

Facilitator Certification

The Certified Master Facilitator

INIFAC
International Institute
for Facilitation



International Institute for Facilitation
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www.INIFAC.org
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Session Objectives

1. Describe the certification opportunities available to those using facilitation skills
2. Define the intended audiences and differences
3. Describe the certification process and costs
4. Answer your questions about certification

Handling Questions

- If you have a question, type it into the Question Panel.
- Because of our limited time, we won't be able to answer all questions, but we will try to get to as many as we can.
- From time to time, we will ask you a question. You will have about a minute to respond and we will show you the results.

Why Master Certification?

- Provide a vision of facilitation mastery
- Assess mastery in basic and advanced skills
- Have a rigorous application and scoring process to ensure consistency
- Give evidence that you have the depth and breadth of skills for facilitation
- Universally recognize your capabilities for helping groups achieve results
- Provide greater _____ to _____.

Our Agenda

- Who is INIFAC?
- How was the Certification Developed?
- What are the Competencies?
- What are the Requirements for Certification?
- What is the Process, Timing, Costs?
- What are the Benefits of CMF Certification?
- What are Next Steps for Getting Certified?

Who is INIFAC?

- Mission
 - To maintain and promote a program of certification for facilitation at the masters level.
- Founded in 2003
 - Executive Director
Stephanie Kron Raffetto
www.INIFAC.org
1-703-909-8810
- CMF Trademark pending
- Four-Member Board of Directors
 - Chairperson
Eileen Dowse, CMF
Human Dynamics, Inc.,
Dallas, TX
 - Barry Brewster, CMF
Evans and Peck, Hong Kong
 - Dan Hogan, CMF
Lord & Hogan, LLC,
Houston, TX
 - Michael Wilkinson, CMF,
Leadership Strategies, Inc.,
Atlanta, GA

The Question

What are the facilitator _____, _____ and _____ needed to achieve outstanding facilitated sessions?

Definition: Outstanding Facilitated Sessions

A Certified Master Facilitator is capable of leading outstanding facilitated sessions as defined below.

- Participants understand what is to be done in the meeting and why.
- Participants are interested and engaged through out the activity.
- Participants stay focused on the issue.
- Participants interact openly and productively.
- Participants develop creative solutions that address the issue.
- Participants understand and are committed to the solution.
- Disagreements are resolved effectively and efficiently, with all parties feeling their views were heard and respectfully considered.
- Dysfunctional behavior is addressed effectively and efficiently, with all parties feeling the group's norms were respected and violations of the norms appropriately addressed.
- At the completion of the session, participants understand the decisions made, and the follow-up actions to be taken, by whom and by when.

How was the Certification Developed?

The Initiating Team

- Reviewed existing models and courses
- Drafted starting point
- Surveyed 450 facilitators and clients
- Finalized the competency model
- Developed the certification process

_____ % of the competencies changed based on the survey!

Stop!

Before turning to the next page,
give an answer to the question:

What are the facilitator skills, knowledge and experience
needed to achieve outstanding facilitated sessions?

Master Facilitators bring “_____”

A. Presence

Master Facilitators bring compassion and authority to the room. Through their verbal and non-verbal expression, they exude confidence, energy and self-awareness while also conveying a high level of warmth and caring. They make adjustments in their style to better serve the group.

- A1. Facilitator projects confidence in own skills and own ability to lead the group.
- A2. Facilitator demonstrates warmth and caring.
- A3. Facilitator understands the impact of energy on participants and facilitates in a style appropriate for the audience and the session topic.
- A4. Facilitator makes adjustments in own style and language to adjust to the group.
- A5. Facilitator demonstrates awareness of own strengths and weaknesses.

Master Facilitators know and ask the questions necessary to accurately assess a client need. Based on their learning from past experience, they create processes designed to address the client's specific requirements. They carefully plan and prepare sessions. They recognize when a planned process is not working effectively and are able to define alternative processes quickly to reach the desired outcome.

- B1. Facilitator asks the questions to assess a client need and gains agreement with the client on the relevant scope and products.
- B2. Facilitator plans and prepares for the session effectively and collaboratively.
- B3. Facilitator develops customized processes to meet the specific requirements of clients.
- B4. Facilitator recognizes when a planned process is not working effectively, diagnoses the cause, and defines alternative processes to reach desired outcomes.
- B5. Facilitator evaluates experiences, identifies learnings and applies learnings to new situations.



Master facilitators are skilled communicators. They actively listen, making sure to playback and confirm important points. They have highly-tuned analytic skills which allow them to process information quickly, differentiate various content issues and isolate critical points in a discussion. They ask questions that help groups to engage effectively. They deliver instructions that are accurate, clear and concise. They effectively identify and verbally summarize agreements.

- C1. Facilitator actively listens, making sure to playback and confirm important points.
- C2. Facilitator demonstrates the ability to process information quickly, differentiate content issues, and isolate critical points in a discussion.
- C3. Facilitator asks appropriate focusing questions that help groups to engage effectively.
- C4. Facilitator asks appropriate follow-up questions that clarify, probe and redirect.
- C5. Facilitator delivers instructions that are accurate, clear and concise.
- C6. Facilitator effectively identifies and verbally summarizes agreements.



Master Facilitators create and maintain a productive and safe environment in which participants with diverse styles and culture can engage in interactions that stay focused on achieving the goal. They maintain control of the session and an appropriate pace. They understand causes of disagreement and can effectively guide a group through conflict. They consciously take action to prevent, detect and address dysfunctional behavior.

- D1. Facilitator creates and maintains a productive environment in which participants engage in interactions that stay focused on achieving the goal.
- D2. Facilitator creates and maintains a safe environment for people to speak openly without fear of retribution.
- D3. Facilitator creates and maintains an environment that takes into account and fosters respect for diverse cultures and styles.
- D4. Facilitator maintains an appropriate pace and manages the group's time during the session.

- D5. Facilitator demonstrates techniques for effectively guiding a group through conflict to consensus.
- D6. Facilitator takes action to prevent, detect and address dysfunctional behavior.



Master Facilitators understand and consistently apply best practice techniques for such activities as starting the session, focusing the group, recording information, and closing the session.

- E1. Facilitator understands and consistently applies best practice techniques for starting the session.
- E2. Facilitator understands and consistently applies best practice techniques for focusing and controlling the group.
- E3. Facilitator understands and consistently applies best practice techniques for recording information.
- E4. Facilitator understands and consistently applies best practice techniques for closing the session.



Master Facilitators know and use multiple techniques for engaging a group, problem solving, decision-making, promoting creativity and impacting energy.

- F1. Facilitator knows and uses multiple techniques and tools for keeping a group engaged in the work and interacting.
- F2. Facilitator knows and uses multiple techniques and tools for problem solving and decision-making.
- F3. Facilitator knows and uses multiple techniques and tools for promoting creativity.
- F4. Facilitator knows and uses multiple techniques and tools for impacting energy.

Assessment Result

A Positive Experience for Everyone

Everyone who undertakes the CMF assessment receives a certificate showing the rating of their skills and knowledge as follows:

- **Advanced***: Score 4.0 or higher (out of 5.0) in each competency area in the knowledge and performance assessment
*This level qualifies you for CMF certification!
- **Accomplished**: Score 3.0 or higher in each competency area
- **Associate**: Score 2.0 or higher in each competency area
- **Apprentice**: Score under 2.0 on one or more of the competency areas

CMF Certification Requirements

- **Experience**: _____ facilitated sessions in prior 3 years, 5 different organizations or departments, 10 different sponsors. (*IAF Certified Professional Facilitators receive credit for 10 sessions*)
- **Knowledge**: Written responses to _____ questions related to the sub-competencies
- **Performance**: Video of a simulated facilitated session and a detailed facilitation guide
- **Client References**: _____ client reference letters
- **Assessment**: Score 4.0 or higher (out of 5) in each of the six competency areas on both the video and written assessments

Provisional CMF

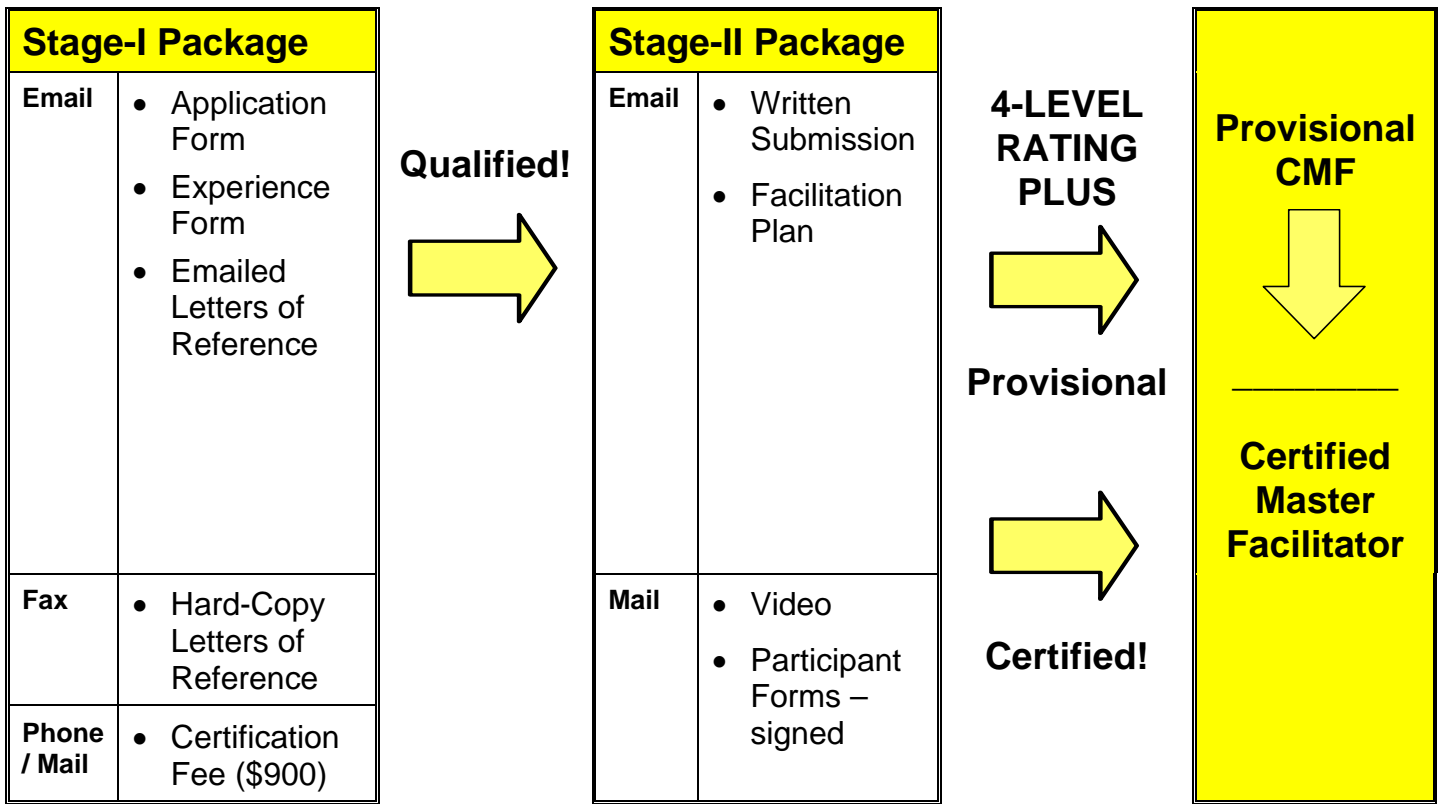
Candidates without the 30 sessions in the prior 3 years can receive the Provisional CMF Designation as a “midway” point to achieving the CMF Certification. They have 3 additional years after receiving the Provisional CMF designation to achieve the 30 sessions. (*Differences from CMF underscored*)

- **Knowledge:** Written responses to 30 questions related to the sub-competencies
- **Performance:** Video of a simulated facilitated session and a detailed facilitation guide
- **Client References:** 5 client reference letters
- **Assessment:** Score 4.0 or higher (out of 5) in five of the six competency areas on both the video and written assessments

What Qualifies as a Facilitated Session?

- Last at least _____ hours
- Include a minimum of _____ participants, not counting the facilitator
- Result in a shared deliverable (e.g., action list, decision, priorities, next steps) created by participants through collaborative interaction
- Involve the participants speaking at least 2/3rds of the time
- Involve the facilitator leading the session by guiding participants through each agenda item
- A session with essentially the same participants over multiple days would be considered a single session, unless there is at least a 24-hour break between the end of one session and the start of another
- Multiple sessions on the same day – with similar or different agendas - would be considered a single session unless the new attendees in the subsequent session made up at least 50% of the audience

What is the Certification Process?



You can download the latest version of each form from www.INIFAC.org/apply.html

How Does Videoing Work?

- The Candidate is provided a topic, background information and sealed role plays for the participants.
- The Candidate recruits a minimum of five participants and a videographer.
- As part of the video session, participants open role play envelopes.
- The Candidate facilitates, debriefs and submits video for assessment.

How is Rigor and Consistency Ensured?

Sub-competency

- B3. Facilitator develops customized processes to meet the specific requirements of clients.

Sub-competency Question (8 of 30)

- “Using a specific example, describe an instance in which you customized a process to meet a client’s specific requirements and describe how the customization better met the client need.”

Guide Used by Assessors

- 5 – The description identifies the client need, the uncustomized process, the customized process, and clearly explains how or why the customization better met the client need.
- 3 – The description identifies the client need, the uncustomized process, the customized process, but it is unclear how the customization addressed the client need.
- 1 – The description identifies neither the client need, the uncustomized process, nor the customized process; and it is unclear how the customization addressed the client need.

Maintaining Your Certification

Once certified, every three years you must:

- Document 15 distinct facilitated engagements
- Provide 3 references
- Complete 40 hours of personal development related to facilitation
- Certification renewal fee is US\$150

Benefits of CMF Certification

The Intangible

- Distinguished as achieving the highest designation available in the industry
- Advance the profession by promoting a vision of facilitation mastery

The Tangible

- A differentiator: not just certified, but master certified
- Let's hear from our CMFs...

Next Steps to Certification

- Log on to www.INIFAC.org to download the Stage I information
- Follow the instructions to prepare and submit application, experience & references
- Submit the certification fee: _____
- Download the Stage II information
- Complete written submission
- Complete video session and submit
- Receive your assessment rating



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Partner in Facilitation Development (PIFD)

- Organizations use the INIFAC assessment model to guide and support the development of their own people
 - Implement an internal Facilitator Development Program
 - Assess their facilitators
 - Track progress through a range which extends from apprentice to advanced facilitator
- Facilitators achieving the highest assessment level are then eligible to submit their materials to INIFAC for external review to qualify as Certified Master Facilitators
- Current CMFs provide consultation and guidance to organizations in the PIFD program

Responses to the Fill-in-the-Blank

Page	Fill-in-the-blank Information
2	Assurance ... Clients
4	Skills...Knowledge...Experience
5	40%...PAC ³ E
6	Assessment
7	Communication...Control
8	Consistency...Engagement
9	30...30...5
10	2...5
13	\$900