

Behavioral Competencies of Outstanding Facilitators

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The logo for Sterling & Selesnick, INC. It features a large, stylized ampersand (&) in a light blue color. Overlaid on the ampersand is the text "Sterling" in a white, sans-serif font, positioned above "Selesnick, INC" in a smaller white, sans-serif font. The entire logo is set against a solid blue rectangular background.

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Behavioral Competencies of Outstanding Facilitators

VIEWS TEAMWORK SUPPORTIVELY (1)

- 1. Is Committed to the Agency**
 - a. Understands the Agency culture and operations
 - b. Evaluates the political implications of situations in an Agency organizational context
 - c. Is sensitive to how events and actions are viewed in the Agency organization
 - d. Respects clients' work-related interests and concerns
- 2. Works cooperatively in groups**
 - a. Asks questions, takes visible notes and provides oral summaries to clarify the meaning or confirm the substance of meeting participants' comments, progress or decisions
 - b. Solicits clients' and meeting participants' ideas and opinions to help form specific group process plans or decisions
- 3. Focuses on accomplishment**
 - a. Is genuinely engaged by own role as a facilitator
 - b. Establishes and keeps meeting participants focused on specific goals, tasks or outcomes
 - c. Analyzes the actual or potential value of own facilitation efforts
 - d. Reacts positively when own facilitation efforts add value for the Agency or benefit clients or meeting participants

STRUCTURES FACILITATIONS PRAGMATICALLY (2)

- 4. Takes steps to reduce risk**
 - a. Anticipates or prepares for the consequences or of how people might behave or react in meetings
 - b. Makes plans or preparations that help clients anticipate and avoid problems or obstacles in meetings
 - c. Helps meeting participants plan and prepare for implementing agreed-upon solutions or decisions
- 5. Controls group dynamics**
 - a. Offers sufficient explanations to ensure that meeting participants clearly understand the facilitator's role and their own roles
 - b. Helps participants align their meeting behavior with agreed-upon guidelines or ground rules
 - c. Provides activities or breaks and redirects participant behavior to maintain the meeting's climate, pace or flow
 - d. Encourages balanced and active participation during meetings (e.g., allowing everybody some degree of input but nobody too much, and some vigorous disagreement but not to the point of abuse or disruption)
- 6. Persists to achieve results**
 - a. Acts with a sense of urgency to get something done during or between meetings
 - b. Remains calm and persistent when faced with obstacles or resistance from meeting participants

ADDRESSES ISSUES COLLABORATIVELY (2)

- 7. Perceives others' thoughts and feelings**
 - a. Listens to, hears and observes clients' and meeting participants' unspoken or partly expressed needs and concerns
 - b. Accurately assesses meeting participants' intentions and reactions
- 8. Applies coaching techniques**
 - a. Asks questions and makes suggestions to help clients and meeting participants achieve desired or improved meeting outcomes
 - b. Gives clients and meeting participants feedback on the design, quality or outcome of their meetings
- 9. Builds and maintains consultative relationships**
 - a. Actively seeks information about clients' and meeting participants' underlying goals, needs and expectations
 - b. Maintains clear communication with clients regarding own needs, goals or proposed approaches
 - c. Changes own behavior or approach to suit the facilitation situation
 - d. Follows up with direct questions to ensure clients' and meeting participants' needs/expectations were, or are being, met

HANDLES UNCERTAINTY CREATIVELY (3)

- 10. Uses concepts to diagnose situations**
 - a. Translates inconsistencies between facts or principles and client or meeting behavior into a deeper understanding of facilitation situations and intervention possibilities
 - b. Draws on rules of thumb or past experience to interpret meeting events or behavior and plan for new facilitation situations
 - c. Gathers information or reactions from clients or meeting participants to verify a problem diagnosis or develop a facilitation strategy
 - d. Identifies and utilizes other people with relevant experience or expertise to help solve facilitation problems
- 11. Defines patterns that explain behavior**
 - a. Draws conclusions about clients' or meeting participants' knowledge, motivation or behavior from independent pieces of information
 - b. Characterizes clients or meeting participants in terms of their past behavior
- 12. Projects quiet self-assurance**
 - a. Demonstrates a high degree of confidence in own facilitation capabilities, judgment or decisions
 - b. Accepts appropriate responsibility for meeting successes, failures or shortcomings
 - c. Analyzes own mistakes to improve future performance as a facilitator