



Resilience Building Resource Hub

A Shilp Initiative

TOOLKITS | PROGRAM RESOURCES | ARTICLES | ONLINE LEARNING |
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HOW CAN YOU BUILD CAPACITY OF YOUR TEAM THROUGH TRAINING AND FACILITATION?

Welcome to the self-paced learning module on training and facilitation for staff in your organizations. In most organizations, we do not have the luxury of a separate training team to manage capacity building of our field staff. As a part of the program team, we also play the role of trainings and facilitators. This module will help you learn about training and facilitation so you will be more impactful when you get an opportunity to conduct these for your teams.

This section will help you understand:

- the importance of training and facilitations skills
- ways to develop your training and facilitation skills
- additional resources to help you get to an expert level

So, let's get started!

Why is training important for staff?

Capacity building is not just about the capacity of a nonprofit today -- it's about the nonprofit's ability to deliver its mission effectively now, and in the future. Capacity building is an investment in the effectiveness and future sustainability of a nonprofit.

One of the ways of building capacity in your organization is by training staff members. Training your staff benefits everyone. Your employees will learn, grow, test themselves, develop new skills — and

become more capable members of your team. Staff development supports succession planning efforts. Research also suggests that staff development improves:

- Employee productivity
- Employee retention
- Employee recruitment

Staff development programs can typically be divided into one of four levels, including:

- On-the-job training: unstructured and informal
- Training and development: professionally delivered
- Talent and performance training: included in a career development program
- Capability development: focused on improving the organization's capabilities and culture

Small organizations tend to focus on on-the-job training and professionally delivered training and development.

Managers as facilitators:

Facilitation skills are the abilities you use to provide opportunities and resources to a group of people that enable them to make progress and succeed. Some examples include being prepared, setting guidelines, being flexible, active listening and managing time.

Facilitation skills are less about being an outspoken leader and more about allowing everyone else to contribute. As a facilitator, you bring the team together and create a common goal that everyone can be a part of. You then move the conversation toward the common goal and provide whatever is needed for your team to successfully reach it. A facilitator's main objective is to lead their team without getting directly involved by encouraging participation and creativity.

Facilitation skills in the workplace

While there are many facilitation skills you can practice and develop, here are a few specific ways to be a more effective facilitator at work:

- 1) **Actively listen to every member of your team** - Being an active listener is both a facilitation skill and social skill. Do your best to listen to what your coworkers have to say and give everyone your full attention. Actively listening to each member of your team can show tremendous respect because they feel like they are being heard. Practicing this skill in the workplace might cause others to choose you as their facilitator on the next group project.
- 2) **Think about progress frequently** - When you consistently think about making progress, your facilitation skills will grow. For example, when a project must be completed by the end of the week, thinking about the needed progress might allow for facilitation to occur naturally.
- 3) **Manage your time effectively during every task** - Time management is an important component of facilitation and progress. For example, when your manager gives you an assignment that needs to be completed by the end of the day, break up the task into pieces and give yourself a set amount of time to efficiently finish each one. The more effective you are at managing your own time, the better you can facilitate the time of an entire group of people.
- 4) **Be flexible and adapt to change** - When things at work are not going as planned, practice your flexibility. You can adapt to changes during the day when you understand that success does not always follow a precise plan. For example, when progress is halted because of a

change in a project, be flexible and make a new plan. A facilitator understands how to adapt to change to reach an end goal.

- 5) **Practice empathy toward others** - Empathy is a social skill that allows you to have compassion for what others are feeling. Practicing empathy can directly contribute to the continuation of a halted project. For example, when a team believes a project could be better and is unsure about the final result, having compassion can make them feel understood. Showing your team that you understand their feelings may encourage them and allow for progress to continue.

Tips for training your teams:

1. Understand your team's need - Before you start your session, ask your team to describe their roles, key challenges and their current knowledge level. This will enable you to pitch your content at the correct level so it caters to all your team's needs.
2. Segment your course - Divide your course into sections with rough timings, so learners have a schedule and know what content to expect and when, thereby promoting learner readiness
3. Summarise at the end of every section - It's good practice to divide your course into sections, (as mentioned above), and to summarise at the end of every section to aid understanding and retention.
4. Your presentation slides should be an outline not detailed script, otherwise your delegates will be compelled to read the slides in detail and won't be listening to you
5. Use simple activities and exercises - Win the battle for audience attention by using exercises, (group, individual, paper or computer), to stimulate, educate or reinforce learning
6. Be flexible enough to modify and adapt the course (within reason), to suit the gradually unfolding needs of the delegates.
7. Tell stories - Anecdotes and real-life stories are an entertaining way to educate and inform.

Additional Resources:

The role of a facilitator

In many types of group situation, and particularly in complex discussions or those where people have different views and interests, good facilitation can make the difference between success and failure.

As a facilitator, you may need to call on a wide range of skills and tools, from problem solving and decision making, to team management and communications.

Duration: 15 mins

Article

<https://www.mindtools.com/pages/article/RoleofAFacilitator.htm>

Developing Facilitation Skills

This resource by Community Tool Box provides the basics of facilitation skills along with tips and recommendations

Duration: 1 hour

Article

<https://ctb.ku.edu/en/table-of-contents/leadership/group-facilitation/facilitation-skills/main>

12 Rules for Facilitation: Part 1

Listen to this podcast to understand the 12 rules for facilitation for new facilitators.

Duration: 22 mins

Podcast

<https://grey-grouper-hlt8.squarespace.com/podcast/12-rules-for-facilitation-part-1-episode-57>

Introduction to Planning and Facilitating Effective Meetings

A simple and self explanatory guide to help Managers plan and facilitate meetings that are productive. Simple tools, theory of group dynamics, facilitation techniques are highlighted in this paper

Duration: 90 mins

Paper

https://reefresilience.org/pdf/Facilitation_Effective_Meetings.pdf

Facilitating Meetings: A Guide for Community Planning Groups

This toolkit provides an overview of facilitation skills in large community planning groups with specific tools that can be used; guidelines for dealing with challenging situations and checklists to help you prepare for meetings

Duration: 120 mins

Toolkit

https://doh.dc.gov/sites/default/files/dc/sites/doh/publication/attachments/Facilitating%20Meetings%20version_2005.pdf

Facilitation skills for Managers and Leaders

This LinkedIn course highlights the different roles that leaders end up playing. One of the key roles is of a facilitator to facilitate conversations across stakeholder groups. This course helps you understanding the basics of facilitation skills

Duration: 45 mins

Course

<https://www.linkedin.com/learning/facilitation-skills-for-managers-and-leaders>

The Science—and Art—of Team Facilitation

There are three key areas that influence good team facilitation: team development stages, structure, and discussion management. Nicki Roth discusses how leaders can navigate each to get the most from their team interactions.

Duration: 15 mins

Article

<https://www.bridgespan.org/insights/library/leadership-development/the-science-and-art-of-team-facilitation>

What does it mean to be a great training facilitator

In this discussion with Nick Eve, he explains the theory that underpins great facilitation, and shows how this leads to effective facilitation behaviours.

Duration: 53 mins
Podcast

<https://podcasts.google.com/feed/aHR0cHM6Ly9mZWVklbnBvZGJlYW4uY29tL3RyYWluZXJ0b29scy9mZWVklbnhtbA/episode/aHR0cDovL3RyYWluZXJ0b29scy5wb2RiZWFuLmNvbS9lL3doYXQtZG9lcy1pdC1tZWFuLXRvLWJILWEtZ3JlYXQtYXJ0aW5pbmctZmFjaWxpdGF0b3lv?sa=X&ved=0CQAcQuIEahcKEwi04v6Ou57tAhUAAAAAHQAAAAQMw>

Training Management Manual for Civil Society Organizations

The Training Management Manual (TMM) is one of the Jordan Civil Society Program's (CSP) technical assistance resources for non-governmental organizations (NGOs). This Manual is designed in response to consultations with Jordan's NGO training providers and trainers and aims to support NGOs and trainers in effectively managing all aspects of training, including design, implementation and evaluation.

Duration: 4 days
Toolkit

<https://www.ngoconnect.net/sites/default/files/resources/Training%20Management%20Manual%20for%20Civil%20Society%20Organizations.pdf>

Facilitation Skills Training Manual: A facilitator's handbook

This training manual is meant to be used by social workers, teachers, project and field staff, health workers, rehabilitation officers, local leaders and other educators involved in training as a resource for enhancing techniques and skills needed to keep participants energized, attentive, engaged and as a result inspired.

Duration: 2 days
Toolkit

https://publiclab.org/system/images/photos/000/020/662/original/FACILITATION_SKILLS_TRAINING_Manual.pdf