FACILITATIVE LEADERSHIP
Leadership has been identified as one of the most important factors in the success or failure of group.
Leadership is strongly related to group members’ satisfaction with the group.
How would you define a leader?
A leader is someone who can get others to get up and do things.

Brigadier General Vaught
Characteristics of a Good Leader

• Ability to think ahead and have a vision.
• Knows the pressure points and the power triggers of the people in the group.
• Knows when to make a point and when to withdraw.
• Realizes the value of the group in accomplishing the vision.

Brigadier General Vaught
Characteristics of a Good Leader

- Accessible
- Approachable
- Available
- Shows concern for efforts and challenges faced by members of the group.
- Creates an environment where problem analysis replaces blame.
Characteristics of a Good Leader

• Encourages members to be creative and productive.

• Delegates and empowers others but also remains available.

• Enthusiastic

• Optimistic
What is your leadership style?
Leadership Styles

All types of leadership have advantages and disadvantages, depending on the purpose and the makeup of the group as well as the mission to be accomplished.
Leadership Styles

- **COERCIVE** = “Do what I tell you!”
- **DELEGATOR** = “I want you to handle this.”
- **COACH** = “I see you are doing good with this area, but you need to work at..”
- **DEMOCRATIC** = “What does everyone think we should do?”
- **AUTOCRATIC** = “I see where we should go and know how we can get there.”
- **TEACHER** = “This is what I want you to know.”
- **FACILITATOR** = “This is what I hear you saying. What do you think about..?”
Facilitative Leader

- **FACILITATE** = To make easier.
- **LEADER** = Person who can get others to get up and do things. A person with authority or influence.
- **FACILITATIVE LEADER** = A person of authority or influence who encourages others to get up and do things.
Leading by Facilitating

**Leader** = pillar (provides support and structural strength)
- The leader is *not* the building.

**Members** = walls, floors, windows, doors, bricks, concrete, etc. (various parts of a building)
- An individual member is *not* the building.
All together, they make the building.
Leading by Facilitating

You can do what I cannot do. I can do what you cannot do. Together we can do great things.

Mother Theresa
Recommended Knowledge / Skills / Abilities

- Speaking
- Listening
- Questioning
- Reflecting
- Negotiating
- Group Dynamics
- Personality Differences
- Learning Styles
• It takes time and practice to be an effective facilitator.

• The rewards are well worth the effort.
Why is a facilitative style effective??

- Human beings all have an intrinsic need to be understood and to have a sense of value and worth.
- Facilitators focus on empowering people to fulfill their potential.
Trust is the foundation for Leadership

• Developing trust is like constructing a building. It takes time and it must be done one piece at a time.
• It is much easier to tear something down than it is to build it up.
• If the foundation is strong, there is a good chance that what is built upon it will stand.

John Maxwell
Irrefutable Laws of Leadership
• **TRUST** is established when words and deeds are congruent.

• **TRUST** is developed when people feel safe and secure.

• **TRUST** is developed by providing descriptive rather than evaluative comments.

• **TRUST** is developed when one expresses feelings of caring and involvement.
To develop trust we must be willing to actively:

• seek out;
• listen to;
• understand; and
• utilize other people’s perspectives.
EMPATHETIC LISTENING

• Active listening with the intention and commitment of truly understanding the other before seeking to be understood.
Four levels of listening:

- Ignoring
- Pretending
- Selective Listening
- Empathetic (attentive) Listening
Four Stages of Empathetic Listening

- **Mimic Content** = Listen and repeat verbatim what is said.
- **Rephrase the Content** = Put their meaning in your own words.
- **Reflect Feeling** = Listen and look for the emotion behind the communication.
- **Rephrase and Reflect** = Put their verbal meaning and emotional content in your own words.
The goal is to listen so as to understand!
How Can We Show Empathetic Listening?

• Listen with an open mind.
• Show a genuine concern for the other person.
• Understand why you act, think, and feel the way you do.
• Choose to actively listen.
• Be attentive to both visual and vocal clues.
How Can We Show Empathetic Listening?

- Give the speaker your full attention.
- Minimize distractions.
- Be patient.
- Control your emotions.
How Can We Show Empathetic Listening?

- Limit the use of always interjecting your personal story.

- Take time to understand the other person’s frame of reference (values, beliefs).
Empathetic Listening will enable you to:

- Communicate with authenticity.
- Deal with difficult issues.
- Welcome and affirm diversity.
- Bridge differences with integrity.
- Relate with compassion and respect.

Stephen Covey
The Seven Habits of Highly Effective People
Open-Ended Questions

• A question that requires a simple yes/no answer will serve the purpose of shutting down further communication.

• Asking open-ended questions encourages conversation and allows you to know more of what a person is thinking or feeling.
Ask Creative Questions

You will get a better response and learn more if you ask “how” questions about the future as opposed to “why” questions about the past.
Doing What Comes Naturally

Almost all of what seems “natural” is actually the result of learning.
• Effective communication is a homework assignment for the rest of our lives!

• It is a skill to be learned, and it takes continuous practice to remain effective.

Dennis Rivers
The Seven Challenges Workbook
What Motivates Staff?

A study done by Kenneth Kovach at George Mason University asked 1,000 employees and 100 of their bosses to list what they believe motivates employees.
The bosses rated:

- Good wages
- Job security

As the most important factor in motivating staff to perform.
Employees rated:

- Feeling appreciated
- Being “in on things”
- Participating in interesting and challenging work

As the most important factor in motivating them to perform.

Family Practice Management
11 (10):54-55, 2004
Adults Learn Best When:

- They feel the need to learn and have input into what, why, and how they will learn.

- The content of the information can be related to their experiences.

- The content relates to their individual developmental changes and life tasks.

(Continued)
Adults Learn Best When:

• They are in a climate that minimizes anxiety and encourages freedom to experiment.

• Their personal learning style is taken into account.

Facilitator Roles in Group Discussions

1) **Mechanics**

   Facilitators ensure that the:

   - Group is manageable in size.
   - Seating is arranged so that all can see and hear.
   - Participants are called by name.
Facilitator Roles in Group Discussions

2) Preparation
   The Facilitator:
   • Establishes ground rules for discussion.
   • States objectives for the discussion.
   • Helps the group agree on definitions and assumptions.
   • Helps identify specific outcomes for the discussion.
3) **Choice of Topic**

The Facilitator:

- Uses open-ended and creative questions to stimulate discussion.
- Prevents monopoly of the discussion.
- Actively involves individuals who are not participating.
- Protects participants from the penalties of being wrong.
- Accepts silences.
4) **Quality of Interaction**

The Facilitator:

- Reminds participants to listen to each other.
- Intervenes when pauses are too long.
- Relieves tension.
- Summarizes discussion periodically.
- Intervenes when subject strays too far.
Facilitator Roles in Group Discussions

5) Controversial Issues

The Facilitator:

• Encourages expression of differing opinions.
• Attempts to mediate or resolve differences or conflicts among group members.
• Encourages participants to examine a variety of points of view before drawing conclusions.
• Sees that errors of fact, logic, or relevance are corrected.
Facilitative Communication in Leadership involves:

Listening, speaking, and acting in ways that will assist people to want to get up and do things and do them well.
Treat a man as he appears to be and you make him worse. But treat a man as if he already was what he potentially could be, and you make him what he should be.

Johann Wolfgang von Goethe
Leadership is an influence relationship among leaders and followers who intend real changes that reflect their mutual purposes.

Joseph C. Rost

Leadership for the Twenty-First Century
Leadership is not what leaders do . . . leadership is what leaders and followers do together for the common good.

Joseph C. Rost
The first step is not action; the first step is understanding.

John Gardner
On Leadership
Community leaders cannot rely on formal authority and the power derived from positions to get things done.

Dr. Kenneth Pigg
University of Missouri
Community Leadership and Community Theory
Leadership is not a characteristic, trait or “thing” possessed by certain individuals to the exclusion of others in the community, but a relationship based on influencing behaviors in interactions between leaders and followers.

Dr. Kenneth Pigg
Leadership is based on relationships, rather than position.
There go my people; I must rush to catch up with them, for I am their leader.

Mahatma Gandhi
Every leader willing to take risks has moments when he isn't sure whether his people are following him or chasing him.

John Gardner
Our context has changed . . .

- Leaders must inspire, rather than direct.
- Use change, rather than react to it.
- See yourself as part of the current situation and be willing to change.
- Develop what lasts, because the situation will change.
A whole new mind . . .

We are entering the conceptual age, where what is needed is not just analysis but synthesis; an ability to see the big picture, to cross boundaries, and combine disparate ideas into a new vision.

Daniel H. Pink
A Whole New Mind
We live in a shared-power world, a world in which organizations and institutions must share objectives, activities, resources, power or authority in order to achieve collective gains or minimize losses.

John M. Bryson and Barbara C. Crosby
Leadership for the Common Good
The key is to get people talking and working together across the boundary lines that traditionally divide and diminish a community.

John Gardner
Use what talent you possess; the woods would be very silent if no birds sang except those that sang best.

Henry Van Dyke
Go Facilitate!
Go Lead!