



The Art and Science of Facilitation

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At the time of this publication, Miriam E. Delphin-Rittmon, Ph.D, served as Assistant Secretary for Mental Health and Substance Use in the U.S. Department of Health and Human Services and the Administrator of the Substance Abuse and Mental Health Services Administration.

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Learning Objectives



Practice using facilitation process tools that create interactive experiences and manage group dynamics.



Describe ways to intervene during group conflict and end passive participation.



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Our Roadmap Today

- ✓ Energizer
- ✓ Ground Rules
- ✓ Characteristics of Good Training
- ✓ Process and Content
- ✓ Process Tools
- ✓ Practicing Facilitation Skills
- ✓ The Worst Trainings
- ✓ Closing Activity
- ✓ Wrap Up



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Energizer



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Why Energizers?



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Ground Rules





Ground Rules

- Keep cameras on with faces fully visible
- Reduce distractions
- Fully engage
- Help others fully engage
- What else?



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Journal

- » How can you fully engage during this training?
- » How can you help others fully engage?
- » Are there other ground rules that you would like to include?



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Quick Breakout Rooms

- » Everyone unmute
- » Discuss the most important things first
- » Try not to dominate
- » Give everyone time to contribute if they want
- » Open chat to find the directions
- » Ask for help if needed





Breakout Rooms

- » Unmute
- » Quick “Hello”
- » Decide on a group reporter
- » Discuss what you wrote



Final Ground Rules

- Keep cameras on
- Reduce distractions
- Fully engage
- Help others fully engage
- What else?



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Why Ground Rules?



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Characteristics of A Good Training



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Journal

- » What makes a good training good?
- » What could make a bad training good?



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Breakout Rooms

- » Unmute
- » Quick "Hello"
- » Discuss what you wrote
- » Determine themes
- » Select a group reporter

Process and Content



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Content

- » The WHAT
- » What you want participants to know.



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The Trainer: Content

- Determine the content
- Share the content with the group
- Lecture
- PowerPoint presentation



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Process

- » The HOW
- » How we lead a group through the content
- » Can allow for discussion, reflection, application, experience, practice, and more.



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Malcolm Knowles

Adult Education Theorist



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Characteristics of Adult Learners



Experience: Adults have lots of experience they want to apply to new learning.



Readiness: Adults want to learn things that are relevant to their lives.



Orientation: Adults want learning that is problem-centered and practical.



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The Trainer: Process

- Develop a process that teaches and applies the content
- Lead the group through the process
- Create space for discussion, reflection, application, problem-solving, experience, practice, etc.
- Discussion groups
- Case studies
- Reflection activities



Process Tools



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Process Tool: 1-4-All

Content

- Ground Rules
- Characteristics of Good Training

Steps

- 1 – Journal about it
- 4 – Get into small groups of 4 to discuss
- All – Discuss themes as a large group



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Journal

» In what ways could you use 1-4-All during a training?



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Breakout Rooms

- » Unmute
- » Quick "Hello"
- » Discuss what you wrote
- » Determine a reporter

1-4-All

- Immediately include everyone in discussion
- Generate ideas fast
- Tap group's knowledge and imagination
- Works with any size group
- Works online and in-person



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Facilitation Skills



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Chat Waterfall

- » Write about something in chat
- » DO NOT HIT ENTER
- » Listen for the count down
- » Hit enter
- » Waterfall of responses



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Active Listening

- » Write in chat
- » **DO NOT HIT ENTER**
- » How do you know if someone is actively listening to you? What do they do?



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Asking Good Questions

- » Write in chat
- » **DO NOT HIT ENTER**
- » What are the characteristics of good questions?



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Accurate Note Taking

- Use the person's own words
- Keep it factual
- Remove any personal bias
- Check for accuracy with the speaker



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Break



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Journal

» Write about a time when you had great success at a training. What is the story about that time? What made success possible?



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Breakout Rooms

- » Unmute
- » One person tells the story
- » The other is the interviewer
 - Practice active listening, asking good questions, taking accurate notes
- » After 6 minutes, switch places

Journal

- » How well did you practice your skills of active listening, asking good questions, and accurate note taking? What did you do well? What could you improve on?
- » How did your partner do? Did you feel they listened to you? Did they ask good questions?



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Breakout Rooms

- » Unmute
- » Reflect on your own skills
- » Give each other feedback
- » Show appreciation



Learning

- » Write in chat
- » **DO NOT HIT ENTER**
- » What is one thing you learned or observed during this activity?



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Chat Waterfall

Content

- Active Listening
- Asking Good Questions
- One Thing Learned

Steps

- DO NOT HIT ENTER
- Write in chat
- Hit enter
- Discuss

Chat Waterfall

- Engage everyone quickly
- Advance collective understanding
- Test understanding
 - See what the group already knows
 - See what the group still needs to learn
- Identify expertise



Appreciative Interviews

Content

- A training success story

Steps

- Journal
- Pair up
 - One person tells the story
 - The other interviews
 - Switch places
- Discuss success factors



The Worst Training



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Journal

- » How can you consistently have terrible training?
- » Make a list of everything you can do to achieve the worst results imaginable in your training.



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Breakout Rooms

- » Unmute
- » Discuss what you wrote
- » Keep adding to your list based on what you hear
- » Have fun!!



Journal

- » Go down the list you made and ask yourself, “Is there anything that I/we are currently doing that in any way, shape, or form resembles this item?”
- » Be brutally honest.



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Breakout Rooms

- » Unmute
- » Discuss what you wrote
- » Keep adding to your list based on what you hear
- » Be courageous with your honesty



Journal

- » For each item on your second list decide the first steps you can take that will help you stop what you know creates undesirable results.
- » Make a list with each item saying, “I will stop...”



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Breakout Rooms

- » Unmute
- » Last round
- » Discuss what you wrote
- » Appreciate your group





TRIZ

Content

- The worst training

Steps

- Round 1: The Worst
Journal, small groups, full group
- Round 2: What I'm Doing
Journal, small groups, full group
- Round 3: First Steps to Stop Doing
Journal, small groups, full group



TRIZ

- Stop counterproductive behaviors
- Let go of what is limiting success
- Challenge sacred cows
- Discuss the taboo
- Have fun yet courageous conversations

Journal

» In what ways could you use Chat Waterfalls, Appreciative Interviews, and TRIZ in training?



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Learning

- » Write in chat
- » **DO NOT HIT ENTER**
- » List one way you could use Chat Waterfalls, Appreciative Interviews, or TRIZ in training?



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Getting Started

- Find one you like. Resources:
 - Liberating Structures
 - Facilitation Tools for Meetings and Workshops
- Try it out.
- Evaluate it.
- Perfect it.
- Repeat cycle.



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What do you want to remember?



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The End.

Why a Closing Activity?

Certified Group Facilitator Program

- Annually offered by Arkansas Public Administration Consortium (APAC)
- 44 hours of training
- Instructed by experienced facilitators
- Half online and half in-person
- <https://ualr.edu/publicaffairs/apac>



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Resources

- Liberating Structures: <https://www.liberatingstructures.com/>
- *Facilitation Tools for Meetings and Workshops* by Seeds for Change: <https://seedsforchange.org.uk/tools>
- *100 Ways to Energise Groups* by the International HIV/AIDS Alliance: <https://www.participatorymethods.org/resource/100-ways-energise-groups-games-use-workshops-meetings-and-commuity>
- 29 Online Energizers for more Engaging Meetings by Session Lab: <https://www.sessionlab.com/blog/online-energizers/>
- 1-2-4-All Directions: <https://www.liberatingstructures.com/1-1-2-4-all/>
- Chat Waterfall Directions: <https://www.sessionlab.com/methods/chat-waterfall>
- Appreciative Interviewing Directions: <https://www.liberatingstructures.com/5-appreciative-interviews-ai/>
- TRIZ Directions: <https://www.liberatingstructures.com/6-making-space-with-triz/>



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Let's hear from you!
What are your questions?



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