



Three levels of effective facilitation

WHY

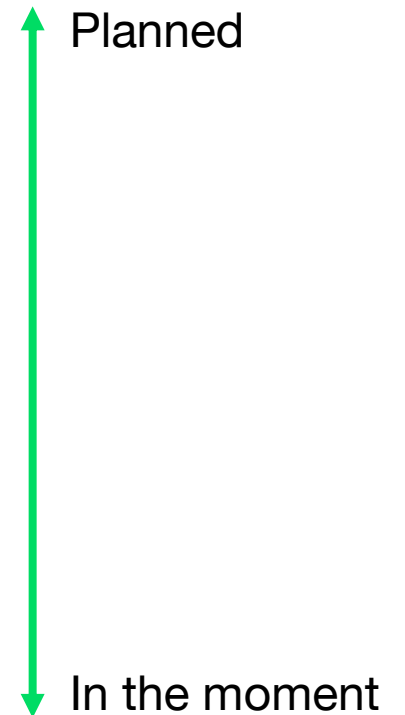
What's the high-level **purpose** of the meeting/workshop?
What **outputs** (artefacts and emotions/learnings) do you aim for?

WHAT

What **process (sessions and protocols)** will participants go through?
What **tools** and **materials** will you employ?

HOW

What **facilitation style** do you want to leverage?
What **facilitation moves** should you execute?



Examples of facilitation moves

- **Normalizing to speak from beginning**: e.g., asking people how to pronounce their names, stating that you are nervous yourself
- **Pacing**: e.g., modulating your own speed, 'polite interrupting' through paraphrasing, highlighting if people were concise
- **Giving the work back to people**: e.g., asking people to decide on session lengths and breaks, returning a participant question to the room
- **Providing operational transparency**: e.g., describing what you are currently working on during online meetings
- **Warm calling**: e.g., warning people up front, giving them enough space to prepare for their answer, asking them whether they want to speak
- **Surfacing the implicit**: e.g., highlighting if airtime is not equally shared, mentioning that time is running out, describing your own feelings