

Facilitation Skills Session 1



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You as a facilitator

During this time, we will be looking at:

The process of facilitation
&
YOU as a facilitator



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Learning objectives

What is facilitation?

What Skills / Competencies do you need?

VARK
Honey & Mumford

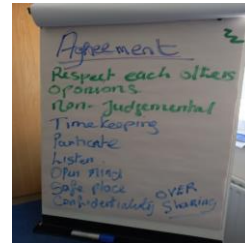
Other learning theories

Communication skills



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Our group agreement 08/08/2022



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What is facilitation?

Literally means make thing easy

Facilitation is the art of achieving success in working with people through a structured engagement process

Facilitation is about learning

"... the facilitator's role is much more about opening things up for discussion in a stimulating way, getting ideas into the open and helping the group to listen to each other, further its knowledge and thus make informed decisions ..."

Cameron, E. (2001), "Facilitation Made Easy", Kogan Page Business Books; 2nd edition



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What is a facilitator?

Is a person who helps a group or team to:

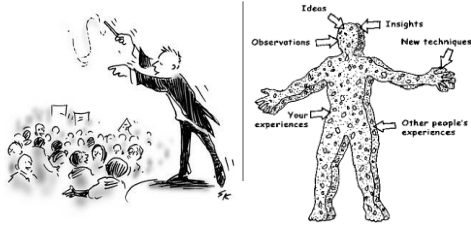
- ✓ Achieve results in an interactive manner helping people decide on their goals and outcomes
- ✓ Uses a range of skills and methods
- ✓ Understands the need for task, group, individual needs and the balance between them
- ✓ Brings out the best in people as they work together
- ✓ Plays an objective role, asking questions, encouraging:
 - responses and enabling group members to discuss, to respond and to reach a conclusion. Also stimulating
 - group members to create solutions to problems they have identified by offering suggestions or creating scenarios that the group can practise
- ✓ Focuses on the process of HOW



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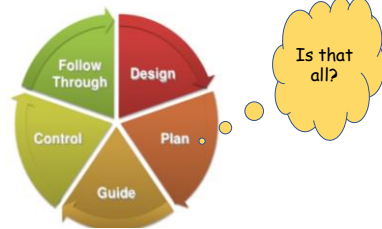
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Facilitator as a conductor / a sponge ?



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What is required of a facilitator?



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In what situations is facilitation used?

Group discussion / decision making

Problem solving

Planning (strategic / project and other)

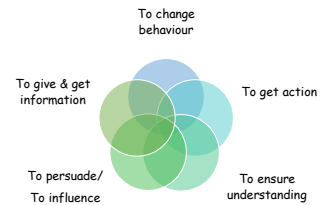
In meetings - to get a different outcome

Facilitation is particularly popular with the community/voluntary/ not for profit sector in Ireland



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Why facilitate?



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When is facilitation used?



When no one knows the answer

When no one has all the power

When there is confusion and complexity around whatever the presenting issue seems to be

When the issue is unlikely to be solved through other methods

When you want 'buy in' not just compliance

When there is a high level of negative emotion - anxiety, fear and / or anger

When you are working on the leading edge of change

When co-operation / collaboration is the only way forward



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What do we do as facilitators?

1. Being aware of what they do not know
2. Encourage participation
3. Remain objective
4. Show empathy
5. Avoid manipulating or embarrassing anyone
6. Stay committed to the facilitation process



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The facilitation process

In a nutshell the facilitation process:

1. Provides structure
2. Focuses on results - that the group decides on not the facilitator
3. Manages time and agenda



Total Focus

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Difference between presentation, training & facilitation

PRESENTATION vs. TRAINING vs. FACILITATION

The difference between presentation, training and facilitation lies in the degree of control and direction.

	PRESENTATION	TRAINING	FACILITATION
FOCUS	Focus on Content	Focus on Skills, Knowledge & Experience	Focus on Process
DELIVERABLE	Information/ Inspiration	Skills Development	Change In Insight/ Perspectives
APPROACH	Present/Tell	Teach/Show/Model	Ask/Coach
TALKING VS. LISTENING	80% Talking 20% Listening	50% Talking 50% Listening	20% Talking 80% Listening

Cross-over / hybrid between the two?

Total Focus

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Skills / competencies do you need as a facilitator



Total Focus

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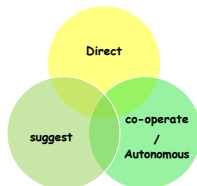
TOP 10 QUALITIES OF A GREAT FACILITATOR Plus...



Total Focus

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3 Styles of Facilitation (or combination of styles)



Handout available

Total Focus

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Direct (hierarchical)	Suggest	Co-operate / Autonomous
You direct the learning process and do things for the group / the individual. As facilitator, you decide on what will be managed and how things will be managed. You take responsibility for all the major decisions, and for the processes and direction of the learning.	You collaborate with the group / individual in devising the learning process. As facilitator, you share power/control and guide them towards becoming more self-directing by conferring with them. Together you would negotiate the outcomes, and whilst you would share your views, these would become one of many to be considered collectively.	You respect the autonomy of the group or the individual, and give them freedom to find their own way, using their own judgement, without any intervention on your part. Learning becomes totally self-directed and unprompted. This does not mean you abdicate responsibility, but it is a subtle approach where you give space so that the group or the individual can determine their own learning.
Using the different styles All styles can be appropriate and useful for different groups and individual situations.		
Generally speaking, the greater autonomy you can give any individual or group in what and how they learn, the better it is for their learning and self-determination. Practically, however, people expect some sort of guidance from a facilitator, and will look to you to give it.		
Perhaps begin with a directive style, and move to suggestion style and onwards to greater autonomy through processes of gradually giving up your power and control. Please note that with some groups/individuals you may never reach autonomy, but having it as a goal can be a useful way to help keep you focused on the fact that the responsibility of learning lies primarily with the self-directed learner.		

Total Focus

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How YOU / Others Learn / Facilitation Materials

Pre work:
 VARK
 Honey and Mumford

Also:
 Howard Gardner's - multiple intelligences
 Dales cone of learning



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Our Senses (VARK)

To learn we take in information through our senses and as a presenter you need to appeal to your participants senses:

Eyes - Visual
 Hearing - Auditory
 Feeling - Kinaesthetic
 Smell - Olfactory
 Taste - Gustatory

We can add reading here to understand VARK



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We have completed a VARK

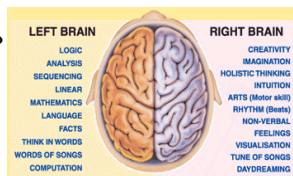


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Filtering Learning

Just to confuse things even more we, as individuals, also have a preferred side of our brain that we use

Left brain - logical
Right brain - creative
Which is your preferred side?



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Filtering Learning

Even as we are taking in information through our dominant sense(s) we are also filtering this information. We **filter our learning** through our beliefs, our values, our attitudes and our behaviours



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Logical left brain	Creative right brain
Think / analysis	Feel think analysis act
Head thinker - then do	Heart feeler, thinker then do
Written	Spoken
Mathematical	Musical
Science	Art
Objective	Subjective
Linear / parts	Holistic/whole creative
Analytical	Free flowing
Step by step	Divergent
Thinker	Feeler
Convergent	Emotional
Self reliant - me	Group orientation - we
Reactive	Adaptive
Rational	Emotional
Hearing	Visual / verbal
Facts	Feelings
Shorter term view	Long term view
Analyse-act-feel	Feel-analyse-act



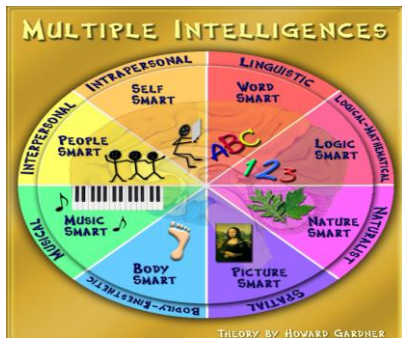
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Gardiner's Multiple Intelligences

Information on taking in learning through our senses can also be found in **Gardiner's Multiple Intelligences**. The theory of multiple intelligences was developed in 1983 Gardner, professor at Harvard University. It suggests that the traditional notion of intelligence, based on I.Q. testing, is far too limited. Instead, Gardner proposes eight different intelligences to account for a broader range of human potential.



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Cone of Learning		
After 2 weeks we tend to remember		Nature of Enrichment
90% of what we say and do	Doing the Real Thing Simulating the Real Experience Doing a Dramatic Presentation	Active
70% of what we say	Giving a Talk Participating in a Discussion	
50% of what we hear and see	Watching a Demonstration Seeing it Done on Location Looking at an Exhibit Watching a Demonstration	Passive
30% of what we see	Watching a Movie	
20% of what we hear	Looking at Pictures	
10% of what we read	Hearing Words Reading	

Source: Cone of Learning adapted from (Dale, 1968)



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Facilitation is about effective Communication

Human communication consists of the sending and the receiving of verbal and non-verbal messages between two or more people'

... 'although this appears to be a simple process it is quite complex in reality'

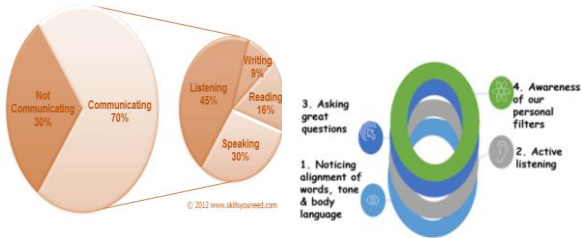
Communication is not a one skill - it is a series of skills.



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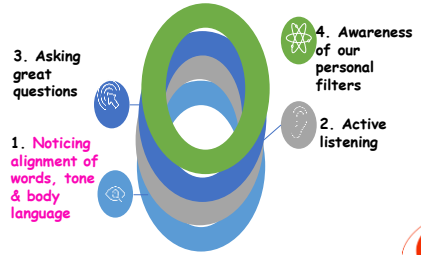
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Time Spent Communicating



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Noticing alignment of words, tone & body language



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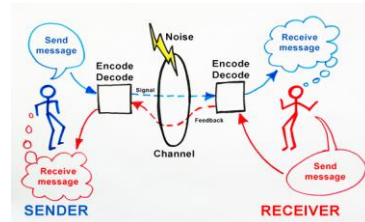
Verbal & non-verbal Language



When we communicate with other people, we do this in both a **Verbal & Non-Verbal** way both in our personal life and at work.

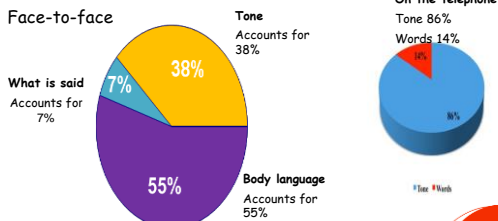
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The process of communication



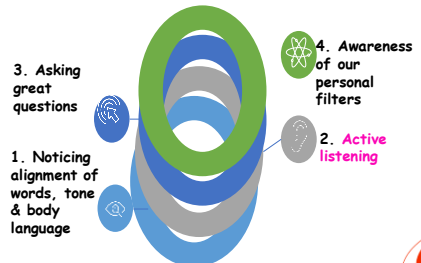
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The alignment word, tone & body language



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Active listening



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The difference between hearing and listening

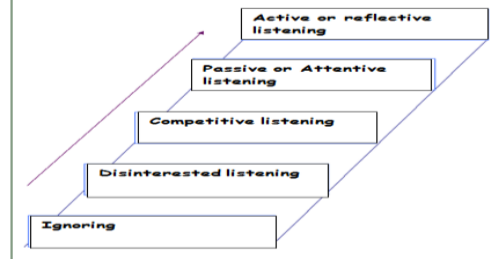


Most people tend to be hard of listening rather than hard of hearing - what do you think?



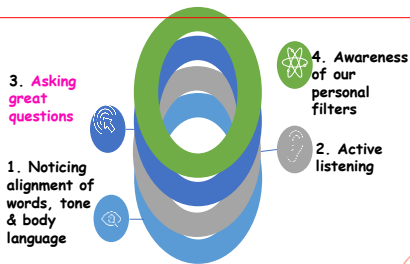
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Levels of Listening



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Asking great questions



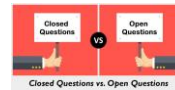
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Closed/ Open Questions

Questions can be:

Closed - Yes / No answer
or

Open questions - give the respondent the opportunity to express an opinion



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Questions 5 Ws & how?



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Helpful/ unhelpful listening technique

Active Listening		
	Helpful	Unhelpful
V E R B A L	For Example Hearings Open Questions Summarising / paraphrasing Checking back	For Example Interrupting Giving own views Inappropriate advice Talking too much
NON	For Example Nodding Smiling Eye Contact Leaning forward Mirroring their body language	For Example No or minimal eye contact Leaning away Unsmiling Aggressive / defensive body language



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POSSIBILITY
 What is possible?
 What if it works out exactly as you want it to?
 What is the dream?
 What is ideal?
 What is exciting about this?
 What will happen if you do it, what will happen if you don't do it?

ASSESSMENT
 What do you make of it?
 What do you think is best?
 How does it look to you?
 How does this make you feel?
 What resonates for you?

IDENTIFICATION OF ISSUES
 What seems to be the trouble?
 What seems to be the main obstacle?
 What is stopping you?
 What concerns you the most about

CLARITY
 Can you tell me more?
 Can you tell me more?
 What do you want?
 What does the situation need?
 What does it feel like?

METAPHOR
 What is this like?
 What metaphor would describe this? Is it a whisper or a roar? (Insert your opposite metaphors here)

EXPANSION
 Can you tell me more?
 What else?
 What other ideas do you have about it?
 What other feelings do you have about it?
 What is just one more possibility?
 What are other options?
 What are other angles that you can think of?
 What options can you create?

EXAMPLE
 What is an example?
 Like what?
 Such as?
 What would it look like?
 What would it feel like?

WHAT IF?
 If you could do it over again, what would you do differently?
 If it had been you, how would you have done it?
 If it had been the best person in the world at doing it, what would they have done?
 How else could a person handle this?
 What if there were no rules, how would you do it?
 Is the big picture of things, how important is this?
 So what?

OBSTACLES
 What makes you uncomfortable about this?
 What seems to be the main obstacle?
 What is stopping you?
 How do you get around it?
 How would be another way to...?
 What concerns you most about...?

THE PAST
 What caused it?
 What led up to it?
 What have you tried so far?

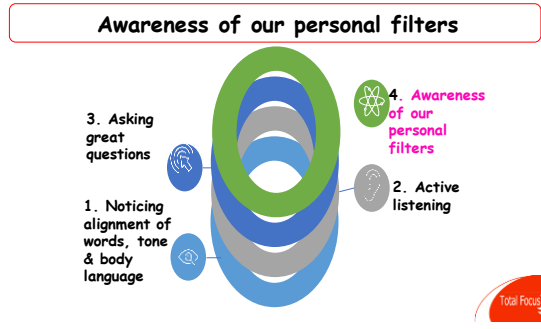
GETTING IT DONE
 What could the action plan be?
 What will you have to do to get this done?
 What support do you need? What resources do you need?
 What will you do?
 When will you do it?
 What could stop you?
 How will you get around it?
 What kind of plan do you need to create?
 How could you improve the situations?
 How what?
 Who do you need to involve?

THE FUTURE
 How do you think this will work out?
 What will be accomplished?
 Where will this lead?
 What could change this?
 What are the chances of success? What can you do to increase your chances?
 What is your prediction?

SUMMARY
 What is your conclusion?
 How is this working?
 How do you get around it?
 How would you describe this?
 How would you summarize this so far?
 What would make it better?

Powerful Questions | Deviant Thinking™

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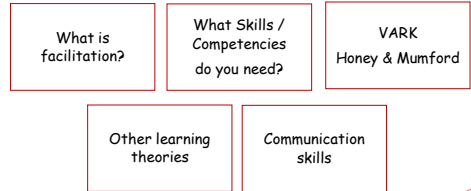
Awareness of our personal filters

Five types of filters:

1. Distractions
2. Emotional states- mood
3. Values, beliefs and expectations (of others and situations based on values and beliefs)
4. Differences in style (introvert vs extravert professional rules, etc.)
5. Self-protection - care of self both in a positive or a negative manner

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Take-away from session 1 (morning)



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Trainer's details

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