

## **The Dimensions and Modes of Facilitation (Heron)**

### **The 18 Basic Options**

#### **1. The planning dimension: hierarchical mode**

You plan for the group: you direct the planning of the group's learning, deciding unilaterally on the content of the course program and making decisions for the learners.

#### **2. The planning dimension: cooperative mode**

You plan the program with the group: you are committed to negotiate, to take into account and seek agreement with the views of group members in constructing the timetable.

#### **3. The planning dimension: autonomous mode**

You delegate the planning of the program to the group: you are getting out of the way, affirming the group's need to work out its course design.

#### **4. The meaning dimension: hierarchical mode**

You make sense of what is going on for the group: you give meaning to events and illuminate them: you are the source of understanding what is going on.

#### **5. The meaning dimension: cooperative mode**

You invite group members to participate with you in the generation of understanding: you prompt them to give their own meaning to what is happening in the group, then add your view, as one idea among others, and collaborate in making sense.

#### **6. The meaning dimension: autonomous mode**

You choose to delegate interpretation, feedback, reflection and review to the group: making sense of what is going on is autonomous, entirely self-generated within the group.

#### **7. The confronting dimension: hierarchical mode**

You interrupt the rigid behaviour, point to what is being avoided, and do this directly to people and for people – in such a way that those concerned may take up the issue and thereby show some awareness of their avoidance.

#### **8. The confronting dimension: cooperative mode**

You work with the group and its members to raise consciousness about avoided issues and defensive behaviour: you prompt, invite and ask people, consult them, compare and share views with them. Consciousness-raising is collaborative.

#### **9. The confronting dimension: autonomous mode**

You now hand over all consciousness-raising about defensive, avoidance behaviour to the group: you create a climate and learning structures which enable group members to practice self and peer confrontation.

#### **10. The feeling dimension: hierarchical mode**

You take full charge of the emotional dynamic of the group for the group, directing its process and deciding how it will be handled: you think for group members, judging what methods of managing feelings will best suit them and their purposes.

**11. The feeling dimension: cooperative mode**

You work with the group, eliciting, prompting, and encouraging views, discussing with members different ways of handling feelings: you practice collaborative management of the emotional dynamic of the group.

**12. The feeling dimension: autonomous mode**

You give the group space for and delegate to it – the process of managing its own emotional dynamic.

**13. The structuring dimension: hierarchical mode**

You structure learning activities for the group: you design the exercises and directly supervise their use by the group.

**14. The structuring dimension: cooperative mode**

You structure learning methods with the group, cooperating with them in devising how the learning shall proceed: they collaborate with you in designing the structured exercises, and in supervising the running of them.

**15. The structuring dimension: autonomous mode**

You delegate to group members control over their own learning process: they are entirely self and peer directed in the design of structured exercises, and in supervising the running of them.

**16. The valuing dimension: hierarchical mode**

You take strong initiatives to care for group members: you manifest directly to them, in word and deed, your commitment to their fundamental worth as persons.

**17. The valuing dimension: cooperative mode**

You create a community of value and mutual respect with group members: you are inclusive and interactive, collaborating with them as all emerge as self – creating persons.

**18. The valuing dimension: autonomous mode**

You choose to delegate the affirmation of self-worth to group members, giving them space to celebrate the value of personal identity and emergence in their own way.

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**Source: Heron, J. (1994) *The Facilitators' Handbook*. Kogan Page, New York.**