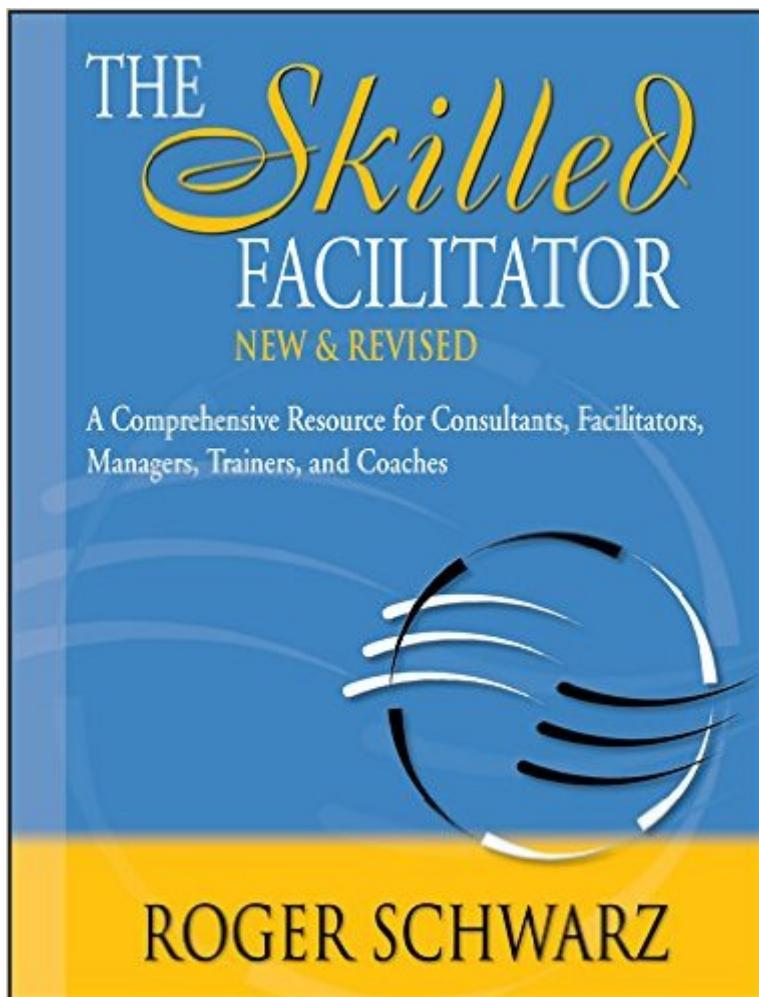


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# The Skilled Facilitator: A Comprehensive Resource For Consultants, Facilitators, Managers, Trainers, And Coaches



## **Synopsis**

When it was published in 1994, Roger Schwarz's *The Skilled Facilitator* earned widespread critical acclaim and became a landmark in the field. The book is a classic work for consultants, facilitators, managers, leaders, trainers, and coaches--anyone whose role is to facilitate and guide groups toward realizing their creative and problem-solving potential. This thoroughly revised edition provides the essential materials for anyone that works within the field of facilitation and includes simple but effective ground rules for group interaction. Filled with illustrative examples, the book contains proven techniques for starting meetings on the right foot and ending them positively and decisively. This important resource also offers practical methods for handling emotions when they arise in a group and offers a diagnostic approach for identifying and solving problems that can undermine the group process.

## **Book Information**

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## **Customer Reviews**

The subtitle of this accessible guide to facilitation, "Practical Wisdom For Developing Effective Groups", accurately describes the book's scope and utility. In four parts and thirteen chapters, Schwarz provides an overview, with countless meaningful examples, of how facilitators can most effectively help groups develop their capacity for improvement. He distinguishes between two types of facilitation: (1) Basic facilitation, which aims to help a group "solve a substantive problem"; and (2) Developmental facilitation, which accomplishes basic facilitation while helping a group learn "to improve its process". He argues that three core values underlie effective group and facilitator behavior. The first is "valid information", which means that relevant information is shared by group

members and that all group members can validate and understand the information. The second is "free and informed choice", which means that group members define their own goals and methods of achieving those goals using valid information. The third is, "internal commitment to the choice", which means that group members take responsibility for their decisions by making informed choices based on valid information. Using a basic or developmental approach, facilitators most effectively intervene by making explicit and modeling these core values. These values are maintained by a group agreeing and sticking to essential ground rules, which Schwarz lists on p. 75 and treats extensively throughout the book. In the heart of Schwarz's book are seven chapters on intervening effectively in groups. In those chapters, he advises the reader on, among other things, how to intervene, meeting management, group problem-solving, following ground rules, and dealing with emotions.

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