# The Art and Science of Facilitation Marie Lindquist December 12, 2023 South Southwest (HHS Region 6)

# Acknowledgement

This presentation was prepared for the South Southwest Prevention Technology Transfer Center (PTTC) Network under a cooperative agreement from the Substance Abuse and Mental Health Services Administration (SAMHSA). All material appearing in this publication, except that taken directly from copyrighted sources, is in the public domain and may be reproduced or copied without permission from SAMHSA or the authors. Citation of the source is appreciated. Do not reproduce or distribute this publication for a fee without specific, written authorization from the South Southwest Prevention Technology Transfer Center. For more information on obtaining copies of this publication, contact us at <a href="mailto:pttc6@ou.edu">pttc6@ou.edu</a>.

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.

The opinions expressed herein are the view of PTTC Network and do not reflect the official position of the Department of Health and Human Services (DHHS), SAMHSA. No official support or endorsement of DHHS, SAMHSA, for the opinions described in this document is intended or should be inferred.

This work is supported by grants 6UR1TI08205-02M002, SM081726 and 1H79SP081006-01 from the Department of Health and Human Services, Substance Abuse and Mental Health Services Administration.





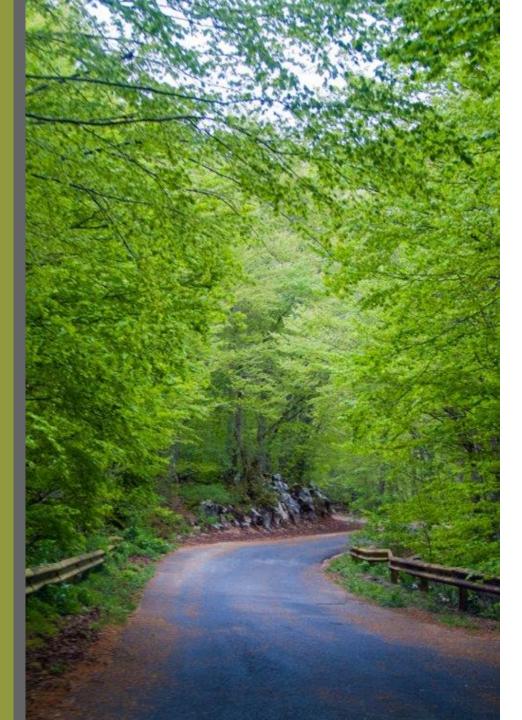
# Learning Objectives



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



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



# 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





Marie Lindquist Executive Director, APAC



Why Energizers?









### **Ground Rules**

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

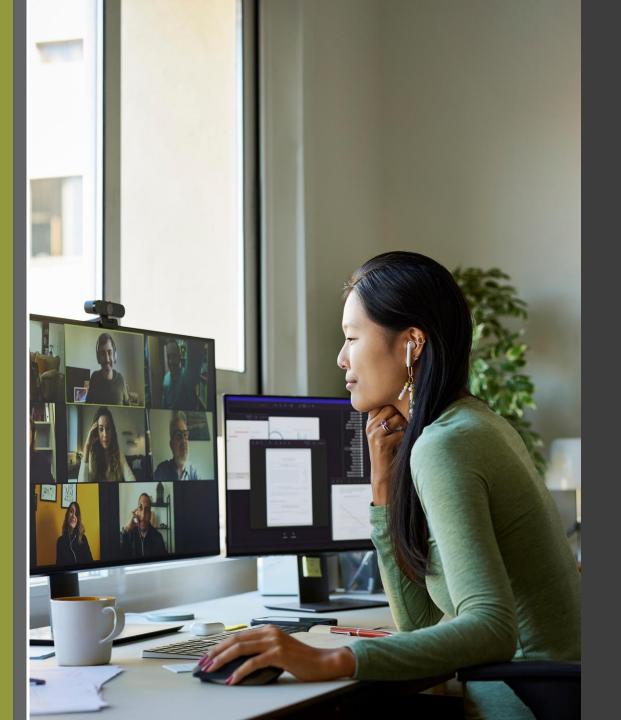


### Journal

- Mow 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?







## 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?





# Why Ground Rules?



# Characteristics of A Good Training



## Journal

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

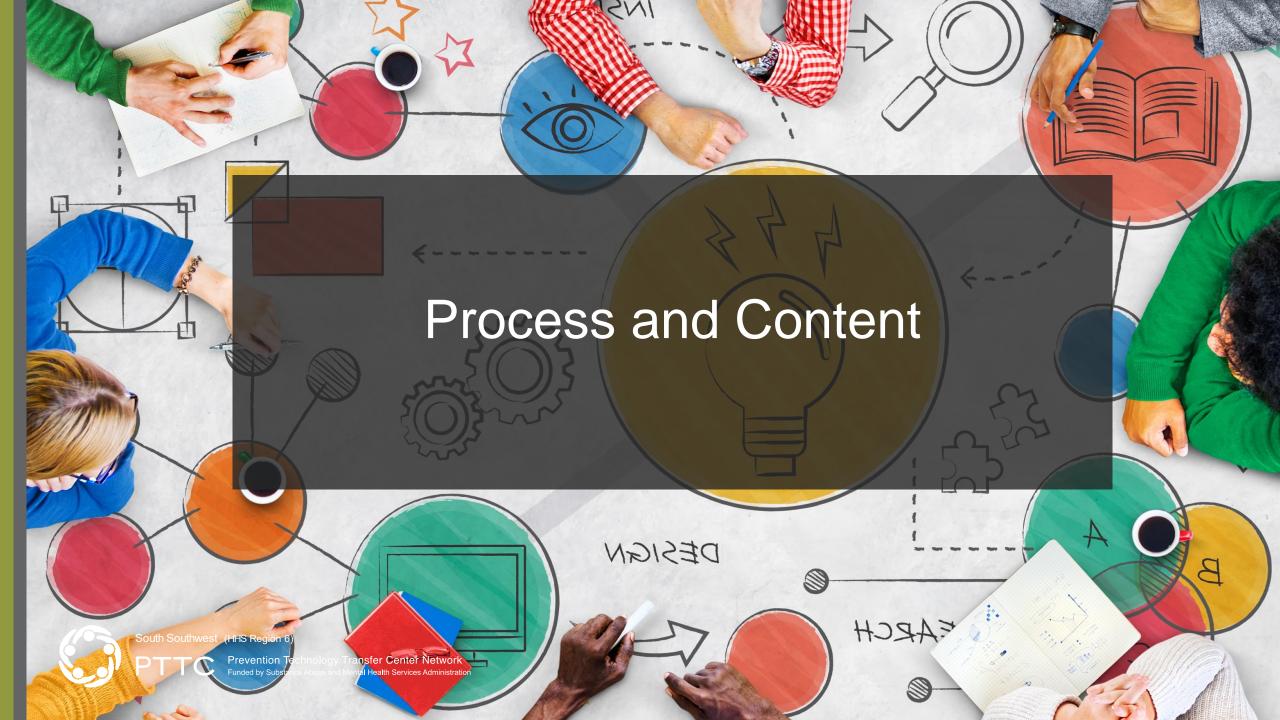






### **Breakout Rooms**

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



# Content

- The WHAT
- What you want participants to know.







### The Trainer: Content

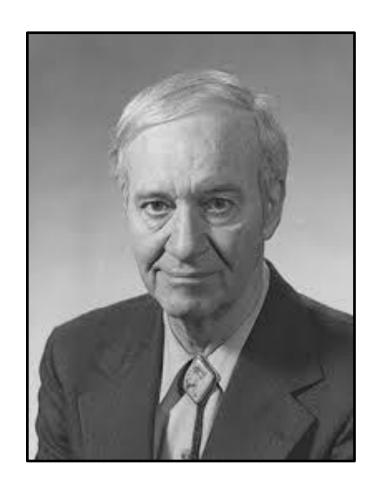
- Determine the content
- Share the content with the group
- Lecture
- PowerPoint presentation



### Process

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





# Malcolm Knowles Adult Education Theorist

### 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.



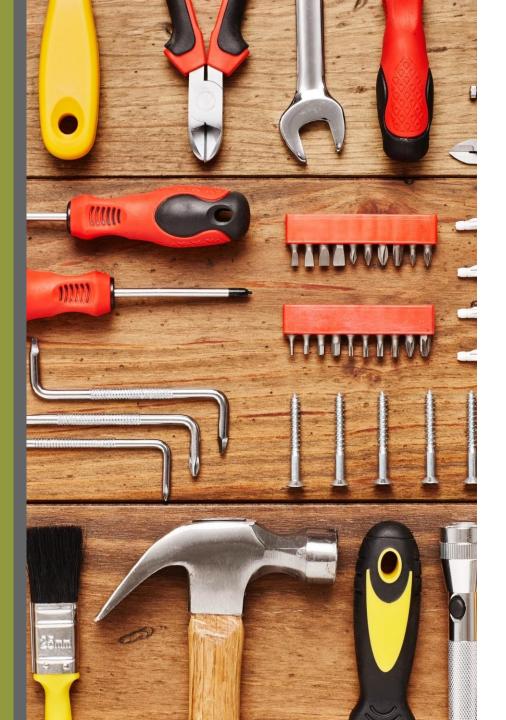
Orientation: Adults want learning that is problemcentered and practical.



### 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 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



# Journal

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

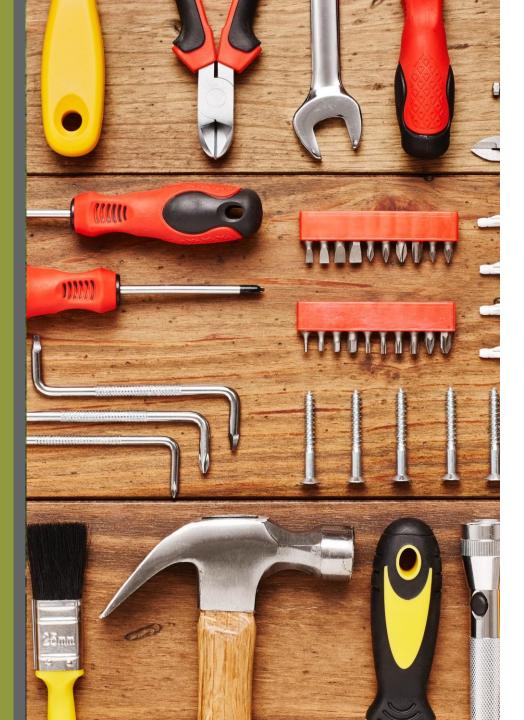






# **Breakout Rooms**

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



### 1-4-AII

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





### Chat Waterfall

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





# Active Listening

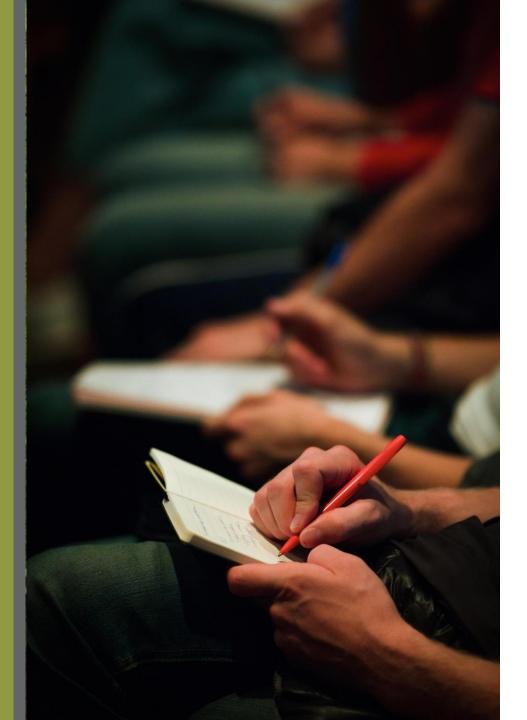
- Write in chat
- » DO NOT HIT ENTER
- How do you know if someone is actively listening to you? What do they do?



# **Asking Good Questions**

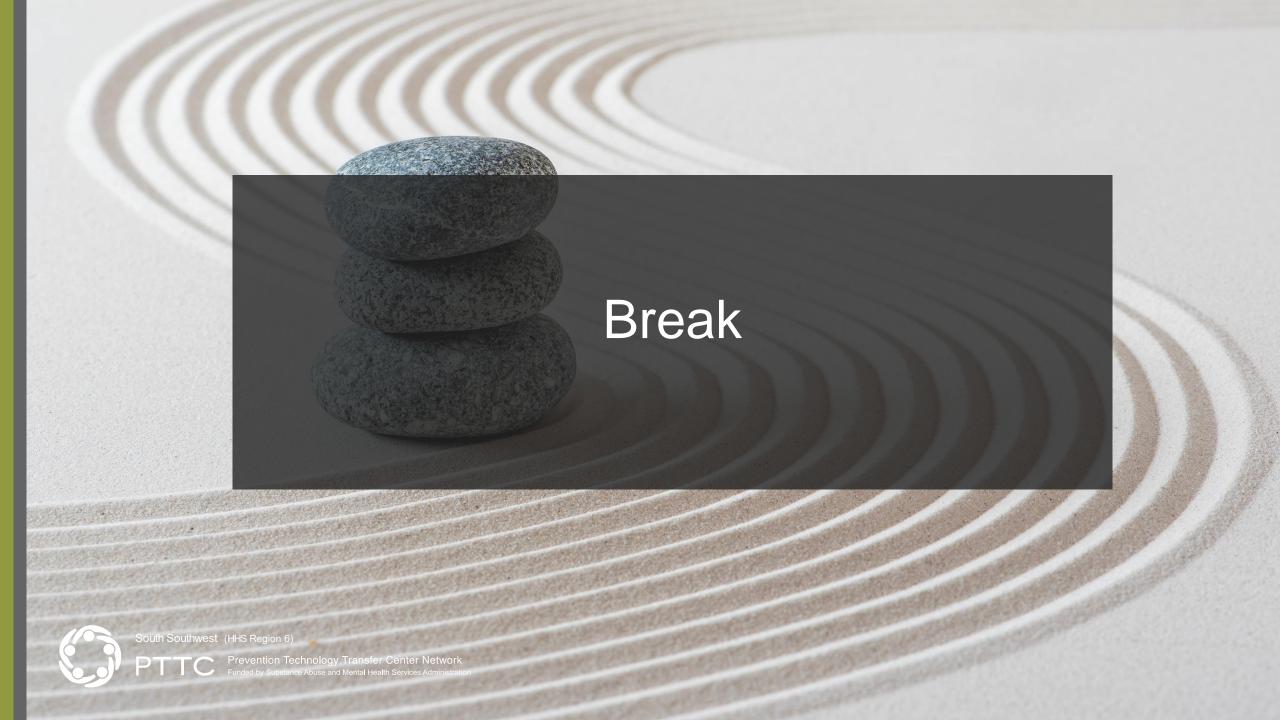
- Write in chat
- » DO NOT HIT ENTER
- What are the characteristics of good questions?





# Accurate Note Taking

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

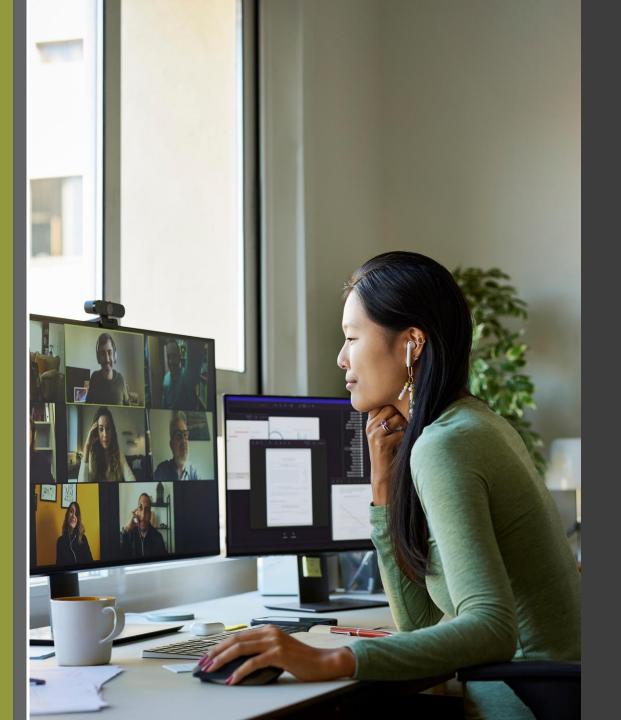


### Journal

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







- > 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

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





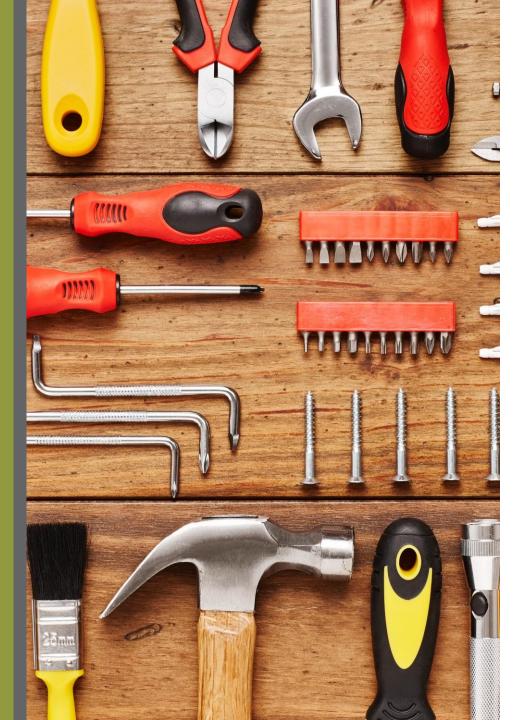


- > Unmute
- » Reflect on your own skills
- Give each other feedback
- Show appreciation

# Learning

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





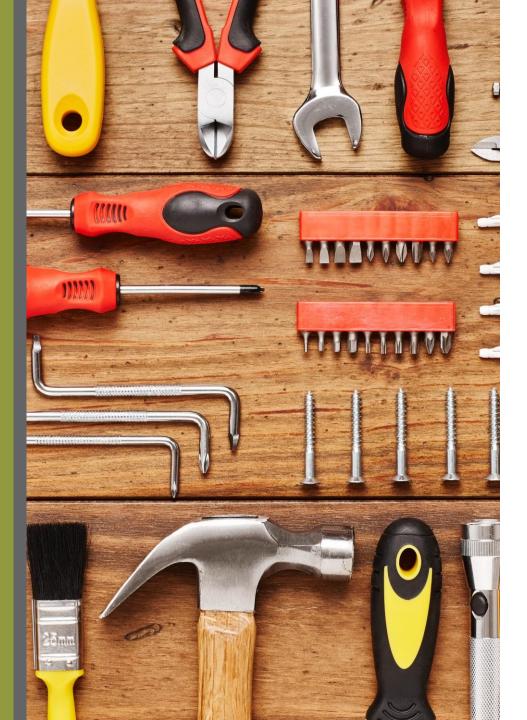
### **Chat Waterfall**

#### Content

- Active Listening
- Asking Good Questions
- One Thing Learned

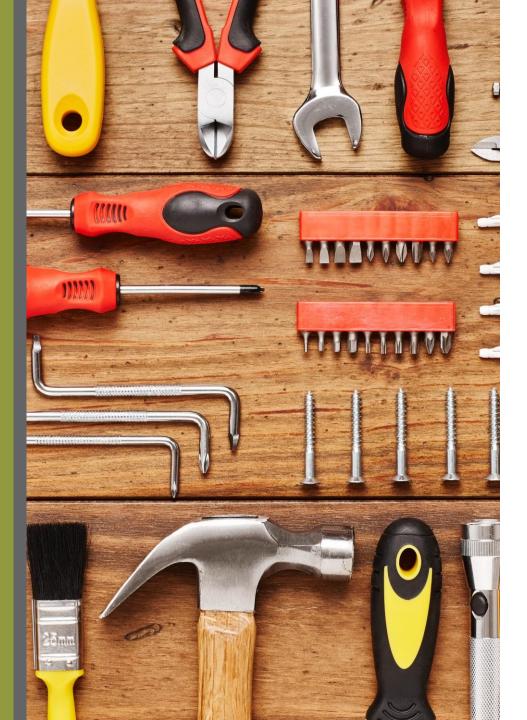
#### Steps

- 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**

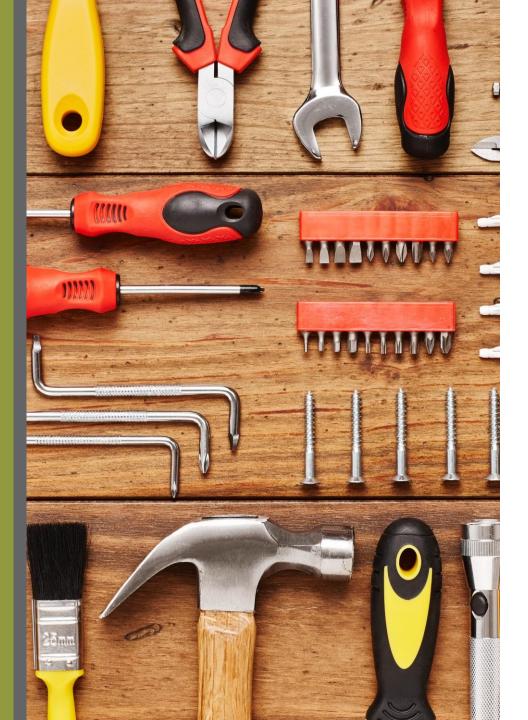
A training success story

#### **Steps**

- Journal
- Pair up

One person tells the story
The other interviews
Switch places

Discuss success factors



## Appreciative Interviews

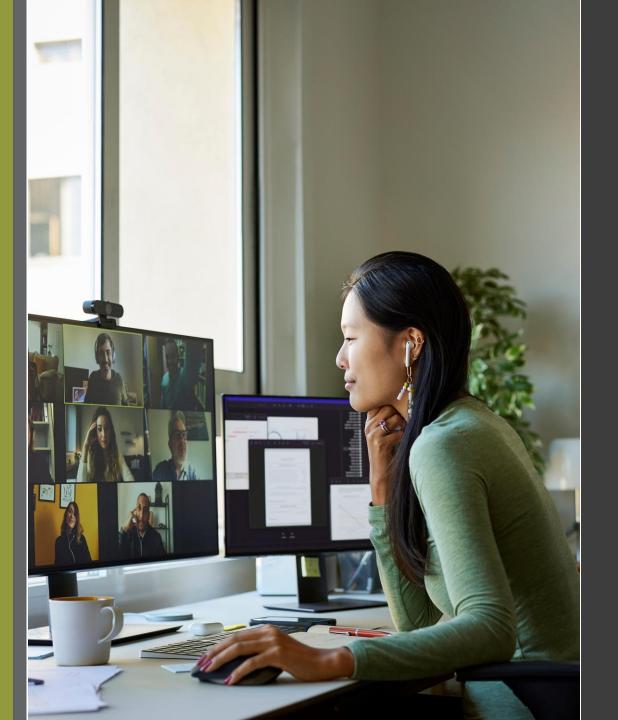
- Energize a group by focusing on success instead of problems
- Reveal root causes of success
- Find hidden success stories in the group
- Determine real-world solutions that work
- Develop promising prototypes



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







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

- 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.





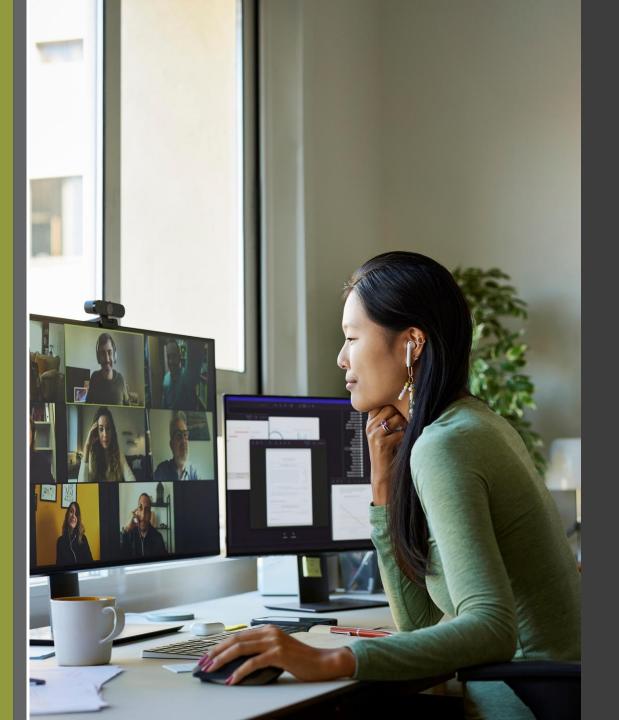
- > Unmute
- Discuss what you wrote
- Keep adding to your list based on what you hear
- Be courageous with your honesty

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.

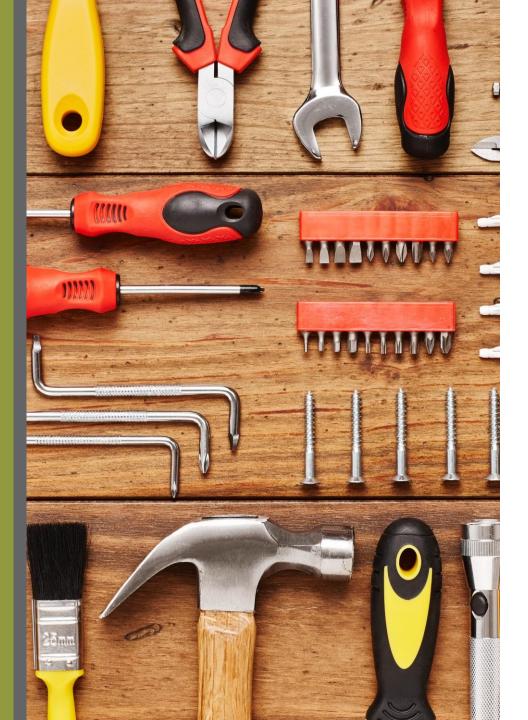
Make a list with each item saying, "I will stop..."







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



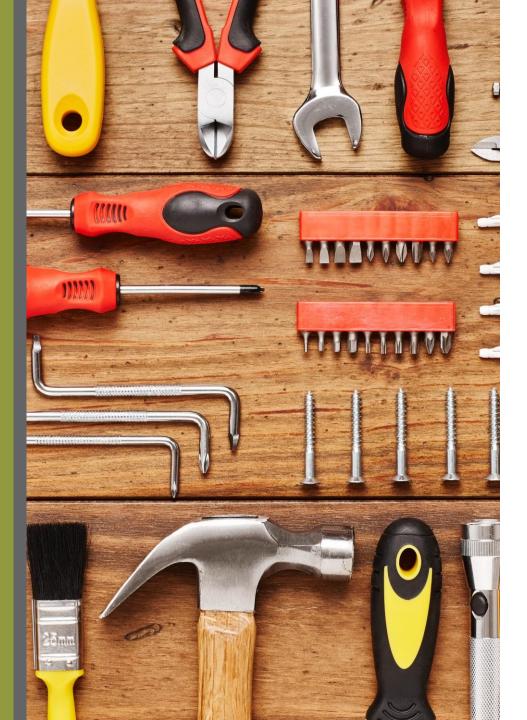
### TRIZ

#### 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

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

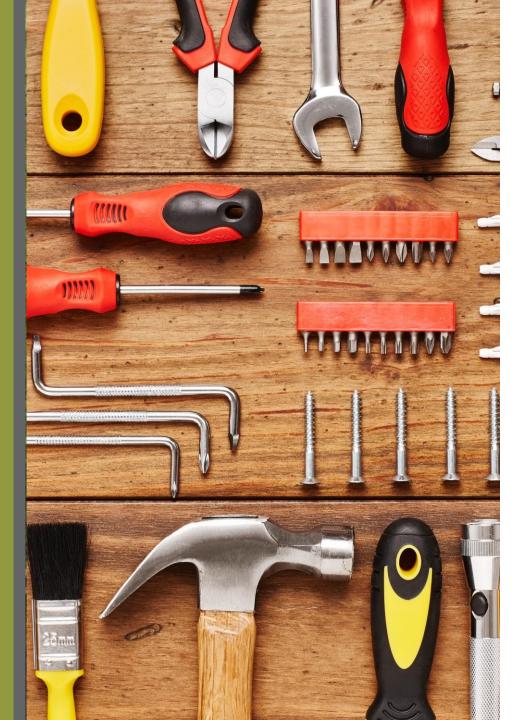




# Learning

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





# Getting Started

• Find one you like. Resources:

Liberating Structures
Facilitation Tools for Meetings and
Workshops

- Try it out.
- Evaluate it.
- Perfect it.
- Repeat cycle.



#### 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





#### Resources

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



# Let's hear from you!

What are your questions?



For further questions, contact:

**Derrick Newby** 

T/TA Specialist

South Southwest PTTC Region 6

Connect with us @



SSW PTTC website



Join our mailing list



Products and resources

#### References

- Knowles, M. (1984). The Adult Learner: A Neglected Species (3rd Ed.). Houston, TX: Gulf Publishing.
- Knowles, M. (1984). Andragogy in Action. San Francisco: Jossey-Bass.
- Lipmanowicz, H. & McCandless, K. (2023, November 21). Liberating Structures. https://www.liberatingstructures.com/