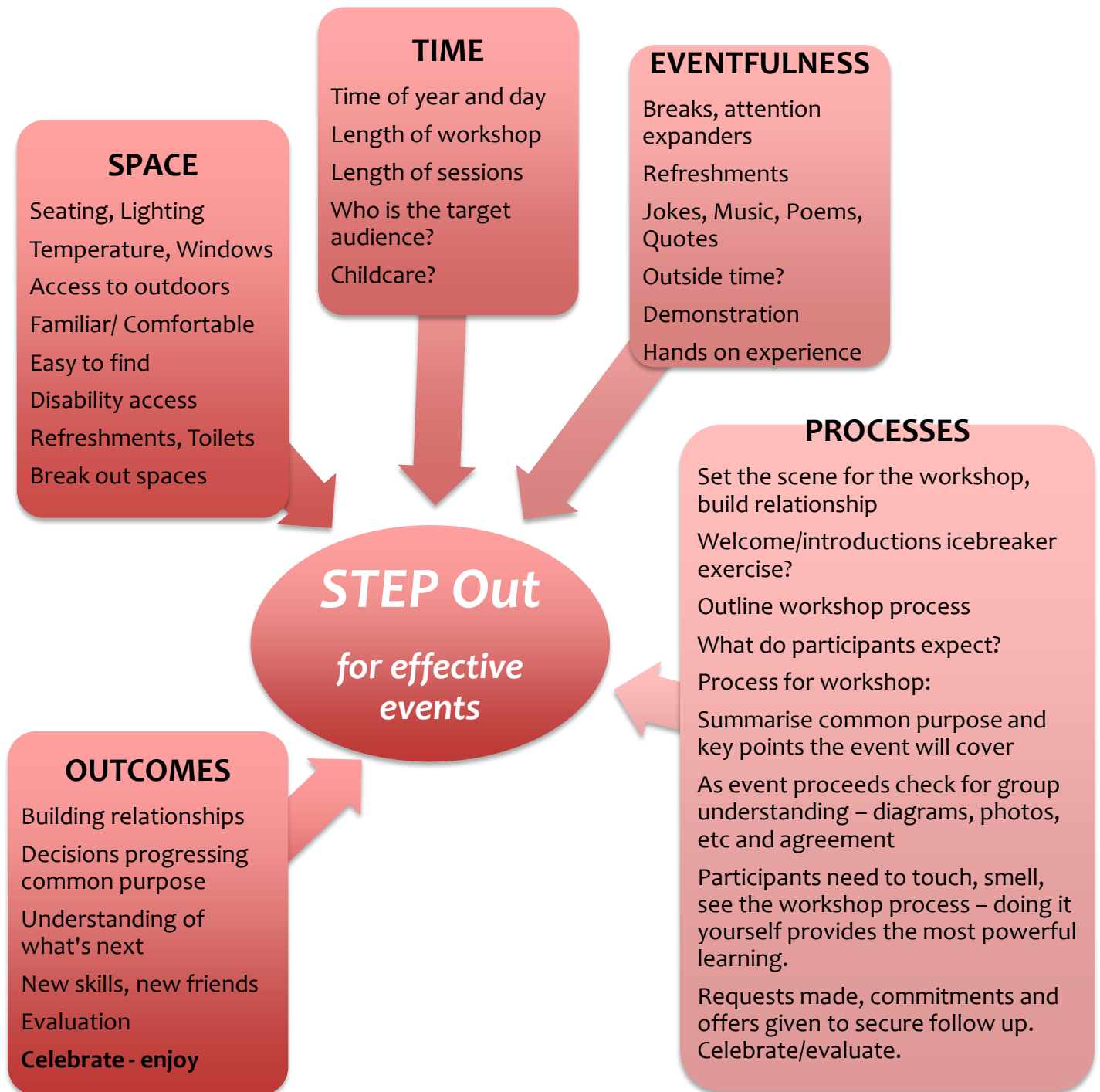
"Facilitate" comes from the French word "facile", meaning

Respect/ Empathy      Cooperation      Honesty      Responsibility      Flexibility

### Managing the process

- Set the **context** to be inclusive, comfortable, purposeful, enjoyable, and engaging.
- Help the group to come to a **shared understanding** of the purpose of the event. What would a successful meeting/event achieve? How much time do you have?
- Offer appropriate **processes** for the purpose, No. of people, time set.
- Be prepared to adapt quickly as the group's needs **emerge**.
- Take an **appreciative inquiry** approach helping the group look for what is going right, remind the group that there is no one right way, that there is opportunity to create multiple positive possibilities. **'Focus on the bright spots'**.
- Use **visual aids**, diagrams, flow charts, sound, visuals – photos, movies, demonstrations, and most importantly hands on activities where appropriate.
- Record ideas from contributors accurately to value their **unique** contributions- use their words! Value all present, and **encourage** all to participate.
- **Listen and observe**. Ask probing **questions**.
- Acknowledge and respond to **emotions**.
- **Paraphrase and summarize** to help draw out common understandings.
- **Acknowledge** points of **difference**, offer to help in crucial conversations in the group or outside of the group.
- Use **humour**.
- Have a **kit bag** of group techniques to assist with process.
- Summarize key **agreements** and achievements. Help the group make **offers, requests and commitments** regarding future actions/mtgs, timelines, resourcing.
- **Share** highlights and successes of the process 'what are you grateful for', Thank and congratulate on the work and achievements. Celebrate! Evaluate.

## Managing the facilitation process - **STEP Out**



# Belbin's Team Roles

*‘What is needed is not well balanced individuals, but individuals who balance well with each other.’*

Dr Meredith Belbin



Belbin suggests that understanding key team roles and your own strengths and weaknesses and managing them, can help create more balanced teams.

If team members have similar weakness this may be reflected in a whole of team weakness and inability to observe this tendency. If team members have similar strengths, they may tend to compete rather than cooperate for roles that match their natural styles rather than filling all roles.

<b>Action Oriented Roles</b>	<b>Shaper</b>	Challenges the team to improve.
	<b>Implementer</b>	Puts ideas into action.
	<b>Completer Finisher</b>	Ensures thorough, timely completion.
<b>People Oriented Roles</b>	<b>Coordinator</b>	Acts as a chairperson.
	<b>Team Worker</b>	Encourages cooperation.
	<b>Resource Investigator</b>	Explores outside opportunities.
<b>Thought Oriented Roles</b>	<b>Plant/Creative</b>	Presents new ideas and approaches.
	<b>Monitor-Evaluator</b>	Analyzes the options.
	<b>Specialist</b>	Provides specialized skills.

[www.mindtools.com](http://www.mindtools.com)

To find out which team roles you naturally fulfill, or to profile your team, visit [www.belbin.com](http://www.belbin.com)

Reference: Belbin M. (1993) *Team Roles at Work*; Butterworth/Heinemann