

Module 8

Facilitation

Upon completion of this module, you will be able to:

- Define facilitation
- Describe the diagnosis-intervention cycle
- Decide when to intervene
- Determine how to intervene
- Recognize other intervention considerations
- Describe effective facilitation skills
- Help the team improve

Definition of Facilitation



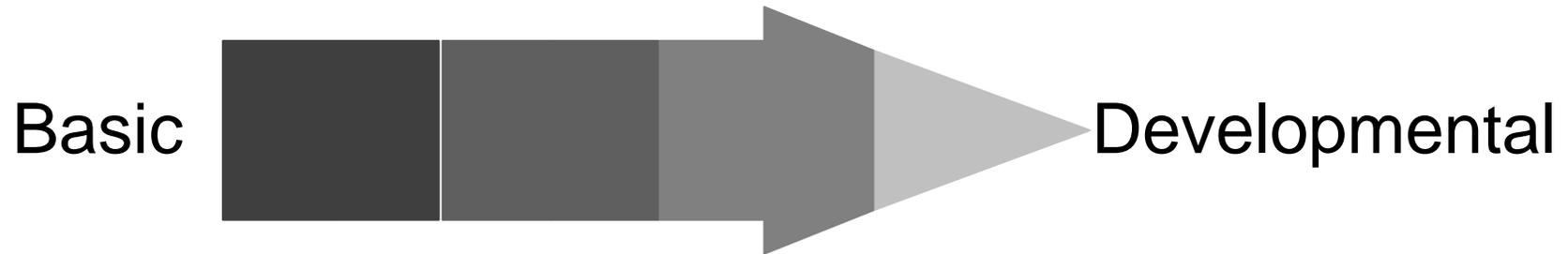
- A process
- Improves problem solving and decision making
- Increases team effectiveness

A Facilitator is . . .

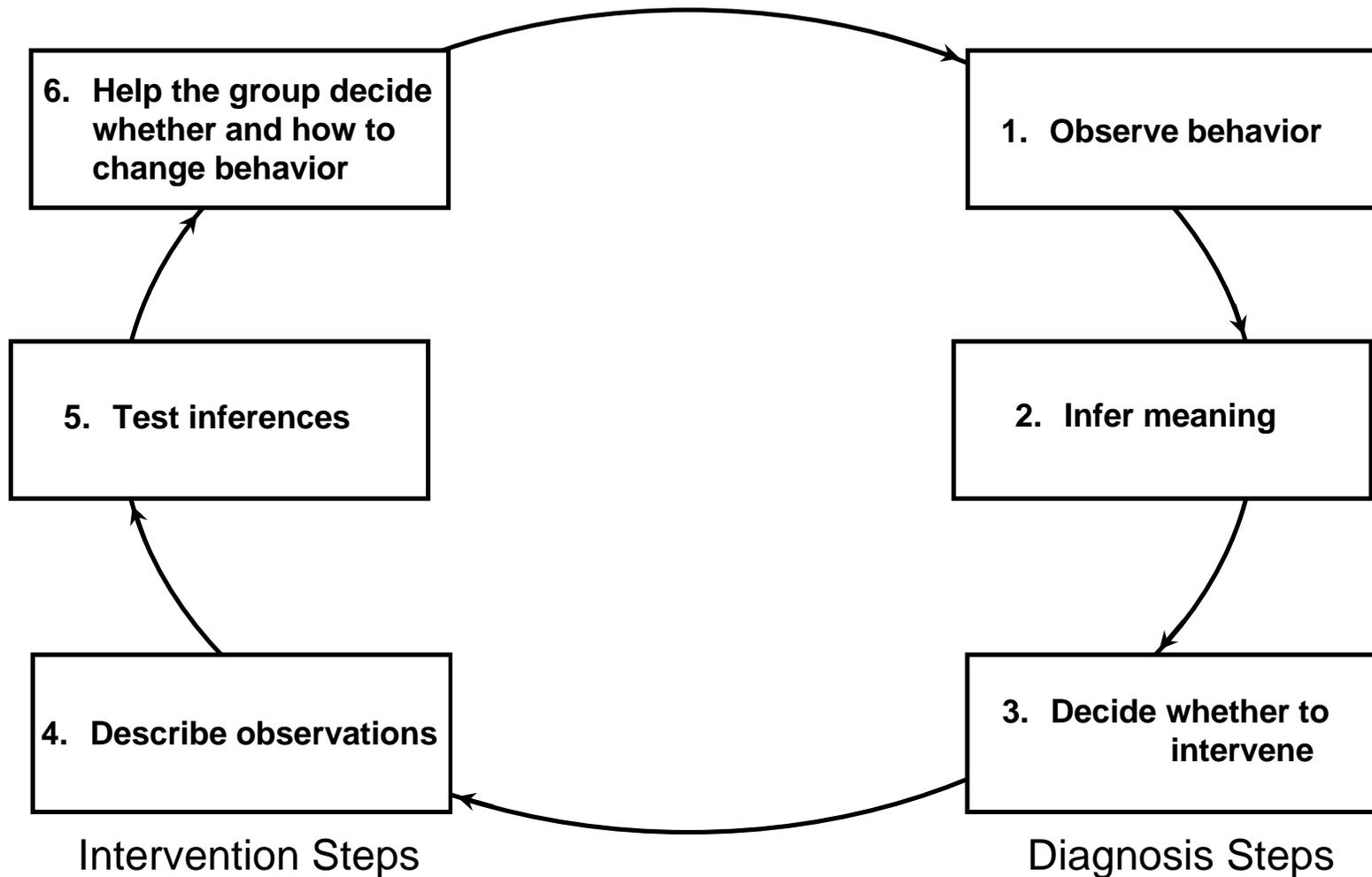
An acceptable, neutral, non-decision-making person whose intervention helps the group.



The Facilitation Continuum



The Diagnosis-Intervention Cycle



Source: Schwarz, R. M. (1994). *The Skilled Facilitator: Practical Wisdom for Developing Effective Groups*. San Francisco, CA: Jossey-Bass Inc, Publishers

When to Intervene

- The behavior is having an undesirable impact.
- An undesirable behavior is repeated.
- Waiting to intervene will not be effective.
- The team seems able to handle the intervention.
- You have the skills to intervene.

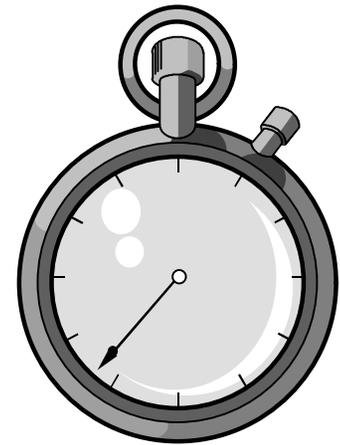
How to Intervene

- Exploration
- Asking for specifics
- Diagnosing
- Giving feedback
- Using structure
- Making suggestions about content
- Just-in-time training
- Off-line interventions



Recognize Other Considerations

- Team needs
- Basic versus developmental facilitation
- Level of intervention
- Where to direct your intervention
- Timing



Facilitation Skills



- Active listening
- Group process observation
- Effective communication

Facilitation Skills (cont.)

- Ability to maintain objectivity
- Conflict management
- Deductive reasoning



Facilitation Skills (cont.)

- Good judgment
- Interpersonal skills
- Self control



Facilitation Skills (cont.)



- Organization
- Flexibility
- Sense of humor

Helping the Team Improve



- Be a role model
- Teach the tools
- Teach team maintenance skills
- Facilitate team self-evaluation
- Provide opportunities

Summary

- Define facilitation
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- Determine how to intervene
- Recognize other intervention considerations
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- Help the team improve