



*US Army Corps
of Engineers*

FACILITATION



THE ROLE OF THE FACILITATOR

- **Some structure is in everybody's interest**
- **But if the person running the meeting has a stake in the outcome, people fear that control of the meeting will lead to control of the outcome**
- **A “facilitator” is given some control over the process, in return for being neutral on content**
- **Facilitator still consults with the audience on major process changes**



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THE KEY PRINCIPLE

**The facilitator acts on behalf of
everybody in the meeting,
providing a structure that
serves everybody's interests**



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Facilitator Responsibilities

- **Helps design the meeting process**
- **Works with the group to set the agenda and ground rules**
- **Summarizes comments or concerns**
- **Helps group observe agreements about time limits, staying on track**



Facilitator Responsibilities - Continued

- **Suggests group process techniques**
- **May call on speakers**
- **Restates conflicting positions – so both sides can hear**
- **Summarizes decisions made by the group**



QUALIFICATIONS OF A FACILITATOR

- **Skilled in active listening and communicating concerns**
- **Knowledgeable about group process design**
- **Personal ability to avoid judging and remain neutral**
- **Sufficient knowledge about the subject matter so he/she can follow the conversation**



THE RECORDER ROLE

- **The Recorder keeps a visual summary of what people say**
- **May use flipchart, wall covered with butcher paper, or laptop with digital projector**
- **Recorder's summary usually serves as the record of the meeting**



POINTERS FOR RECORDERS

- **Each participant is the expert on his/her comment – capture the comment the way the participant wants it**
- **Ask people to review recorder's summary, and make corrections (but only to their own comment)**
- **Most important to summarize content**



OTHER MEETING LEADERSHIP ROLES

- **Spokesperson: The person who speaks for the Corps, or states the Corps' position**
 - Facilitator and Recorder should never be put in the position of speaking for the Corps
- **Fact Person (“expert”): Limited to factual issues only**
- **Time Keeper: Based on agreed upon agenda and ground rules**



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REMEMBER:

**All people in other roles must
work through the facilitator or
they will undermine the
facilitator's control of the
meeting**



TEAM EXERCISE

- **Complete instructions are on page**
- **Work in your assigned team on your assigned case**
- **By the end:**
 - **Identify Problems and Opportunities**
 - **Develop Objectives and ways to measure effectiveness (“principles”**
 - **Identify a set of alternatives**
- **Rotate as facilitator and recorder**
- **Give each other critique**



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