

Facilitation Skill Levels

Mastering the art of neutrality, keeping notes and asking questions at meetings is not all there is to facilitating. Being a true facilitator means developing your competency at four distinct levels.

Review the skills needed at each of the four levels described below. Then complete the facilitation skills and needs assessment instrument that follows to identify your current strengths and future training needs.

Level 1

Understanding concepts, values and beliefs; use of facilitative behaviors such as active listening, paraphrasing, questioning, summarizing; managing time; encouraging participation; keeping clear and accurate notes; using basic tools like problem solving and action planning.



Level 2

Mastering process tools; designing meetings; skilled at using the right decision-making method, achieving consensus and getting true closure; handling feedback activities and conducting process checks; using exit surveys; good at managing meetings in an effective manner; able to help a group set goals and objectives that are measurable; skilled at checking assumptions and challenging ideas.



Level 3

Skilled at managing conflict and making immediate interventions; able to deal with resistance and personal attacks; making design changes on the spot; sizing up a group and using the right strategies for its developmental stage; managing survey feedback exercises; able to design and conduct interviews and focus groups, design and implement surveys; consolidating ideas from a mass of information into coherent summaries.



Level 4

Design and implement process interventions in response to complex organizational issues; use tools to promote process improvement, customer intimacy and overall organizational effectiveness; able to support teams in the various stages of team development.

Facilitation Skills Self-Assessment

Assess your *current* skill levels by rating yourself according to the basic skill areas outlined below.

Rank your <i>current</i> skill level using the 4-point scale below.			
1= no skill	2= a little skill	3= good skill level	4= totally competent

Level 1 Rating

1. Understand the concepts, values and beliefs of facilitation _____
2. Skilled at active listening, paraphrasing, questioning and summarizing key points _____
3. Able to manage time and maintain a good pace _____
4. Armed with techniques for getting active participation and generating ideas _____
5. Keep clear and accurate notes that reflect what participants have said _____
6. Familiar with basic tools of systematic problem solving, brainstorming and force-field analysis _____

Level 2

1. Knowledge of a wide range of procedural tools essential for structuring group discussions _____
2. Able to design meetings using a broad set of process tools _____
3. Knowledge of the six main decision-making approaches _____
4. Skilled at achieving consensus and gaining closure _____
5. Skilled at using feedback processes. Able to hear and accept personal feedback _____
6. Able to set goals and objectives that are measurable _____
7. Able to ask good probing questions that challenge own and others' assumptions in a non-threatening way _____

8. Able to stop the action and check on how things are going _____
9. Able to use exit surveys to improve performance _____
10. Able to manage meetings in an orderly and effective manner _____

Level 3

1. Able to manage conflict between participants and remain composed _____
2. Able to make quick and effective interventions _____
3. Able to deal with resistance non-defensively _____
4. Skilled at dealing with personal attacks _____
5. Able to redesign meeting processes on the spot _____
6. Able to size up a group and use the right strategies for their developmental stage _____
7. Able to implement survey feedback exercises _____
8. Able to design and conduct interviews and focus groups _____
9. Knowledgeable about survey design and questionnaire development _____
10. Able to integrate and consolidate ideas from a mass of information and create coherent summaries _____

Level 4

1. Able to design and implement process interventions in response to complex organizational issues _____
2. Able to facilitate process improvement, customer intimacy and other organizational development activities _____
3. Able to support teams in their forming, storming and performing stages _____

My current skills (Include all the items you ranked as 3-4)

The skills I most need to work on (Choose the ones most immediately important from all the ones ranked as 1 or 2)