



## **International Association of Facilitators Foundational Facilitator Competencies**

### **The Competencies**

#### **A. Create Collaborative Client Relationships**

##### **1) Develop working partnerships**

- Clarify mutual commitment
- Develop consensus on tasks, deliverables, roles & responsibilities
- Demonstrate collaborative values and processes such as in co-facilitation

##### **2) Design and customize applications to meet client needs**

- Analyze organizational environment
- Diagnose client need
- Create appropriate designs to achieve intended outcomes
- Predefine a quality product & outcomes with client

##### **3) Manage multi-session events effectively**

- Contract with client for scope and deliverables
- Develop event plan
- Deliver event successfully
- Assess / evaluate client satisfaction at all stages of the event / project

#### **B.**

#### **C. Plan Appropriate Group Processes**

##### **1) Select clear methods and processes that**

- 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

##### **2) Prepare time and space to support group process**

- Arrange physical space to support the purpose of the meeting
- Plan effective use of time
- Provide effective atmosphere and drama for sessions

#### **D. Create and Sustain a Participatory Environment**

##### **1) Demonstrate effective participatory and interpersonal communication skills**

- 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

## **2) Honor and recognize diversity, ensuring inclusiveness**

- Create opportunities for participants to benefit from the diversity of the group
- Cultivate cultural awareness and sensitivity

## **3) Manage group conflict**

- 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

## **4) Evoke group creativity**

- 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

## **Guide Group to Appropriate and Useful Outcomes**

### **5) Guide the group with clear methods and processes**

- 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

### **6) Facilitate group self-awareness about its task**

- 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

### **7) Guide the group to consensus and desired outcomes**

- 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

## **Build and Maintain Professional Knowledge**

### **8) Maintain a base of knowledge**

- Knowledgeable in management, organizational systems and development, group development, psychology, and conflict resolution
- Understand dynamics of change
- Understand learning/ thinking theory

### **9) Know a range of facilitation methods**

- 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

## **10) Maintain professional standing**

- 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

## **E. Model Positive Professional Attitude**

### **1) Practice self-assessment and self-awareness**

- 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

### **2) Act with integrity**

- 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)

### **3) Trust group potential and model neutrality**

- 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