



## CHAPTER ONE

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# WHAT IS THE ROLE OF A FACILITATOR?

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### Questions Answered in This Chapter

- What is the definition of a facilitated session?
- Why must the participants “create, understand, and accept” the results?
- What is the role of a facilitator?
- What are the attitudes that make up the “soul” of a facilitator?
- When is facilitation not appropriate?
- What’s next for the field of facilitation?

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### CASE STUDY: The Facilitator’s Role in Civic Leadership Groups

In major cities throughout the United States, there are civic organizations, such as Leadership Atlanta and Leadership New York, that specialize in bringing together business, religious, community, and government leaders once a month in small groups to discuss key issues facing the urban area. These civic leadership organizations are designed to break down barriers and create networks across racial, socioeconomic, and business sector lines. Participants are part of a small group for a year and then become graduates and are able to assist with incoming classes.

The small groups are typically facilitated by a local volunteer who is a program graduate. The volunteers often differ widely in their level of prior facilitation experience. We were called in by one civic leadership organization to assist by providing facilitation training for the group facilitators.

Through our review of feedback we received from the first group we trained following their eight months of facilitation, we realized that there was a wide variance in the role each facilitator played.

- In some cases, the facilitator simply played the role of a *meeting adviser*. In this role, the facilitator did not lead the meeting planning or execution, but instead primarily sat on the sidelines and stepped in only when asked or when a situation occurred that the participants could not handle themselves.
- In other cases, the facilitator played the role of a *meeting manager*. In this role, the facilitator set the agenda, established ground rules, and initiated the discussion, but stepped in only when needed.
- A third role we saw was that of *meeting leader*. In this role, the facilitator set the agenda, established ground rules, and initiated the discussion just as the meeting manager did. In addition, however, the meeting leader was active in getting participants excited about participating. The facilitator described the purpose of the session in terms that gave the participants a much bigger picture of the importance of each session in the overall “Leadership” experience. In addition, the facilitator challenged the participants when the discussion appeared to remain at a conceptual level instead of delving into personal application, and the facilitator was very active in ensuring that all participants engaged in the discussion.
- Finally, we saw the role of the *participating leader*. In this role, the facilitator started out much like a meeting leader, by setting the agenda, establishing the ground rules, and initiating the discussion. But the facilitator also actively engaged as a participant in the discussion, frequently offering his own views, giving his opinions on topics, and expressing disagreement with various comments.

We believed that it was important for the organization to determine the role they wanted facilitators to play, so as to increase the level of consistency in the experience each small group received. On the basis of the feedback from the participants, the organization concluded the following:

- The participating leader was not an appropriate role because it tended to disempower the group and negatively impact the experience of the participants.
- It was best for facilitators to start as meeting leaders to help the group engage and to establish a high level of energy and interaction.
- Over time, facilitators were expected to move into the meeting manager and meeting adviser roles as participants took more control of the process and meeting execution.

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What is the appropriate role of the facilitator? Is it meeting adviser, meeting manager, meeting leader, or participating leader? Let’s start with some foundation information first, then we’ll revisit this question when I cover the responsibilities of a facilitator.

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## **SAMPLE SCENARIOS: Group Solutions Needed**

What would you do if you were faced with one of these situations?

### **Human Resources Organization—Hiring Process**

The vice president of human resources is fed up with all the complaints she has been receiving about problems with the hiring process. Some departments complain that it takes too long to get people hired. Other departments are concerned that their people don't have enough involvement in the screening process. Still others believe we are hiring people who lack some of the basic business skills needed for success. The vice president has appointed you to lead a twelve-person, cross-functional task force to research the problem and recommend a revised hiring process, including an implementation plan and timeline.

### **Food Processing Plant—Quality Plan**

The general manager of your plant announces, "We have been asked by our largest customer [a fast-food chain] to develop and implement a plan for ensuring that our beef patties, buns, and sauces will be able to keep up with the customer's rising quality standards. If our plan is unacceptable to them, or if our people fail to implement the plan successfully, we stand to lose over 50 percent of our business. I know this won't be a small task, but I want you to make it your number-one priority. Just let me know what you need, and who you need, to get it done."

### **Transportation Company—Systems Project**

You are leading a systems development project for your transportation company. The consulting firm developing the computer programs estimated that the system would cost \$10 million and require three years to implement. Two-and-a-half years and \$12 million later, the consulting firm is estimating that another \$10 million and two years will be needed to complete the job. In two days, the chief information officer wants a recommendation to take to the company's executive committee. You and your eight-person management team need to decide whether the company should continue to invest in the project, salvage what it can from what is currently finished, or cancel the project completely.

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Managers in both the private and public sectors are frequently faced with handling situations such as these. Yet they are often ill-equipped to plan, execute, and follow through on these efforts. Many don't know the steps to take or the pitfalls to avoid. For example, if you were faced with one of these situations, how would you answer the following questions?

- What overall approach should you take to address the issue; specifically, what should the group do first, second, third, and so on? Is a "strategic planning"

approach beneficial? Or perhaps an “issue resolution” or “process improvement” approach would be better?

- Who are the right people to participate in the decision making?
- When the participants meet, how do you get them interacting and working together right from the beginning?
- What do you do to prevent one person from dominating the discussion, or to keep people from dropping out, or even to prevent two people’s disagreement from derailing the entire meeting?
- How do you ensure that the group stays focused and on task? What do you do when people attempt to focus on side issues or “hidden agendas”?
- How do you keep the energy high throughout the session?
- What techniques do you use to encourage participants to reach consensus on a final solution?
- How do you ensure at the end of the effort that everyone is clear about what was done, the resulting benefit, and the next steps to be taken?

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## When Is Facilitation Appropriate?

Although the three scenarios described earlier are not identical, they have several key elements in common.

- *An important issue has been detected.* There is an issue that needs to be addressed: an inefficient process, a client seeking assurances of continued quality, a project that has exceeded its budget.
- *The solution to the issue is not readily apparent.* If the solution were obvious, more than likely it would have been implemented already. To develop a solution will require a deeper understanding and analysis of the situation with input from a number of people.
- *Buy-in is needed for the solution to be successful.* The solution will require acceptance—and often a change in behavior—by a number of people. Without acceptance, even the best solution will fail.
  - If the revisions to the hiring process are unacceptable to the hiring departments or personnel, the hiring process will continue to be ineffective.
  - If the general manager allows the quality director to develop the quality plan without the involvement of key people on the plant floor, the chances of successful implementation are significantly decreased.
- The decision on whether to continue or cancel the systems development project must take into account all relevant information from all sides of the issue. If critical information is withheld, or if key parties are left out of the decision-making process, the decision may lack foundation and support.

I believe that situations with these characteristics cry out for a facilitated solution arrived at through one or more facilitated sessions. I have found that facilitation techniques are appropriate in any situation in which understanding and buy-in are needed from a group to achieve success.

**Secret #2*****The Secret of When to Use Facilitation***

If more than a few people are involved, and understanding and buy-in are needed, so is facilitation.

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**Definition: What Is a Facilitated Session?**

Although you hear “facilitation” used to define many activities, for the purposes of this book I define the term *facilitated session* in the following way:

**A facilitated session is a highly structured meeting in which the meeting leader (the facilitator) guides the participants through a series of predefined steps to arrive at a result that is created, understood, and accepted by all participants.**

Let’s look at some of the key aspects of this definition.

- Every facilitated session has a specific purpose or *result* to be achieved. For example, the purpose of a particular facilitated meeting might be to create a strategic plan for the organization, to improve the efficiency of a specific process, or to define a solution to a difficult problem.
- To create the result, the participants flow through a series of *predefined steps*. In the case of creating a strategic plan, for example, the facilitated session might include the following steps:
  - Situation assessment: Where are we now?
  - Visioning and goal setting: Where do we want to be?
  - Strategy development: How do we get there?
  - Action planning: How do we monitor our progress?
- The role of facilitators is to *guide* participants through the steps. Facilitators don’t dictate the solution. Instead, they use their understanding of the process steps and of group dynamics to help the group achieve the desired results, given the specific needs and characteristics of the participants. If the group is successful, the final results will have been *created, understood, and accepted by all participants*.

### Why Do This?

#### Why must the participants “create, understand, and accept” the result?

Recall from the Introduction that an effective decision equals the right decision multiplied by the level of commitment to the decision. Moving from three-person to two-person garbage crews may have been the right decision, but without commitment from the sanitation workers, its effectiveness would have been severely hampered. Likewise, even if you as the leader of a task force know the right solution, the effectiveness of the solution can be nullified if the other task force members are not committed to the solution. How do you build that commitment? That’s what facilitation is all about.

## What Are the Responsibilities of a Facilitator?

In the case study that opened this chapter, I indicated four distinct definitions of the role of a facilitator.

### Different Definitions of the Role of a Facilitator

- **Meeting adviser.** The facilitator helps the leader plan the meeting; however, during the session, the facilitator primarily sits on the sidelines, stepping in only when asked or if a situation occurs that the participants cannot handle themselves.
- **Meeting manager.** The facilitator sets the agenda, establishes ground rules, initiates the discussion, and allows the session to flow, stepping in only when needed.
- **Meeting leader.** The facilitator sets the agenda, establishes ground rules, and initiates the discussion just as the meeting manager does. In addition, the facilitator provides a vision for why the session is important, gets participants excited about participating, keeps the discussion focused, asks challenging questions when appropriate, and ensures that all participants have an opportunity to engage in the discussion.
- **Participating facilitator.** The facilitator starts out much like a meeting leader, setting the agenda, establishing ground rules, and initiating the discussion. But the facilitator also actively engages as a participant in the discussion, frequently offering his or her own views, giving opinions on topics, and expressing disagreement with various comments.

**Although the tools and techniques in this book will help you in any four of the roles, this book assumes that you will be playing the role of meeting leader as I've described it here.**

As the facilitator, you are active in both planning and executing the session. In this role you are both exciting people and challenging people. Under this definition of a facilitator as meeting leader, you have several responsibilities, as delineated in Table 1.1.

After having fulfilled so many responsibilities, is there any wonder why facilitators are typically exhausted after a facilitated session?

**TABLE 1.1 THE RESPONSIBILITIES OF A FACILITATOR.**

Motivator	From the rousing opening statement to the closing words of cheer, you must ignite a fire within the group, establish momentum, and keep the pace.
Guide	You must know the steps of the process the group will execute from beginning to end. You must carefully guide the participants through each of the steps.
Questioner	You must listen carefully to the discussion and be able to quickly analyze and compare comments and to formulate questions that help manage the group discussion and challenge the group when appropriate.
Bridge builder	You must create and maintain a safe and open environment for sharing ideas. Where other people see differences, you must find and use similarities to establish a foundation for building bridges to consensus.
Clairvoyant	Throughout the session, you must watch carefully for signs of potential strain, weariness, aggravation, and disempowerment—and respond in advance to avoid dysfunctional behavior.
Peacemaker	Although it is almost always better to avoid a direct confrontation between participants, should such an event occur, you must quickly step in, reestablish order, and direct the group toward a constructive resolution.
Taskmaster	You are ultimately responsible for keeping the session on track; this entails tactfully cutting short irrelevant discussions, preventing detours, and maintaining a consistent level of detail throughout the session.
Praiser	At every opportunity, you should praise participants for the effort they put forth, the progress they make, and the results they achieve. Praise well, praise often, praise specifically.

## The Soul of a Facilitator

To perform these roles requires considerable skill and expertise in the numerous techniques you will find in this book. SMART facilitators know, however, that knowledge and experience in using techniques are not enough. SMART facilitators also bring a caring persona to their work that I like to call the “soul” of a facilitator. What are the characteristics of this soul?

- *Facilitators care about people.* They value people, their views, and their input. They want each person to walk away from a facilitated event feeling welcome, heard, and understood. They model positive affirmation and demonstrate their caring through their words and actions.
- *Facilitators want to help.* The word *facilitator* comes from the Latin word *facil*, which means “to make easy.” Facilitators get great pleasure from being of assistance. They genuinely enjoy using their expertise to help others succeed.
- *Facilitators put their egos aside.* Facilitators recognize that they are servants of the group. They understand that their presence is secondary, that their personal views are inconsequential, and that their value is defined by their ability to help the group achieve the group’s objectives, not the facilitator’s. They don’t get upset with a participant’s difficult behaviors. They don’t take concerns personally. They are willing to play as little or as great a role as necessary to help the group be successful.

*The Secrets of Facilitation* will provide you with numerous tools and techniques for executing successful facilitated sessions. These same methods, however, can be used for group manipulation and selfish pursuits if not coupled with the characteristics that make up the soul of a facilitator. Facilitators don’t “facipulate”; that is, they don’t use their facilitation skills to attempt to manipulate the group to accept a predefined outcome.

When facilitating a group, try asking yourself this question: “Am I trying to achieve my own outcomes, or am I seeking an outcome that will maximize the group’s buy-in and success?” The essential difference between a manipulator and a facilitator is in the intention of the soul.

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## When Is Facilitation Not Appropriate?

Recall the definition of a facilitated session: a highly structured meeting in which the meeting leader (the facilitator) guides the participants through a series of predefined steps to arrive at a result that is *created*, *understood*, and *accepted* by all participants. Given this definition, you can see there are several instances when a facilitated session is not appropriate:

- When there is nothing to “create”  
Example: A decision has already been made by the manager to move in a certain direction. In this case, *a facilitated session on what direction to choose would be a waste of time and would border on facipulation.* In fact, the participants could perceive such a session as deceptive and misleading, as the decision has already been “created.” However, a facilitated session on how to implement the decision might be appropriate.



- When a situation or the related information is too complex or too confidential for the group to “understand”

Example: An organization is developing a computer system to track a customer order from the time that a telephone operator takes the order over the phone through the time that the order is delivered to the customer’s home. Through facilitated group sessions, the team identifies the tasks the system needs to do and perhaps the general designs for the screens and reports. However, because of the complexity and wealth of information involved, the design analysts work individually to define the details that will support the screen and report layouts. The analysts then hold facilitated meetings to review the design with the other members of the team.

- When the participants don’t have a reason for, or are not open to, “accepting” a common solution

Example: A relatively random group of people attending a conference are discussing which sessions each will attend. The “result” of the discussion is that each person “creates” a list of sessions to attend, and each person has an “understanding” of what sessions others will attend. Yet there is *no need for any one person to “accept” the selections of the others*. A facilitated session, per se, is not appropriate. In contrast, a facilitated session would be appropriate if, for example, the group members were all part of the same department, and the desire was for the department to walk away with at least one person experiencing each of the conference sessions deemed most important. In this case, a facilitated session would be helpful in defining the important sessions and selecting the most appropriate person to attend each.

- When time does not permit a facilitated approach

Example: A project team has been working on developing recommendations to improve the hiring process. The chief HR officer from a different Fortune 500 company, who happens to be in town for the day, offers to meet with the team leader and available team members to describe her organization’s hiring process. Although all other decisions have been made as a team, *time does not permit a team gathering to decide whether the meeting is desired*. The team leader accepts the invitation, notifies all members of the meeting, and requests all team members who can attend to do so. Of course, decisions on how to use the information gained will still be made through facilitation.

*Warning:* Keep in mind that facilitation builds buy-in and that for some situations—though time critical—buy-in is so essential that you can’t afford *not* to use facilitation.

**TABLE 1.2 A CHECKLIST: WHEN TO USE FACILITATION.**

Has the decision already been made?	Yes →	Don't use facilitation
	No →	Use facilitation
Is the issue important enough to justify the time and expense of a facilitative approach?	Yes →	Use facilitation
	No →	Don't use facilitation
Will the development of a solution require a deeper understanding and analysis of the situation with input from a number of people?	Yes →	Use facilitation
	No →	Don't use facilitation
Will the solution likely require buy-in or a change in behavior by a number of people?	Yes →	Use facilitation
	No →	Don't use facilitation
Are the likely participants open to, or do they have a reason for, accepting a common solution?	Yes →	Use facilitation
	No →	Don't use facilitation
Is the situation or the related information not too complex or too confidential for a group to address?	Yes →	Use facilitation
	No →	Don't use facilitation

When facilitation is not used appropriately, the result can be frustrating and quite ineffective. When used appropriately, however, facilitation can yield better results with greater buy-in and stronger commitment to action. Table 1.2 summarizes when facilitation is and is not appropriate.

The first question trumps all others. If the decision has already been made, then holding a facilitated session to come up with a decision is not appropriate. If, however, the answer to the first question is no, ideally you would use facilitation in situations for which the responses to all the other questions are yes.

What if the responses to one or two of the other questions are no? This means that the conditions are not optimal for facilitation. You might choose not to use facilitation, or you may be able to change the focus or the conditions so that the use of facilitation is more appropriate.

## Facilitation: Where Is the Industry Today?

Facilitation has come a long way since the founding of the International Association of Facilitators more than fifteen years ago.

- People around the world are using facilitation and group facilitators in a wide array of applications, including strategic planning, total quality management, issue resolution, performance improvement, lean processing, system design, communication engagement, visioning, partnering, requirements analysis, focus groups, and town hall meetings, just to name a few.

- By the start of 2012, there were nearly five hundred Certified Professional Facilitators representing forty-six countries around the globe.
- A master-level certification has been established by the International Institute for Facilitation, and by 2012, there were eighteen who had achieved the Certified Master Facilitator designation.
- The term “certified facilitator” has begun showing up in requests for proposals and government solicitations. The Canadian government essentially requires contract facilitators to hold a facilitation certification to provide government services.
- Each year, international conferences are held regionally around the globe to bring facilitators and nonfacilitators together to network and build their skills.
- Organizations have begun establishing internal facilitation cadres—people who can be called on to facilitate important meetings in areas outside their own. Although in some cases members of the cadre serve as full-time facilitators, in many cases they are full-time members of a department but have a percentage of their time designated to facilitating in other areas for the good of the organization. These organizations recognize the benefit of having an internal function that brings unbiased facilitation expertise to benefit others.
- An entire subindustry has grown up around facilitation. Today you can hire a facilitator to run a meeting, receive face-to-face training in facilitation skills, attend a webinar on facilitation, receive coaching in facilitation, do online facilitation training, take an online self-assessment of your facilitation skills, become a certified facilitator, purchase tools and templates for facilitation, buy facilitation software and apps, get assistance preparing to become certified, license materials so that you can train others to facilitate, and so on.

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## What’s Next for Facilitation?

I asked fifteen leaders in the facilitation industry to provide their input on what the next decade might look like for facilitation.<sup>1</sup> Several key themes emerged.

- **Facilitation as a skill rather than a role.** For the most part, facilitation today is seen as a role played by people with considerable expertise in process design and managing group dynamics. In the future, I expect that facilitation will be seen as a skill, much like leadership, that is cultivated in people playing various roles in all types of organizations. Wouldn’t you want your children taught by a teacher who used facilitation skills? Wouldn’t you want the managers in your company to use facilitation when supervising their people? Wouldn’t it be great if politicians understood the value of empowering people and each other with unbiased information that promoted informed choice? (Okay,

maybe I'm really dreaming on this last one.) The point is that leaders in the facilitation industry see facilitation as moving toward being a skill that many share rather than a role for a select few.

- **Expanded awareness of facilitation and its value.** To expand facilitation into much more of a skill than a role, the industry must learn to focus on proving value and return on investment and expanding the number of people who are aware of what facilitation is. Even today, when I say I run the largest meeting facilitation company in the United States, I get blank stares. Many think that this means we are a facilities management company that manages the buildings, factories, and other facilities of different businesses. Then, if I explain that when executives go on those two-day retreats, we are the ones up front taking the executives through strategic planning or issue resolution, they then think we are the ones arranging the room and keeping the water pitchers filled. But when they finally get that we design the process, ask the questions, and manage the group dynamics, I often hear, "So you're the ones that get them to hold hands, do group hugs, and sing 'Kumbaya.'" Today, few know what facilitation is, and even fewer understand its value. Over the next decade, I expect the industry to change this. Already there is a groundswell of support for a noncompetitive awards program that highlights organizations that use facilitation to produce amazing results. I expect that eventually there will be research papers published that show the positive impact that facilitated solutions bring when compared to solutions arrived at without facilitation.
- **Areas of focus.** Leaders in the industry believe that over the next decade, facilitation will be used in additional areas not common to facilitation today, including
  - Addressing ethical issues and other differences in order to move away from the "either-or" thinking that currently polarizes many communities and our political process
  - Building resilience against economic turmoil
  - Facilitating sessions in the highest level of government, including sessions for the United Nations, G7, and cabinet-level decision making
- **Virtuality.** Over time, a much larger percentage of group sessions will be held virtually. I would not be surprised if by the end of the decade, the number of virtual facilitated sessions exceeds the number of face-to-face ones. This means that facilitators will need to be skilled in the technologies and strategies for making virtual sessions effective, productive, and engaging. (Chapter Thirteen provides insights on facilitating virtual meetings.)
- **Youth.** The first generation of certified facilitators is aging, and in the next twenty years, the majority of this group is unlikely to be active in the profession. Over this next decade, there will need to be a conscious effort to bring

more youth into the facilitation industry. Facilitation skills will need to be embedded in colleges, universities, business schools, and other areas of academia to raise awareness and attract younger professionals.

I invite you to join with me and others to help make the next decade one in which the awareness, application, and impact of facilitation soars.

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## Applying the Secrets to Gain Buy-In to a Strategic Plan

How do the Secrets apply to strategic planning? Suppose you were the CEO of an organization of 250 people. You and your twelve-member senior team want to develop a strategic plan. The plan will establish a vision with three-year, measurable targets; first-year milestones; specific strategies; and activity timelines.

- You have read the Introduction and Chapter One of this book and recognize the benefits of gaining the buy-in of those who will be impacted by the plan.
- You have concluded that all 250 people in your organization will be impacted by the strategic plan.
- You are convinced that the organization can implement the plan more effectively if the people impacted by the plan “create, understand, and accept” it.
- You are also convinced that it would not be productive to have 250 people at a strategic planning retreat with you and the other executives. They don’t *understand* all the issues, they may be concerned about only their areas of focus (*acceptance*), and it would just take too long for the entire group to *create* it.

The Fundamental Secret of Facilitation still applies: you can achieve *more effective results* when solutions are created, understood, and accepted by the people impacted. You just apply the secret differently to match the situation.

### They Understand It

Hold a briefing for the employees on the strategic planning process. Ensure that they are briefed on the steps in the process and their role. Provide all employees with summarized information about the current state of the organization and future opportunities, challenges, and threats.

### They Create It

At the briefing, ask the employees (in groups, for the sake of anonymity) to build lists of what they see as the primary issues the organization needs

to address in the strategic plan. Gather additional information by giving every employee the opportunity to respond to a detailed written survey to make specific suggestions and recommendations. Consider using employee focus groups to follow up on specific areas requiring additional insight. Supply the planning team members with the survey results, issues, and recommendations provided by the employees.

### **They Accept It**

Once the planning team has drafted the plan, hold a second session with employees to walk through the proposed plan. Bring back the list of issues the employees identified. Ask them (in teams) to identify where in the plan the issues are addressed. In instances where an issue is not addressed, ask the employees to determine if the issue is a priority (compared to the other priority strategies). If the issue is deemed a priority, ask a group of employees to take on developing a specific set of recommendations, including expected costs and justification, for consideration by the senior team. Finally, ask employees to identify the strategies for which they would be willing to join with others to work on developing detailed action plans.

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### **Facilitator's Checklist for Understanding Facilitation and the Roles of a Facilitator**

- ☐ A facilitated session is a highly structured meeting in which the meeting leader (the facilitator) guides the participants through a series of predefined steps to arrive at a result that is created, understood, and accepted by all participants.
- ☐ The roles of the facilitator include that of motivator, guide, questioner, bridge builder, clairvoyant, peacemaker, taskmaster, and praiser.
- ☐ Facilitators bring a caring persona to their work: they care about people, they want to help, and they put their egos aside.
- ☐ Facilitation techniques are appropriate in any situation in which understanding and buy-in are needed from a group.
- ☐ Facilitation is not appropriate when one or more of the following conditions exist:
  - There is nothing to create; the decision has already been made.
  - The situation or the related information is too complex or too confidential for the group.

- The participants are not vested in accepting a solution.
- Time does not permit a facilitated approach.

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## Exercise Your Skills

If you will be making a decision, developing a plan, or implementing a program, project, strategy, or initiative, ask yourself the questions in Table 1.2 to determine if facilitation is appropriate. If it is, what steps can you take to ensure that those impacted “create, understand, and accept” what is done? For ideas, review the section on applying the Secrets to gain buy-in to a strategic plan in this chapter and the two case studies in the Introduction.

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## Note

1. The fifteen leaders with whom I consulted are as follows:  
 Gary Austin, past chair, International Association of Facilitators  
 Ingrid Bens, author, *Facilitate with Ease*  
 Gil Brensen Lazan, past president, Global Facilitators Serving Communities  
 Eileen Dowse, chair, International Institute for Facilitation  
 Cameron Fraser, past chair, International Association of Facilitators  
 Martin Gilbraith, chair, International Association of Facilitators  
 Dale Hunter, author, *The Art of Facilitation*  
 Danuta McCall, partner, Facilitate.com  
 Jo Nelson, past chair, International Association of Facilitators  
 Gary Rush, past chair, International Association of Facilitators  
 Sandy Schuman, editor, *The IAF Handbook of Group Facilitation*  
 Roger Schwarz, author, *The Skilled Facilitator*  
 Carol Sherrif, convention chair, International Association of Facilitators  
 Dorothy Strachan, author, *Making Questions Work*  
 Simon Wilson, membership chair, International Association of Facilitators