

Foundational Facilitator Competencies

Create Collaborative Client Relationships A.	Plan Appropriate Group Processes B.	Create and Sustain a Participatory Environment C.	Guide Group to Appropriate and Useful Outcomes D.	Build and Maintain Professional Knowledge E.	Model Positive Professional Attitude F.
<p>1. Develop working partnerships</p> <ul style="list-style-type: none"> • Clarify mutual commitment • Develop consensus on tasks, deliverables, roles & responsibilities • Demonstrate collaborative values and processes such as in co-facilitation <p>2. Design and customize applications to meet client needs</p> <ul style="list-style-type: none"> • Analyze organizational environment • Diagnose client need • Create appropriate designs to achieve intended outcomes • Predefine a quality product & outcomes with client <p>3. Manage multi-session events effectively</p> <ul style="list-style-type: none"> • Contract with client for scope and deliverables • Develop event plan • Deliver event successfully • Assess / evaluate client satisfaction at all stages of the event / project 	<p>1. Select clear methods and processes that</p> <ul style="list-style-type: none"> • Foster open participation with respect for client culture, norms and participant diversity • Engage the participation of those with varied learning / thinking styles • Achieve a high quality product / outcome that meets the client needs <p>2. Prepare time and space to support group process</p> <ul style="list-style-type: none"> • Arrange physical space to support the purpose of the meeting • Plan effective use of time • Provide effective atmosphere and drama for sessions 	<p>1. Demonstrate effective participatory and interpersonal communication skills</p> <ul style="list-style-type: none"> • Apply a variety of participatory processes • Demonstrate effective verbal communication skills • Develop rapport with participants • Practice active listening • Demonstrate ability to observe and provide feedback to participants <p>2. Honor and recognize diversity, ensuring inclusiveness</p> <ul style="list-style-type: none"> • Create opportunities for participants to benefit from the diversity of the group • Cultivate cultural awareness and sensitivity <p>3. Manage group conflict</p> <ul style="list-style-type: none"> • Help individuals identify and review underlying assumptions • Recognize conflict and its role within group learning / maturity • Provide a safe environment for conflict to surface • Manage disruptive group behavior • Support the group through resolution of conflict <p>4. Evoke group creativity</p> <ul style="list-style-type: none"> • Draw out participants of all learning/thinking styles • Encourage creative thinking • Accept all ideas • Use approaches that best fit needs and abilities of the group • Stimulate and tap group energy 	<p>1. Guide the group with clear methods and processes</p> <ul style="list-style-type: none"> • Establish clear context for the session • Actively listen, question and summarize to elicit the sense of the group • Recognize tangents and redirect to the task • Manage small and large group process <p>2. Facilitate group self-awareness about its task</p> <ul style="list-style-type: none"> • Vary the pace of activities according to needs of group • Identify information the group needs, and draw out data and insight from the group • Help the group synthesize patterns, trends, root causes, frameworks for action • Assist the group in reflection on its experience <p>3. Guide the group to consensus and desired outcomes</p> <ul style="list-style-type: none"> • Use a variety of approaches to achieve group consensus • Use a variety of approaches to meet group objectives • Adapt processes to changing situations and needs of the group • Assess and communicate group progress • Foster task completion 	<p>1. Maintain a base of knowledge</p> <ul style="list-style-type: none"> • Knowledgeable in management, organizational systems and development, group development, psychology, and conflict resolution • Understand dynamics of change • Understand learning/ thinking theory <p>2. Know a range of facilitation methods</p> <ul style="list-style-type: none"> • Understand problem solving and decision-making models • Understand a variety of group methods and techniques • Know consequences of misuse of group methods • Distinguish process from task and content • Learn new processes, methods, & models in support of client's changing/emerging needs <p>3. Maintain professional standing</p> <ul style="list-style-type: none"> • Engage in ongoing study / learning related to our field • Continuously gain awareness of new information in our profession • Practice reflection and learning • Build personal industry knowledge and networks • Maintain certification 	<p>1. Practice self-assessment and self-awareness</p> <ul style="list-style-type: none"> • Reflect on behavior and results • Maintain congruence between actions and personal and professional values • Modify personal behavior / style to reflect the needs of the group • Cultivate understanding of one's own values and their potential impact on work with clients <p>2. Act with integrity</p> <ul style="list-style-type: none"> • Demonstrate a belief in the group and its possibilities • Approach situations with authenticity and a positive attitude • Describe situations as facilitator sees them and inquire into different views • Model professional boundaries and ethics (as described in ethics and values statement) <p>3. Trust group potential and model neutrality</p> <ul style="list-style-type: none"> • Honor the wisdom of the group • Encourage trust in the capacity and experience of others • Vigilant to minimize influence on group outcomes • Maintain an objective, non-defensive, non-judgmental stance