

Facilitation guide for working with groups

A summary of

Keating, C. (2003). Facilitation toolkit: A practical guide for working more effectively with people and groups. Retrieved from <http://catalogue.nla.gov.au/Record/803829>



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Categories:

Tool, Communication, Knowledge exchange

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Tool

Relevance For Public Health

Public health professionals can use this tool when working with a variety of stakeholder groups to promote effective group processes and better group decision making. The tool can help individuals determine the most appropriate facilitation method to use to implement change in the context of their work. For example, the tool could provide guidance to public health decision-makers on facilitation strategies to use with stakeholders to move evidence into practice.

Description

This comprehensive facilitation guide contains useful techniques and strategies for working with people to achieve a particular task. The Facilitation Toolkit: A practical guide for working more effectively with people and groups is an extensive resource for designing and implementing a facilitation process. For instance, the guide discusses conducting a SWOT analysis, stakeholder mapping and focus groups. Facilitation is the process of enabling a group of people to complete a task (Westley & Waters, 1988). Effective facilitation is about working with people and helping groups with their interactions and discussion. Facilitation is recognized as an important strategy to help practitioners implement evidence into practice (Dogherty, Harrison & Graham, 2010). A recent review looking at facilitation within research use in nursing practice reveals that facilitation is seen as both an individual role (such as a change agent or catalyst) and a process involving individuals and groups to support evidence-informed practice (Dogherty, Harrison & Graham, 2010). Recognizing that group process problems can occur during the facilitation process, Westley and Waters (1988) provide a useful list of these problems and possible interventions to overcome them. The Facilitation Toolkit contains the following sections:

Section A: Overview

Section B: Designing the process and the experience

Section C: Facilitation processes

Section D: Tips for adding value

Section E: References and resources

Appendix I: Facilitation methodologies

Appendix II: Working with groups

Appendix III: Working with people

Appendix IV: Checklists and templates Index

Implementing the Tool

Who is Involved?

Any individual or organization interested in facilitating group processes, such as public health managers, supervisors, consultants, practitioners and external facilitators, could be involved in using this tool.

These summaries are written by the NCCMT to condense and to provide an overview of the resources listed in the [Registry of Methods and Tools](#) and to give suggestions for their use in a public health context. For more information on individual methods and tools included in the review, please consult the authors/developers of the original resources.

Steps for Using Tool

The Facilitation Toolkit: A practical guide for working more effectively with people and groups includes the following sections:

Section A: Overview This introductory section provides an overview of facilitation and the importance of having a good design and a clear purpose. It also discusses the characteristics of effective groups and how to use adult learning principles when facilitating.

Section B: Designing the process and the experience This section provides information on designing the process using FORMAT (Flow and Focus; Objective; Results; Methodologies and Techniques; Aids, Facilities and Materials; Timing), and designing the experience to ensure the effective contribution of participants using STEPS (Space; Time; Eventfulness; Product; Style).

Section C: Facilitation processes Facilitation processes are a combination of: the methodology or broad approach used (such as strategic planning); and techniques for specific tasks, such as brainstorming or SWOT analysis. A table on p. 14 illustrates which techniques are useful for different facilitation processes (such as gathering information, planning, reflection or team building). This section also discusses specific facilitation techniques, including information on when, why and how each technique could be used and materials needed. The following facilitation techniques are discussed: opening with purpose expectations ice breakers activities, games, role plays, team building exercises acts of God brainstorming card clustering focus groups focussed discussion—ORID/SAID force field analysis PMI rich pictures Six Thinking Hats SMART filter for indicators stakeholder mapping SWOT voting and ranking review and reflection closing with purpose evaluation

Section D: Tips for adding value This section provides helpful tips and techniques for the 'how-to' of facilitation, such as choosing your venue and evaluating your facilitation process. There are tips for: preparation and design the session aids/facilities making your facilitation 'even better'

Section E: References and resources

Appendix I: Facilitation methodologies This section provides information on a number of facilitation methodologies, including when, why and how each methodology would be used. Facilitation methodologies discussed include: action learning future search conference meetings LENS workshop participatory (rural) appraisal soft systems methodology strategic planning

Appendix II: Working with groups group effectiveness group development

Appendix III: Working with people valuing difference conflict resolution skills communication and listening skills

Appendix IV: Checklists and templates (including checklists for event/program, venue and transport, and effective facilitation) Index

Evaluation and Measurement Characteristics

Evaluation

Has not been evaluated

Validity

Not applicable

Reliability

Not applicable

Methodological Rating



Not applicable

Tool Development

Developers

Colma Keating

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Method of Development

This resource was developed for staff in the Department of Environment, Water and Catchment Protection (DEWCP) and the Department of Conservation and Land Management (CALM) to support staff in working with groups. The Facilitation Toolkit: A practical guide for working more effectively with people and groups is a resource to provide an introduction to the group and facilitation process, and skill development for doing facilitation.

Release Date

2003

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Resources

Title of Primary Resource	Facilitation toolkit: A practical guide for working more effectively with people and groups
File Attachment	None
Web-link	http://catalogue.nla.gov.au/Record/803829
Reference	Keating, C. (2003). Facilitation toolkit: A practical guide for working more effectively with people and groups. Retrieved from http://catalogue.nla.gov.au/Record/803829
Type of Material	Guide
Format	On-line Access
Cost to Access	None.
Language	English
Conditions for Use	Copyright © 2003 Department of Environmental Protection, Water and Rivers Commission and Department of Conservation and Land Management

Title of Supplementary Resource	Facilitation as a role and process in achieving evidence-based practice nursing: A focused review of concept and meaning
File Attachment	None
Web-link	http://www.ncbi.nlm.nih.gov/pubmed/20180826
Reference	Dogherty, E. J., Harrison, M. B., & Graham, I. D. (2010). Facilitation as a role and process in achieving evidence-based practice in nursing: A focused review of concept and meaning. <i>Worldviews on Evidence-Based Nursing</i> , 7 (2), 76-89. Retrieved from: http://www.wiley.com/bw/journal.asp?ref=1545-102x
Type of Material	Journal Article
Format	Periodical
Cost to Access	Journal article purchase
Language	English
Conditions for Use	Copyright © 2010 Sigma Theta Tau International

Title of Supplementary Resource	Group facilitation skills for managers
File Attachment	None
Web-link	http://mlq.sagepub.com/content/19/2/134.abstract
Reference	Westley, F. & Waters, J. A. (1988). Group facilitation skills for managers. <i>Management Learning</i> , 19(2), 134-143. doi: 10.1177/135050768801900207
Type of Material	Journal article
Format	Periodical
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Language	English
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