

OUTCOMES OF THIS MODULE

- Refresher on the Important Elements of Facilitation
- Peer Learning on Lessons Learnt from Facilitation Experiences
- Emphasize the Importance of a Facilitation Plan
- Peer Learning on Facilitation Role Play



What is a Facilitator?

Latin root of “facilitate” is “to enable, to make easy”
Facilitators are content neutral – help groups work through a process by focussing on the strategic outcome



What do good facilitators do exactly?

❖ As an Architect

Responsible & accountable for the planning and design of a learning session



- Ensuring that the **PURPOSE** is well understood
- A set of clearly desired **OUTCOMES**
- A results-based **AGENDA** designed: strong, yet flexible!

(Source: IIAF)

The Importance of a Pre-Workshop Meeting

Determine the needs, expectations, purpose & outcomes for the workshop

Understand the targeted audience and or possible group dynamics

PRE WORKSHOP MEETING

Build rapport and a sense of confidence with your host department

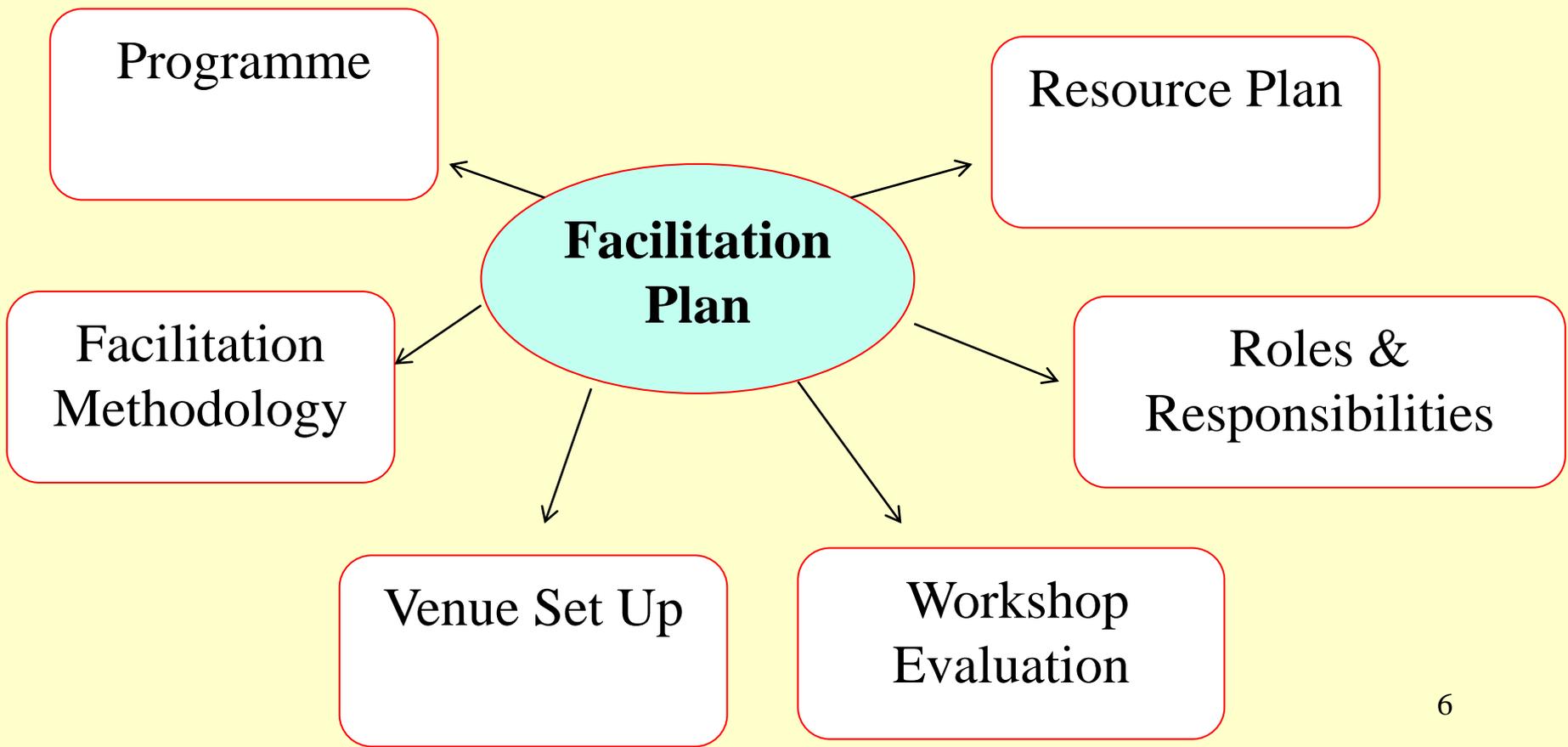
❖ As a Pilot

Safely navigating throughout the learning journey



- Checking venue before-hand, seat arrangements
- Ensuring materials are supplied
- Briefing support staff
- Establishing clear ground-rules
- Clarifying route map for journey
- Making mid-course corrections, if required
- Seeking closure / safe touchdown

A FACILITATION PLAN is a key tool for success



❖ As a Guide

Maintaining trust of the group
& leading until end of learning
adventure

- Calm steady presence
- Managing complex group dynamics
- Transmit confidence in process
- Ensure good decision-making



Calm

Assertive

Open

Flexible

Confident

Humble

Optimistic

Positive
Energy

Able to
Depersonalise

Analytical

Good
Listener

Empathetic

Disciplined

Good
Time
Keeper

Sensitive

Respectful

Focussed

Patient

Innovative

Quick
Thinking

Able to Read
People

Articulate

Understanding

Create an Us and Them Situation

Uses Negative Body Language

Forces a Position

Is Bias

Is Not Prepared

Becomes over Emotional

Becomes Defensive

Personalise the Outcome

Displays Favouritism

Does not Listen

Talks Down to People

Stereotypes

Arrives Late

Loses Control

Shows Disrespect

Are people born facilitators or made?

Our natural abilities are trained out of us due to education, work and life experiences that promote:

- Caution
- Closed communication
- Talking versus listening
- Telling versus asking
- Proving versus helping
- Avoiding versus positive confrontation

(Source: Warihay, F, The Seven Characteristics of an Effective Facilitator)

Your Municipal Manager/ CEO, has asked you to assist the neighbouring municipality of Mooi Plek. They are planning to have their Urban Strategic Planning Review Workshop from the 8-10 June 2017.

You are required to be the lead facilitator for this workshop. As the Lead Facilitator you need to be aware of some of the dynamics in the municipality such as the ongoing service delivery protests, political rivalry between and within parties, tension between senior municipal officials and politicians. Some of the stakeholders who will be attending this workshop will be a disgruntled mayor, defected deputy mayor, seasoned speaker, businessman, drunkard, unemployed youth, etc

You therefore need to prepare yourself for a possible explosive workshop.

This role play facilitated session will be **ONE HOUR** long. It is hoped that you will begin to implement some of what was covered in this master class such as ground rules, ice breakers, expectations and a **VISION STATEMENT** needs to be crafted by the end of the one hour.

SHARING LESSONS LEARNT FROM THE ROLE PLAY

Analyse the lessons learnt as though you are part of the facilitation team

- What was done well in the role play?
- What needs to be improved on and or done differently
- Were there any complete blunders?

Some of the preparations for the facilitation team should include the following:-

- **venue** – try to check the venue before the workshop, give instructions on venue set up, determine where the plug points are, check for sufficient wall space, ensure there's a screen / wall to project, check proximity of toilets, provide meal & tea times, check for sound system, ensure there's a registration table and facilitators table, determine if the tables will have water, sweets, writing material
- **stakeholder invitations** – has the process owner done this, who was invited to attend, how many
- **pre-workshop meeting** to develop a rapport and determine needs and expectations
- **develop a facilitation plan**

- **roles and responsibilities** of the facilitation team viz documentation, facilitation rotation, logistics co-ordinator, trouble shooting, meet and greet
- **accommodation** – where will workshop participants be staying. This is important in case you need to work till late at night
- **workshop materials** – draw up a list of what you need and determine whether you will carry this or the process owner will provide
- try to **meet senior politicians and officials** on the morning of day one before the workshop begins to build a rapport
- determine times to **meet with the process owner throughout the workshop** to review and evaluate

If you are interested in helping to facilitate strategic planning workshops in your municipality / institution please indicate this on your municipal technical support form

- **Having a workshop without a facilitator is as effective as a team trying to have a game without a referee**
- **“Each of us guards a gate of change that can only be unlocked from the inside. We cannot open the gate of another, either by argument or by emotional appeal.”** Marilyn Ferguson, Educator and Writer
- **A good facilitator can help turn a bad situation around and a bad facilitator can make a good situation go bad**