



**OhioHealth**  
BELIEVE IN WE™

# **Leadership Development Initiative (LDI) Curriculum**

---

## **Facilitation Skills**

## **Facilitation Skills**

**In Moore SY, Cameron-Lewis RG, Ferris FD (eds). Leadership Development Initiative Curriculum, 2014. © The Leadership Development Initiative.**

**ISBN: 978-0-9884318-0-5**

**Originally Presented by [Frank D. Ferris](#)**

Permission to reproduce this Leadership Development Initiative (LDI) Curriculum module is granted for non-commercial educational purposes only, provided that the above attribution statement, copyright and ISBN are displayed.

Commercial entities presenting not-for-profit educational programs based on the LDI Curriculum must not use the LDI materials with products, images or logos from the commercial entity.

Commercial entities presenting for-profit educational programs using any part of the LDI Curriculum, must only do so with written permission from Frank D. Ferris, Director, LDI, OhioHealth.

The Leadership Development Initiative gratefully acknowledges the support of:

- International Palliative Care Initiative, Open Society Foundations, New York, NY
- National Cancer Institute Center for Global Health, Bethesda, MD
- The Diana Princess of Wales Memorial Fund, London, United Kingdom
- National Hospice and Palliative Care Organization, Alexandria, VA
- Pettus Family Foundation

The content is solely the responsibility of the authors and editors, and does not necessarily represent the official views of any of the funders.

Acknowledgment and appreciation are extended to faculty and staff of the OhioHealth and the Institute for Palliative Medicine at San Diego Hospice (which housed the International Programs and the Leadership Development Initiative from 2009 to 2012). Special thanks to the Mentors, Consultants and the LDI Team who contributed so much to the LDI Curriculum.

### **Contact the LDI Team**

E-mail: [Frank.Ferris@OhioHealth.com](mailto:Frank.Ferris@OhioHealth.com)

Frank D. Ferris, MD

The Leadership Development Initiative

Kobacker House

800 McConnell Dr

Columbus, OH, USA 43214-3463

Phone: +1 (614) 533-6299

Fax: +1 (614) 533-6200

## Overview

Effective facilitation requires a complex set of behaviors; presentation skills, leading and giving direction and working with diverse kinds of people. A good facilitator involves everyone, moves a project from step-to-step, provides feedback and builds teamwork in order to achieve a shared goal.

The definition of 'facilitation' is "to make easier". Making things 'easier', enabling others to act, is a clear leadership behavior. A perfectly planned event may not be productive without thoughtful and skillful facilitation. The facilitator focuses more on the group process, and ideally works without a personal agenda, 'managing' conversations within a group to highlight ideas and develop consensus.

One key skill for a good facilitator to develop is proficiency in listening, and a participatory exercise is used to model the importance of this skill.

A facilitator needs constantly apply presentation skills, e.g., use eye contact, gestures and increased energy in order to be an effective leader. Asking questions is the key to engaging others. In addition, effective facilitators should move around the space to engage everyone, smile and color the voice, hold eye contact, make open gestures that invite participatory discussion.

Mindful of the group dynamics, skills are modeled to engage quiet members of the group, or 'settle down' a member who is dominating the group conversation.

Facilitation is a high-level skill; practice these skills to empower leadership in groups large and small.

## Objectives

After this presentation, participants will:

1. Model behaviors of effective facilitation.
2. Describe small group facilitation behaviors that lead to success.

## Important Teaching Points

- For effective facilitation, it is important to set ground rules at the beginning.
- Have an agenda and a clear topic.
- Consider assigning roles of timekeeper and/or recorder.
- Listening skills are key skills for a facilitator.
- Be sensitive to people's individual needs when facilitating groups.
- Guidelines for effective facilitators:
  - Ask questions.

- Let everyone express their opinion.
- Repeat what is said and slightly change the wording, if necessary, but check with the speaker.
- Watch time.
- Encourage participation by sustaining eye contact, using movement, body language, gestures, open questions, and by appearing interested in what is being said.
- Be generous with praise and encouragement.
- Find a polite way to deal with problems.

## Resources / References

1. The Role of a Facilitator. [www.mindtools.com/pages/article/RoleofaFacilitator.htm](http://www.mindtools.com/pages/article/RoleofaFacilitator.htm)
2. The 20 People Skills You Need To Succeed At Work. <http://www.forbes.com/sites/jacquelynsmith/2013/11/15/the-20-people-skills-you-need-to-succeed-at-work/#>.
3. Covey, Stephen R. (2004). The 7 Habits of Highly Effective People (2nd ed.). New York, NY: Free Press.
4. Kouzes, J.M. & Posner, B.Z. (2008). The Leadership Challenge (4th ed.). San Francisco, CA: Jossey-Bass.