

## Appendix Twelve

### Skills and Qualities of an Effective Facilitator

- **Questioning** – asking the right ones, (open and closed) at the right time
- **Challenging** the group when appropriate
- **Balancing** the bigger picture with just enough detail
- **Objectivity and neutrality** – put own needs and viewpoints on hold
- **Patient** – go at the group's pace, helping all to understand
- **Conflict resolution** - ability to deal with group conflict and challenging individuals
- **Flexible** – to meet the needs of the group even if it means changing the process
- **Listening** to all viewpoints and summarising what has been said
- **Processing** information quickly
- **Linking** – spotting links and trends to help the group make sense of their thoughts
- **Articulate** – speak clearly and simply, using the “language” of the group
- **Confidence** – in self and in the group to achieve results
- **Resilient** – not to take conflict, negativity or frustration within the group personally
- **Intuitive** – to hear the things that people are not saying, reading body language

### What a facilitator should do

- Clearly set the scene, the objectives and any boundaries
- Bring out the full potential of the group by drawing everyone in contribute
- Provide a variety of tools and techniques for the group
- Make sure objectives are met by keeping on track and on time
- Remain neutral, objective and fair
- Adapt the session according to the needs of the group
- Work with the group to resolve conflict

### What a facilitator should not do

- Monopolise the conversation
- Refuse to record an idea or even slightly change the wording
- Make judgements
- Lose control of the process and allow sidetracking to take over
- Allow the group to get bogged down in detail
- Be closed to group suggestions on the process
- Try to be the expert who has all the answers