# CC-8: FACILITATIVE LEADERSHIP

Facilitative leadership aims to build a team’s or group’s capacity to create an inclusive environment, and to accomplish its goals through collaborative tools and processes. All Extension educators, regardless of programming responsibilities, need to be able to work with teams and groups to help them succeed. Skills in facilitation and group process enhance programming, build local leadership and engage communities in problem solving. Facilitative leadership can be learned through reading, in-services, and experience with teams, councils, boards, and other groups.

***SUB-COMPETENCIES AND INDICATORS***

A. Understands and practices facilitative leadership, for example:

1. Is familiar with various leadership approaches
2. Practices facilitative leadership when appropriate
3. Shares responsibility appropriately
4. Ensures effective two-way communication
5. Understands change and the roles of a change leader
6. Uses a coaching style of leadership

B. Builds and participates effectively in teams, for example:

1. Can identify characteristics of effective teams, and important team stages
2. Understands group dynamics and effective team member roles
3. Uses facilitative leadership and coaching to build and maintain effective teams
4. Effectively helps teams identify and build on their strengths and assets
5. Practices consensus decision making
6. Builds trust through open and respectful communication
7. Empowers team members to carry out assignments

C. Manages conflict effectively and helps others resolve it, for example:

1. Understands basic approaches to conflict resolution
2. Knows how to initiate difficult conversations while keeping the conversation safe
3. Effectively uses listening skills to help others talk through problems
4. Knows how to reframe an issue to begin moving towards a solution

D. Facilitates group process to help teams and groups do their best work, for example:

1. Understands facilitation and the roles of a facilitative leader
2. Conducts effective meetings, and facilitates discussion and participation
3. Creates a safe atmospheres and ensures all voices are heard
4. Effectively records group work using a variety of methods
5. Manages difficult behaviors in a group

E. Helps groups or teams create a vision and action plan, for example:

1. Can lead a group or team through planning, action, and reflection learning cycle
2. Can help groups identify and frame issues, gather information, brainstorm, create visions and missions, make consensus decisions, and create and implement and evaluate action plans.
3. Helps groups identify sources of funding and other resources.

***LEARNING ACTIVITIES***

* 1. Observe and reflect on the leadership of groups you belong to.
  2. Attend the workshop: *Facilitative Leadership* offered by the Leadership & Community Engagement (LCE) team from the Greening Institute.
  3. Observe and reflect on the teams you are part of and the roles people play.
  4. Volunteer to play a leadership role for a team you’re part of.
  5. Offer to lead an ‘asset analysis’ for a team you’re part of.
  6. Attend the *Conflict Smoothie* series of nine online sessions.
  7. Learn about and practice listening skills.
  8. Observe and reflect on the meetings you attend.
  9. Volunteer to lead a meeting for a group you’re part of.
  10. Offer to record meeting notes on a flip chart.
  11. Participate in meetings to create a mission, vision, or strategic plan, and pay attention to the processes used.
  12. Assist an experienced colleague in conducting a planning session for a group.
  13. Engage a group in participatory research—gathering information about an issue
  14. Use a variety of brainstorming tools with a group.
  15. Use a variety of decision making tools with a group
  16. Engage a group in action planning.
  17. Help a group identify sources of funding and other resources.

***KEY RESOURCES***

Angelica, M.P. **Resolving Conflict in Nonprofit Organizations.** 1999. <http://web2.canr.msu.edu/leadnet/order/descStory.cfm?id=578>

Bens, I. **Facilitating with Ease!** 2000. <http://web2.canr.msu.edu/leadnet/order/descStory.cfm?id=336>

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Bryson, J.M. et al. **Creating and Implementing Your Strategic Plan: A Workbook for Public and Nonprofit Organizations.** 1996. <http://web2.canr.msu.edu/leadnet/order/descStory.cfm?id=937>

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Cloke, K. and J. Goldsmith. **Resolving Personal and Organizational Conflict.** 2000. <http://web2.canr.msu.edu/leadnet/order/descStory.cfm?id=558>

Cloke, K. and J. Goldsmith. **Resolving Conflicts at Work: Ten Strategies for Everyone on the Job.** 2011. <http://web2.canr.msu.edu/leadnet/order/descStory.cfm?id=2460>

Crawford, C.B. et al. **Understanding Leadership: Theories and Concepts.** 2000. <http://web2.canr.msu.edu/leadnet/order/descStory.cfm?id=585>

Dressler, L. **Standing in the Fire.** 2010. <http://web2.canr.msu.edu/leadnet/order/descStory.cfm?id=2267>

Kelsey, D. and P. Plum. **Great Meetings! Great Results: A Practical Guide for Facilitating Effective, Productive Meetings.** 2004. <http://web2.canr.msu.edu/leadnet/order/descStory.cfm?id=1911>

LeadNet. **Building Team Trust.** 2000. <http://web2.canr.msu.edu/leadnet/order/descStory.cfm?id=474>

LeadNet. **Developing Community Leadership.** 2005.

LeadNet. **Strategic Futuring.** 2004. <http://web2.canr.msu.edu/leadnet/order/descStory.cfm?id=718>

Mayer, B. **The Dynamics of Conflict Resolution: A Guide to Engagement and Intervention.** 2012. <http://web2.canr.msu.edu/leadnet/order/descStory.cfm?id=2309>

Newstrom, J. The Big Book of Team Building Games: Trust-Building Activities, Team Spirit Exercises, and Other Fun Things to Do. 1998. <http://web2.canr.msu.edu/leadnet/order/descStory.cfm?id=1010>

Patterson, K. et al. Crucial Conversations. 2002. <http://web2.canr.msu.edu/leadnet/order/descStory.cfm?id=736>

Pfeiffer, J.W. The Encyclopedia of Team-Building Activities. 1991. <http://web2.canr.msu.edu/leadnet/order/descStory.cfm?id=121>

Rees, F. The Facilitator Excellence Handbook. 2005. <http://web2.canr.msu.edu/leadnet/order/descStory.cfm?id=341>

Rees, F. Teamwork from Start to Finish: 10 Steps to Results. 1997. <http://web2.canr.msu.edu/leadnet/order/descStory.cfm?id=124>

Roberts, J. **Alliances, Coalitions and Partnerships.** 2004. <http://web2.canr.msu.edu/leadnet/order/descStory.cfm?id=1964>

Weisbord, M. and S. Janoff. **Don’t Just Do Something, Stand There! Ten Principles for Leading Meetings That Matter.** 2007. <http://web2.canr.msu.edu/leadnet/order/descStory.cfm?id=2185>