



# The Art & Science of Facilitation

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## Book Club Guide

Use these discussion questions to guide your group's conversation and deepen your understanding of Agile Facilitation.

### Discussion Questions

1. Facilitating is 'More Art' or 'More Science', which one would you choose and why?
2. If you read this book and you are a coach, how do you see/identify the difference between facilitation and coaching?
3. Discuss your personal description of 'a facilitator' and how it might have changed while reading this book.
4. In Chapter 1: Maintaining Neutrality, we learn about holding the process, not the content. Moving forward, will not having answers still scare you, or did this chapter give you confidence in separating the 'what' from the 'how' in facilitation?

5. When you read Chapter 2: Standing in the Storm, could you identify situations where you should have 'stood in the storm' but instead decided to avoid it? How has reading this chapter changed your thoughts on conflict?
6. As you learned about the five cornerstones of the agile team facilitation stance, can you identify an intersection between facilitation and leadership?
7. In Chapter 3 we read about Leadership and Facilitation: why breakdown happens. Reflecting on that passage, what does 'leading through conversation' mean to you?
8. Leaders generally struggle with the idea that collaboration 'takes too much time' and don't believe it's worth it, so they would just prefer to plow ahead, make the decisions and tell people what to do. What have you learned from this book to make you rethink this strategy?
9. Chapter 4 focuses on the seemingly easy, yet oftentimes challenging, Agenda. What does it look like for you when the agenda appears to shift unexpectedly? How do you, as the facilitator, hold the group's agenda without incorporating yours? Is the challenge to 'keep to the agenda' serving the group's purpose or can you help them emerge and walk through the unplanned?
10. What are the listening skills that you, as the facilitator, will want to have available to help the group hold its agenda, being aware of

what the group wants? How does it feel to let the group have its real conversation?

11. Evolving the leader in you that is more facilitator than directive. What will you need to do to deepen the Agile mindset that is defined in Chapter 5? How will the group's need for collaboration sync with your role as facilitator?
12. Are you able to discriminate between holding the agile mindset against the many 'tools' you use as a facilitator? Is the tool as meaningful as the value it brings? What does it feel like when you need to answer, 'Am I the right facilitator?'
13. In Chapter 6, the result towards true mastery occurs when you can understand 'What you do' with 'How you show up' in the facilitator role. What stance is going to be your best practice? Which one is presenting itself as a true challenge? Why?
14. When a facilitator is ready for the big, hairy risks is an indicator that mastery is attainable. What does risk look like for you when you intervene in the group? How do you develop the model as a facilitator to 'own your part' while helping the group own theirs?
15. Going Beyond Facilitation, in Chapter 7, what resonates for you when 'collaboration' is the goal? How is it going to feel when you are creating the space for collaboration and when will you know it's been accomplished?

16. True agility is about more than facilitating meetings. It is about culture and the quality of communication across all interactions. In order to achieve true agility, leaders need to have true competency. How do you think competency in facilitation could be achieved?
17. What do you think would be hard or most challenging about developing the competency of Facilitation?
18. What are your thoughts on organisations wanting to measure the effectiveness of a facilitator, defining some sort of goals and KPIs for facilitation? Do you have any thoughts on how we could or should measure performance?
19. After reading this book, can you think of ways you can use your facilitation skills outside of work - as a parent, as a spouse, as a community volunteer?
20. How will you be using your new Facilitation skills to foster true connections and collaborations?

## Beyond the Book

Now that you've read *The Art & Science of Facilitation*, it's time to put your knowledge into practice. Take our **Facilitator Self-Assessment** to see how your skills measure up. If you want to learn how to lead with confidence and competency, check out our **Agile Workshops**!





## About the Author

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Marsha coaches leaders and teams, who want to work in a more agile manner and lead change in their organization. She is a Certified Professional Facilitator (CPF), Certified Professional Co-Active Coach (CPCC), a Professional Certified Coach (PCC), and Certified Structural Dynamics Interventionist through the Kantor Institute and Dialogix. Her

coach training is from Coaches Training Institute and Center for Right Relationships.

*The biggest opportunity for today's leaders is...to create engaging and collaborative environments that access the collective intelligence of their teams and also accomplish the desired results. I often find leaders who are really good at one or the other but struggle with creating both. Those that can cultivate range in their leadership have a real opportunity to achieve even greater performance.*

## About TeamCatapult

At TeamCatapult, we're passionate about helping leaders be more effective, collaborative, and adaptive as they grow their teams, lead change, and achieve their desired results.

Through our workshops and coaching, we ignite leader's capacity to tap into the collective intelligence of their teams, successfully navigate the complex change, and gain the competitive advantage necessary for the 21st Century.

Learn more at [teamcatapult.com](https://teamcatapult.com).