

Facilitation Tips	
Create and maintain an inclusive, open environment	<ul style="list-style-type: none"> • Ensure that invitations include everyone by name that need to be there. Follow up with personal contact to check that people will arrive prepared. • Arrange seating to include everyone at one table or all in view of each other. If ‘factions’ concern you, pre-arrange the seating. • Position yourself at the front or head of the room. • Your role is one of “power with” rather than “power over” the group. The group cedes you temporary authority to help accomplish its collective aims, but the power resides in the group. • To work on the group’s behalf, you will need to stay centred, especially in the face of strong energies and complex challenges. • Trust the process and keep faith that the group can figure it out, with structure and guidance.
Structure and manage the flow of dialogue	<ul style="list-style-type: none"> • Start with a goal and workplan for the meeting (more detailed than an agenda). • Hold an impartial space for group discussion and hear everyone. • If dominating voices concern you, start with those usually less heard from. • When you must wear two hats – facilitator and subject expert – carefully manage your influence. Avoid telling the “right answer” or redirecting the issue under discussion. • You should <i>not</i> be contributing <i>first</i> (opinions, ideas, input on a proposal, or solutions to dilemmas). Add any expertise only <i>after</i> the group has done its processing of the issue or situation and they are ready for some input from your knowledge base.
Capture key information visibly to build on inputs	<ul style="list-style-type: none"> • Scribe on flip charts with key points as the dialogue proceeds. • Each person needs to feel they have been heard. Group wisdom emerges through contributions of individuals, so capture their own words. Avoid changing what someone says into another phrase. • Verbally say back to someone what you heard them say and scribe onto a flip chart using the same words (shorter is okay but the same).

<p>Summarize often</p>	<ul style="list-style-type: none"> • Work with what is said and what people need help to say. Reflect the conversation milestones back to the group. • Summarize: state your sense of where the group is at, weaving together the diverse viewpoints that have been expressed into a sense of the whole. Summarizing after every few members have spoken helps people feel heard and keeps things focused. • Often a topic will contain multiple subtopics—list out the subtopics as they are raised and help the group keep track of each thread.
<p>Suggest alternative approaches and entry points</p>	<ul style="list-style-type: none"> • Keep a view of the goal • People bring more than their rational, analytical selves into the room. When a session gets stuck, it's almost never stuck at the rational level, so you need to be able to work with people's feelings. • Pay close attention to tone, body language, eye contact, and your instincts. Note when people start to lose attention or close off to what is being said. If there is tension in an issue, acknowledge what's there, and ask if the group can identify what makes it so. That acknowledgement can release people's attention from what is unspoken and restore their energy to the problem solving.
<p>Guide the group through conflicts</p>	<ul style="list-style-type: none"> • Use objective criteria to refocus discussion (such as the data and CERF Life-saving Criteria) by asking people to check their suggestions against the parameters • Remind the group how their recommendations will be evaluated – ask them to view through the lens of the CERF secretariat's review – how strong is the rationale against the criteria and questions