

MODULE 2

The Role of the Facilitator

TRAINING NOTES

What you need to know

1. It will take approximately 50 minutes to complete the following topics in this module.

TOPIC
Module Overview
The Leader, Manager, and Facilitator Roles
Exercise: Demonstrating the Three Roles
The Facilitator as a Distinct Role
The Facilitation Model
Module 2 Key Points and Transition

2. The equipment and supplies you will need for this module are listed below:

- Computer projection system and screen
- PowerPoint slides 2-1 through 2-8
- Flipchart easel with pad of paper
- Colored markers
- Masking tape
- Leader, manager, facilitator hats
- Facilitator Guide
- Participant Guides.

TRAINING NOTES

What you need to say/do

MODULE OVERVIEW

1. Tell the participants that Module 2 will focus on the role of the facilitator. This role is an important new and distinct role for managers and one that is not merely a subset of management or leadership skills.
2. State that this module's first learning goal is to understand the facilitator as a distinct role, knowing when to choose the most appropriate role for a given situation and how to move smoothly between roles. The second learning goal is to identify the key elements of a facilitation model.
3. Show slide 2-1, **Module 2 Objectives**. Explain the objectives.
 - After a large group exercise, you will identify the differences between the roles and responsibilities of leader, manager, and facilitator.
 - Given practical guidelines, you will learn what is the best role for a given situation.
 - After a participative discussion, you will identify tips for making the transition from one role to another.
 - After a brief lecture, you will identify the elements of the Facilitation Model.

THE LEADER, MANAGER, AND FACILITATOR ROLES

1. Tell the participants that there are three roles that are crucial in any organization that hopes to be successful. These are the roles of leader, manager, and facilitator.
2. Explain that in today's workplace, most supervisors and managers must master all three roles in order to get the work accomplished.
3. State that most people find the greatest challenges in mastering these roles are:
 - Understanding the major differences between the roles
 - Knowing which role to assume for a given situation
 - Moving smoothly from one role to another.

MODULE 2: THE ROLE OF THE FACILITATOR

The role of the facilitator is an important new role for managers. It is a role that is distinct from those of leader and manager and not merely a subset of leadership and management skills.

Learning Goals

This module's first learning goal is to understand the facilitator as a distinct role, how to choose the best role for a given situation, and how to make the transition from one role to another. The second learning goal is to identify the key elements of a facilitation model.



MODULE 2 OBJECTIVES

- Identify the differences between the leader, manager, and facilitator roles
- Learn to choose the best role for a given situation
- Identify tips for moving between the roles
- Identify the elements of the Facilitation Model



2-1

Learning Objectives

- After a large group exercise and discussion, you will identify the differences between the roles and responsibilities of leader, manager, and facilitator.
- Given practical guidelines, you will learn what is the best role for a given situation.
- Through participative discussion, you will identify tips for moving smoothly between roles.
- After a brief lecture, you will identify the elements of the Facilitation Model.

(Participant Guide 2-1)

TRAINING NOTES

What you need to say/do

THE LEADER, MANAGER, AND FACILITATOR ROLES, CONTINUED

4. Show slide 2-2, **Comparing the Three Roles**. Review the points on the slide.
5. Tell the participants that you will demonstrate these major differences between the three roles by role playing first the role of the leader, then that of the manager, and then the role of the facilitator.

EXERCISE: DEMONSTRATING THE THREE ROLES

1. Explain that for this demonstration they now are all employees of Superior X-Cel Company and they have been asked to attend a company-wide meeting called by the leader of Superior X-Cel.
2. Place the “leader” hat on your head and say the following:

“Today, we begin our journey together to make Superior X-Cel the number one company in the child safety products industry. No one else can provide the quality and the care that you put into each piece of equipment that we offer to our customers. Our mission is to promote and ensure the safety of children. Our vision is to become the company of choice for child safety equipment within the next 5 years. We will do this by initiating a creative child safety awareness campaign, expanding our current product line, and bringing together our individual and collective talent and skills to make it happen. With your help, Superior X-Cel will not only be #1 but will be respected throughout the industry for its commitment to the future safety of children everywhere.”

3. Remove the “leader” hat. Tell the participants that you will now demonstrate the role of the manager. Place the “manager” hat on your head.

THE LEADER, MANAGER, AND FACILITATOR ROLES

Whether in the public sector or private industry, today's workplace is a place of constant change. For organizations to be successful, employees must be flexible and resilient. This is especially true for those who are in management positions. Today, most managers must master the roles of leader, manager, and facilitator in order to get the work accomplished. The work pace is faster and more complex. Managers have greater responsibilities and must deal with vast amounts of information typically with fewer resources than ever before. It is important, however, to distinguish between the three roles so that you will know when to use the appropriate role. The slide below compares the roles of leader, manager, and facilitator.



COMPARING THE THREE ROLES

LEADER	MANAGER	FACILITATOR
<ul style="list-style-type: none"> • Does the right thing • Sets the vision; future oriented • Focuses on what and why • Inspires innovation 	<ul style="list-style-type: none"> • Does things right • Sets the plan and pace; present oriented • Focuses on how • Inspires stability 	<ul style="list-style-type: none"> • Helps people do things • Helps people create shared vision, work together to achieve it • Helps people think clearly and communicate their thoughts • Helps people respond to change and identify best of "old ways"

Adapted from "Managers as Facilitators," by Richard Weaver and John Farrell
2-2

Probably the greatest challenges for those using all three roles are integrating them as they often conflict, understanding what is the best role to assume for a given situation, and then moving smoothly from one role to the next. The information contained in the slide above can help you decide which role would be most appropriate for the task at hand.

(Participant Guide 2-2)

TRAINING NOTES

What you need to say/do

EXERCISE: DEMONSTRATING THE THREE ROLES, CONTINUED

4. State that you are a manager in Superior X-Cel and now they all are part of the new product development department. Say the following:

“Well, we know from this morning’s meeting and from the Strategic Plan that was presented that, in order to meet company goals, Superior X-Cel needs to launch its first new product in 9 months. Our department’s responsibility is to identify potential new products and conduct feasibility studies on each to determine the best product to go with. I’ve identified our key objectives and drawn up a preliminary plan and time schedule for this project. As a group we’ll identify potential new products and work in teams to conduct the feasibility studies. You’ll be assigned to a team based on your area of expertise. OK? We’ll meet tomorrow at 9 a.m. Here’s the agenda. I’m looking forward to hearing your great ideas!”

5. Remove the “manager” hat. Generate discussion by asking the participants the differences they observed between your role as manager and that of leader. Refer to slide 2-2, if necessary.
6. Explain the final role that you will demonstrate is the facilitator role. Place the “facilitator” hat on your head. Tell them that the facilitator can be a person outside of the department who has been asked by the manager to help him or her facilitate the meeting. It could also be the manager of the department who assumes the role of the facilitator. You will act as the manager who is assuming the facilitator role for the meeting.
7. Tell the participants they are still part of the new product development department. Say the following:

“For our meeting this morning, I’m going to act as facilitator because we’re here to share ideas and it’s really important to have everyone’s input. The purpose of this meeting is to identify and discuss new products that we think are candidates for further feasibility studies.

“Before we do that, however, I’d like to hear from you on how you think our department goals fit in with the direction the company is going.” (Tell participants you would then facilitate a group discussion so that everyone is able to link what they do as individuals and as a department to the overall company vision.)

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TRAINING NOTES

What you need to say/do

EXERCISE: DEMONSTRATING THE THREE ROLES, CONTINUED

“Now, let’s begin getting everyone’s ideas about possible new products. We’ll use brainstorming as a technique, because that way we can generate a lot of ideas that we can then work with.” (Tell participants you would then explain the process for brainstorming to the group and ask one of the group members to write the ideas on the flipchart. Then explain that the meeting is now almost finished. The group has brainstormed ideas and through discussion narrowed the list to five possibilities.)

“The last thing we’ll need to do is identify next steps. What do you all think we need to do next? I’ll write your ideas here on the flipchart and then we’ll come to agreement.”

8. Facilitate a large group discussion by asking the following questions:

“In what ways did the facilitator role differ from the manager or leader role?”

“Why is it important to recognize that the facilitator role is different from the leader and manager roles?”

(Note: The answer you are looking for is that people do not do things in the facilitator role that they might do in the manager and leader role, such as “direct and control work” or create the “vision.”)

9. Show slide 2-3, **Definition of Facilitation**. Tell participants that a facilitator helps others to work together.
10. Tell the participants that when a facilitator does his or her job well, the team (or individual) feels responsible for the outcomes. Success as a facilitator is measured by how much the group progresses. Facilitation is not about making just yourself look competent and feeling good about yourself, but the group becoming competent and feeling good about themselves and their accomplishments.
11. Explain that the principles of facilitation can be applied in their capacity as a leader or manager. However, when they are in the facilitator role, it is a different and distinct role from leader and manager.

DEFINITION OF FACILITATION



DEFINITION OF FACILITATION

A process through which a person helps others complete their work and improve the way they work together

2-3

(Participant Guide 2-3)

TRAINING NOTES

What you need to say/do

THE FACILITATOR AS A DISTINCT ROLE

1. Ask the following question:

“We know that all three roles are important, but how do you decide what is the best role for a given situation?”

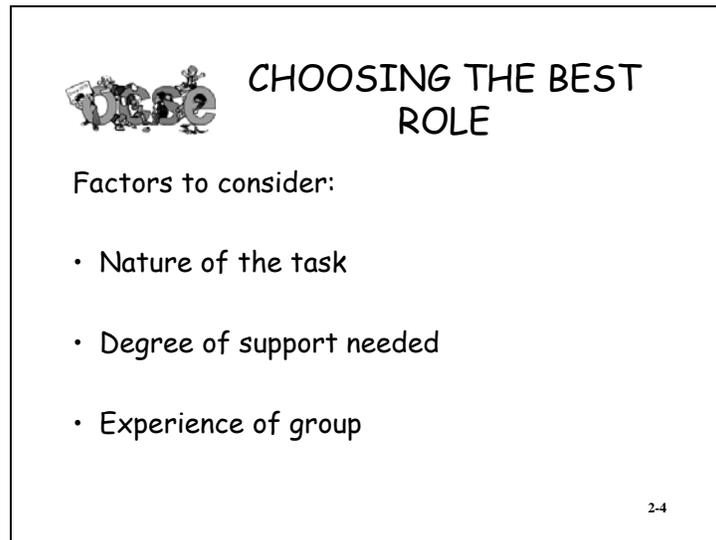
2. Explain that there are other factors that can influence their choice of role.
3. Show slide 2-4, **Choosing the Best Role**.
4. Tell the participants that looking at the nature of the task for which they are responsible can influence their choice of roles. Make the following point:
 - For example, if the task is setting the direction—the leader role is best. If the task is to set deadlines—the manager role is best. And if the task is complex and many people must work together to complete it—the facilitator role is best.
5. Explain that another factor to consider when choosing the best role is identifying the degree of support that will be needed from others. Ask the following questions:

“What role would be best if you needed to build wide support in your organization? How about if you needed quick compliance? Which role would you choose if you really wanted people to get involved and committed?”

(Note: The answers are: the leader role for building wide support, the manager role for quick compliance. With workdays filled with lots of decisions, sometimes people appreciate the direction. The facilitator role is best when a deeper degree of support and commitment is needed.)

6. State that another influencing factor when choosing roles is the experience level of the group or the stage of the group’s development. (Explain that we will discuss group development in Module 4.) The less experienced a group, the greater the need for direction and control. More developed groups have less need for direction and respond well to the facilitator role.

THE FACILITATOR AS A DISTINCT ROLE



CHOOSING THE BEST ROLE

Factors to consider:

- Nature of the task
- Degree of support needed
- Experience of group

2-4

This slide identifies additional factors to consider when choosing the best role for a given situation. These are the nature of the task for which you are responsible, the degree of support that you will need from others, and the experience level or stage of the group's development.

Nature of Task. The leader role is best if the task is creating the vision or setting the direction. The manager role is the best choice if the task is to set project milestones or deadlines. The facilitator role is best if the task is complex and requires that many people work together to complete it.

Degree of Support. If you must build wide support across the organization, the leader role might be more useful. If you need quick compliance, using the authority of the manager role is the best choice. With workdays filled with lots of decisions, sometimes people appreciate the direction you can give. However, if a deeper level or degree of support and commitment is needed, then the facilitator role is the best choice.

Experience Level of Group. Past observation tells us that the less experienced a group, the greater the need for direction and control. The more developed a group, then the less need for direction. These groups respond well to the facilitator role.

(Participant Guide 2-4)

TRAINING NOTES

What you need to say/do

THE FACILITATOR AS A DISTINCT ROLE, CONTINUED

7. Tell the participants that another challenge in using the three roles is to move between the roles without confusing people.
8. Ask the following question and write participants' responses on the flipchart:

“What suggestions do you have for moving smoothly from one role to another?”

9. Show slide 2-5, **Tips for Moving Between Roles**. Explain the tips.
 - Simply announce your intention to change roles. Explain to the group why the role is the best one for the situation. This will help them understand what is going on. Provide the following example:

One team leader found a creative way to manage his transition from his role as the leader to that of the facilitator. He took one of his baseball caps and wrote “FACILITATOR” on it. While in a meeting, if he felt the need to move from his leader role to a facilitator role, he simply placed the cap on his head and then explained why he was switching roles. When he needed to make a suggestion from the role of the leader or manager, he removed his hat and announced the shift in roles. This helped him and the group to be clear about his role at any given time. Eventually, there was no need for the hat.

- State that a “caveat” to the first tip, however, is not to change roles too often. Bouncing from role to role can impact the trust level in the group. Again, consider the nature of the task, support needed, and level of the group before choosing the best role. A general rule of thumb is to use one primary role for a given meeting or work session.
- Explain that the third tip is to remember that when you use the leader and manager roles you are not a neutral observer. You have a stake in the group successfully completing the task and are ultimately responsible for the outcomes. This is in contrast to the facilitator’s role of helping the group to be responsible for its own tasks and supporting the outcomes. This leads to the next tip.
- State that when you assume the facilitator role you should not abandon that role too quickly. When encountering problems with their team, experience shows that facilitators will often revert to the manager role and begin to take control.

THE FACILITATOR AS A DISTINCT ROLE, CONTINUED



TIPS FOR MOVING BETWEEN ROLES

- Announce the shift in role and explain why
- Don't change roles too often
- Remember in the leader and manager role you are not a neutral observer
- Don't abandon the facilitator role too quickly when you encounter a problem
- As facilitator, don't participate in content of group discussion

2-5

Often it can be difficult to move between the roles. The tips given in the above slide can help you make a smoother transition.

It is recommended that you announce your intention to change roles. By explaining to the group why the role is the best one for the situation, you will help them understand what is going on and be clear on your role at any given time.

It is important, however, not to change roles too often. Bouncing from role to role can affect the trust level in the group. As mentioned before, if you consider the nature of the task, support needed, and level of the group, these will help you choose the best role. A general rule of thumb is to use one primary role for a given meeting or work session.

Remember that when you use the leader and manager roles you are not a neutral observer. You have a stake in the successful completion of the work and are ultimately responsible for the outcomes. This is in contrast to the facilitator's role of helping the group to be responsible for its own tasks and supporting the outcomes.

Experience shows us that when facilitators encounter problems in their teams, they tend to abandon that role too quickly. They will often revert to the manager role and begin to take control. Many times, the difficulty lies in the failure of the manager in his or her manager role to first clearly set the plan or define limits and expectations for the work. If that is done, then it's easier to stay in the facilitator role.

Perhaps the final tip is the most difficult one to remember. As a facilitator, it can be easy to be drawn into participating in the content of a group's discussion. It is particularly seductive when you are experienced and skilled in the subject at hand. Giving your expert opinion, however well intentioned, is an expert-driven approach and is not part of the facilitator role. If you wish to contribute as a subject matter expert (SME), you need to announce the shift in roles and why. However, when making these choices, it's important to understand your own agenda.

(Participant Guide 2-5)

TRAINING NOTES

What you need to say/do

THE FACILITATOR AS A DISTINCT ROLE, CONTINUED

Often we find that the difficulty lies in the failure of the manager in his or her manager role to first clearly set the plan or define expectations for the work. If that is done, it's easier to stay in the facilitator role.

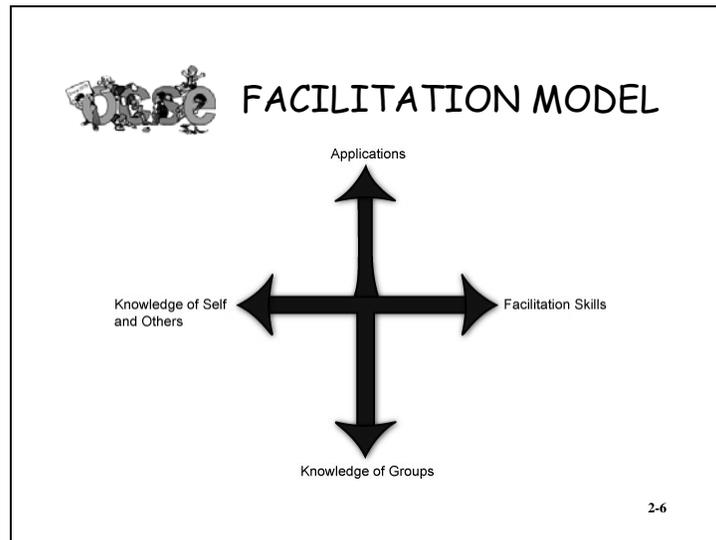
- State that the last tip is perhaps the most difficult one to remember. It is very seductive, as a facilitator, to be drawn into participating in the content of a group's discussion. It is especially difficult when you are experienced and skilled in the subject at hand. Adding your "two cents," however well intentioned, is an expert-driven approach and is not part of the facilitator role. As a subject matter expert or "SME," if you wish to contribute, you need to announce the shift in roles and why. However, when making these choices, it's important to understand your own agenda.

10. Tell the participants that knowing when to choose the role of facilitator and becoming skilled at moving between the roles is critical. Knowing how to facilitate well is what the remainder of this workshop is about.

THE FACILITATION MODEL

1. State that the next slide depicts a facilitation model that will be used throughout the workshop.
2. Explain that it identifies the knowledge and skills of an effective facilitator.
3. Show slide 2-6, **Facilitation Model**. Explain the model.
 - At the bottom of the slide, there are the three core elements that serve as the foundation of the model. These are Knowledge of Self and Others, Knowledge of Groups, and Facilitation Skills.
 - Knowledge of Self and Others first involves gaining insight into your own behavior and how it can affect groups you facilitate. It also involves knowledge of how people are different and valuing their unique contributions.

THE FACILITATION MODEL



The three critical elements at the bottom of the slide serve as the foundation for our Facilitation Model.

Knowledge of Self and Others first involves understanding your behavior and how it can influence the groups you facilitate. The second aspect of this element is knowledge of how people are different and valuing their unique contributions.

Knowledge of Groups involves understanding the process a team goes through in its development into an effective and efficient team and the issues related to each stage of its development. This enables you to guide the team to optimum performance. This element also includes an awareness of team dynamics; that is, how team members participate and interact and the implications for you as a facilitator.

The third element is comprised of the specific skills that an effective facilitator uses to engage people, build their commitment, and achieve the desired outcomes.

Once you have mastered these three elements, you will be able to apply these skills and knowledge to a variety of situations such as facilitating work groups, project teams, and meetings; delivering presentations; and moderating panel discussions.

(Participant Guide 2-6)

TRAINING NOTES

What you need to say/do

THE FACILITATION MODEL, CONTINUED

- The second element, Knowledge of Groups, involves understanding the process of team development and the issues related to each stage of its development so that you can guide the team to optimum performance. This element also includes an awareness of team dynamics; that is, how team members interact and participate and the implications for you as a facilitator.
 - The third element is comprised of the specific skills that an effective facilitator uses to engage people, build their commitment, and help the group achieve the desired outcomes.
4. Tell the participants that once they have mastered these three elements, they will be able to apply their skills and knowledge to a variety of situations such as facilitating work groups, project teams, and meetings; delivering presentations; and moderating panel discussions.
 5. Generate a large group discussion by asking the participants for their reactions to the model.

MODULE 2 KEY POINTS AND TRANSITION

1. Explain that this module examined the role of the facilitator as distinct from the roles of leader and manager and presented a model for facilitation.
2. Show slides 2-7 and 2-8, **Module 2 Key Points**. Review the key points.
 - The role of the facilitator is the most important role to emerge in today's workplace.
 - Recognizing the distinction between leader, manager, and facilitator is critical to using facilitation well.
 - The nature of the task, level of support needed, and experience of the group are practical guidelines that help you to choose the best role for a given situation.

MODULE 2 KEY POINTS



MODULE 2 KEY POINTS

- The facilitator is the most important role to emerge in today's workplace
- Recognizing the distinction between leader, manager, and facilitator is critical
- The nature of the task, level of support needed, and experience level of the group are practical guidelines for choosing the best role

2-7



MODULE 2 KEY POINTS, continued

- It is not unusual at first to feel uncomfortable in the facilitator role
- Mastering the core elements of the Facilitation Model enables you to apply your knowledge and skills in a variety of settings

2-8

(Participant Guide 2-7)

TRAINING NOTES

What you need to say/do

MODULE 2 KEY POINTS AND TRANSITION, CONTINUED

- Managers who are new to the facilitation role may feel uncomfortable at first and may have difficulty making a smooth transition to a different role.
 - Mastering the core elements of the Facilitation Model enables you to apply your knowledge and skills in a variety of situations.
3. Close the module and transition to Module 3, Understanding Self and Others.