

Effective Team Facilitation

Course Summary

Description

The skills of the facilitator can often make or break a meeting's or even a team's success. Team facilitation combines skill and art to help teams reach their objectives. Most of the skills, ranging from active listening to complex problem analysis techniques, can be readily learned by motivated individuals. The more subtle artistic aspects such as balancing power and managing conflicts require commitment, practice and continuous learning.

This course is designed for both new and experienced facilitators to develop and enhance their skills and begin to work on the art of facilitation. It covers a comprehensive list of facilitation tools and techniques which can be applied in a wide variety of team settings. Using a facilitated (vs. didactic) teaching style, the instructor models behavior and uses participants' experiences to best understand new concepts. Ample time is allotted for practice and practical application of skills and techniques.

Objectives

At the end of this course, students will be able to:

- Understand the roles, responsibilities, and behaviors of effective team facilitators
- Create an open and constructive environment where team members participate appropriately, feel safe enough to discuss sensitive issues, and achieve stated objectives
- Learn and practice a variety of skills and tools – remaining neutral, active listening, open-ended questioning, brainstorming, prioritizing, documenting, time management, visioning, root-cause analysis, gap analysis, etc.
- Understand the typical stages of team development and recognize leaders' and members' behaviors in each stage
- Recognize, identify and attend to a team's *maintenance* needs and its *task* needs
- Define and use consensus decision-making techniques to help the group make decisions that take all members' interests into account
- Support team members in managing their interpersonal dynamics

Topics

- Skill and Art of Team Facilitation
- Creating an Open and Constructive Team Environment
- Stages of Team Development
- Basic Facilitation Skills
- Team Problem-Solving and Decision Making
- The Art of Facilitation
- Logistics
- Facilitation Practice
- Summary and Continuous Improvement

Audience

This course is designed for both new and experienced facilitators to develop and enhance their skills and begin to work on the art of facilitation.

Prerequisites

There are no prerequisites for this course.

Duration

One day with optional half-day follow-up to review progress, address problem areas, and practice skills in a controlled environment.



"Charting the Course ...



...to your Success!"

Effective Team Facilitation

Course Summary

I. Introduction

- A. Learning Objectives
- B. Participants' Expectations and Experience
- C. Commitment to Learning, Practice and Practical Application

II. Skill and Art of Team Facilitation

- A. Facilitators' Roles and Responsibilities
- B. Behaviors of Effective Team Facilitators
- C. Self-Assessment (pre) of Current Skills, Behaviors and Approaches

III. Creating an Open and Constructive Team Environment

- A. Planning Team Sessions
- B. Icebreakers and Inclusion Exercises
- C. Clarifying and Balancing Objectives and Expectations
- D. Establishing Group Norms

IV. Stages of Team Development

- A. Present and Discuss 4 stages of Team Development
- B. Review Member Behaviors, Member Concerns and Leader Behavior
- C. Practical Application to Team Facilitation

V. Basic Facilitation Skills

- A. Differentiating Between Process and Content
- B. Active Listening, Paraphrasing (and practice)
- C. Open-ended Questioning
- D. Remaining Neutral
- E. Brainstorming Techniques

VI. Team Problem-Solving and Decision Making

- A. Simulated Exercise (Experiential)
- B. Meeting Team's Maintenance Needs
- C. Meeting Team's Task Needs
- D. Steps in the Problem-Solving Process
- E. Techniques for Identifying and Analyzing Problems – root-cause, gap, force field analyses
- F. Facilitating Consensus Decisions

VII. The Art of Facilitation

- A. Facilitating Interpersonal Dynamics, Conflict, Sensitive Issues
- B. Nuances of Facilitation – power issues, eye contact, deflection
- C. Balancing Structure and Flexibility to Achieve Results
- D. Effective Use of the "Parking Lot"
- E. Underlying Assumptions

VIII. Logistics

- A. Room Arrangement
- B. Appropriate Use of Dyads and Small Groups
- C. Timekeeping
- D. Easel Pad Charting
- E. Note taking

IX. Facilitation Practice

- A. Participants Select Key Techniques for Practice (Inclusion, Norm Setting, Brainstorming, Problem Analysis, Conflict Management, Decision Making, etc.)
- B. Set Up Series of Simulated Team Meetings – facilitator, observer, participants
- C. Feedback on Strengths and Areas for Development

X. Summary and Continuous Improvement

- A. Summary of Key Learnings
- B. Self-Assessment (post) of Current Skills, Behaviors and Approaches
- C. Individuals Identify Areas for Development
- D. Strategies for Continuous Improvement