

Complex Facilitation “Look-Fors”

Norms of Collaboration

- Model and utilize pattern of pause, paraphrase, pause, pose questions
- Use a variety of types of paraphrasing and emphasize listening for values, beliefs, assumptions, concept labels, and identity
- Move ideas to the center/group and away from individual ownership
- Presume positive intentions
- Acknowledge differences and similarities
- Model stems of connection

Meeting Standards

- Manage transitions to keep agenda on track
- Give clear directions and check for understanding
- Provide a clear purpose (outcomes, topic) using a 3rd point
- Redirect to the protocol while honoring the needs of the participants
- Balance loose and tight structures to meet the needs of the group
- Navigate tensions to facilitate conflict
- Balance participation

Clarify roles of the facilitator, the recorder, and the group

Clarify processes for the group

Attend to rapport (verbal and nonverbal)

Label and honor group’s uniqueness

Acknowledge missteps or lack of clarity and strive to recover

Remain neutral

Manage the energy and energy sources of the group

Use charts for public recording to serve the group’s common understanding

Use strategies and moves to move group forward in both learning content and offering a model of how the strategies and moves work

Anchor space