

# Facilitator Certification

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## The Certified Master Facilitator

**INIFAC**  
International Institute  
for Facilitation



International Institute for Facilitation  
16913 SE 25th Street  
Bellevue, WA 98008  
[www.INIFAC.org](http://www.INIFAC.org)  
1-703-909-8810

## **Session Objectives**

1. Master Facilitator competencies for use in any field.
2. Income and facilitation opportunities from establishing internal facilitation certification programs.
3. Group challenges and how a CMF might handle them.
4. The CMF application process.
5. 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 30 seconds to respond and we will show you the results.

## **Why Master Certification?**

- Enables you to universally demonstrate and validate your expertise.
- Proves you have the necessary skills and expertise to enable groups to function effectively and make high-quality decisions.
- Differentiates you to employers and clients as a certified professional and promotes your career growth.
- Creates income or other facilitation opportunities through the PIFD program.
- Provides greater \_\_\_\_\_ to \_\_\_\_\_.

## Our Agenda

- Who is INIFAC?
- What are the Benefits of CMF Certification?
- How was the Certification Developed?
- What are the CMF 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 an international program of certification for facilitation at the masters level.
- Founded in 2003
  - Executive Director  
Stephanie Kron Raffetto  
1-703-909-8810  
[www.INIFAC.org](http://www.INIFAC.org)
- CMF Trademark pending
- Four-Member Board of Directors
  - Chairperson  
Eileen Dowse, CMF, CPF  
Human Dynamics, Inc.,  
Dallas, TX - USA
  - Barry Brewster, CMF, CPF  
Evans and Peck, Hong Kong - China
  - Dan Hogan, CMF, CPF  
Lord & Hogan, LLC,  
Houston, TX - USA
  - Michael Wilkinson, CMF, CPF  
Leadership Strategies, Inc.,  
Atlanta, GA - USA

## Benefits of CMF Certification

The Intangible	The Tangible
<ul style="list-style-type: none"> <li>• Distinguished as achieving the highest designation available in the industry</li> <li>• Advance the profession by promoting a vision of facilitation mastery</li> <li>• Improved credentials for greater marketability.</li> </ul>	<ul style="list-style-type: none"> <li>• A differentiator: not just certified, but <u>master</u> certified</li> <li>• Potential new sources of income (for externals) or cross-business line opportunities (for internals).</li> <li>• Networking opportunity for increasing your understanding on global trends and solutions used within the facilitation industry.</li> <li>• Confirmed ability for improving group dynamics and helping groups achieve desired outcomes.</li> </ul>

## Other International Facilitation Groups

(Details included at end of workbook)

Facilitator U- Facilitation	<a href="http://www.facilitatoru.com/membership_ad2.html">http://www.facilitatoru.com/membership_ad2.html</a>
GFSC- Global Facilitators Service Corps	<a href="http://www.globalfacilitators.org/">http://www.globalfacilitators.org/</a>
Global Facilitators Network	<a href="http://www.globalfn.org/certification/facilitators.asp">http://www.globalfn.org/certification/facilitators.asp</a>
Global Facilitation Network for Security Sector Reform (GFN-SSR)	<a href="http://www.ssrnetwork.net/about/index.php">http://www.ssrnetwork.net/about/index.php</a>
IAF- International Association of Facilitators	<a href="http://iaf-world.org/i4a/pages/index.cfm?pageid=1">http://iaf-world.org/i4a/pages/index.cfm?pageid=1</a>
ICA- Institute of Cultural Affairs	<a href="http://www.ica-usa.org/index.php">http://www.ica-usa.org/index.php</a>
IIFAC- International Institute for Facilitation and Change	<a href="http://www.iifac.org/index.php?m=7&amp;s=7&amp;l=en">http://www.iifac.org/index.php?m=7&amp;s=7&amp;l=en</a>
Kinharvie Institute of Facilitation	<a href="http://www.kinharvie.org.uk/">http://www.kinharvie.org.uk/</a>

## INIFAC Services

- Certified Master Facilitator (CMF)
- Video Assessment
- Partners in Facilitation Development (PIFD)
- Training Course Accreditation

## 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?

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**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.

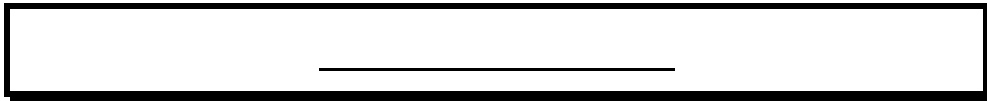
- C1. Facilitator actively listens, making sure to playback and confirm important points.
- C2. Facilitator demonstrates the ability to process information quickly, differentiate content issues, and isolate critical points in a discussion.
- C3. Facilitator asks appropriate focusing questions that help 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

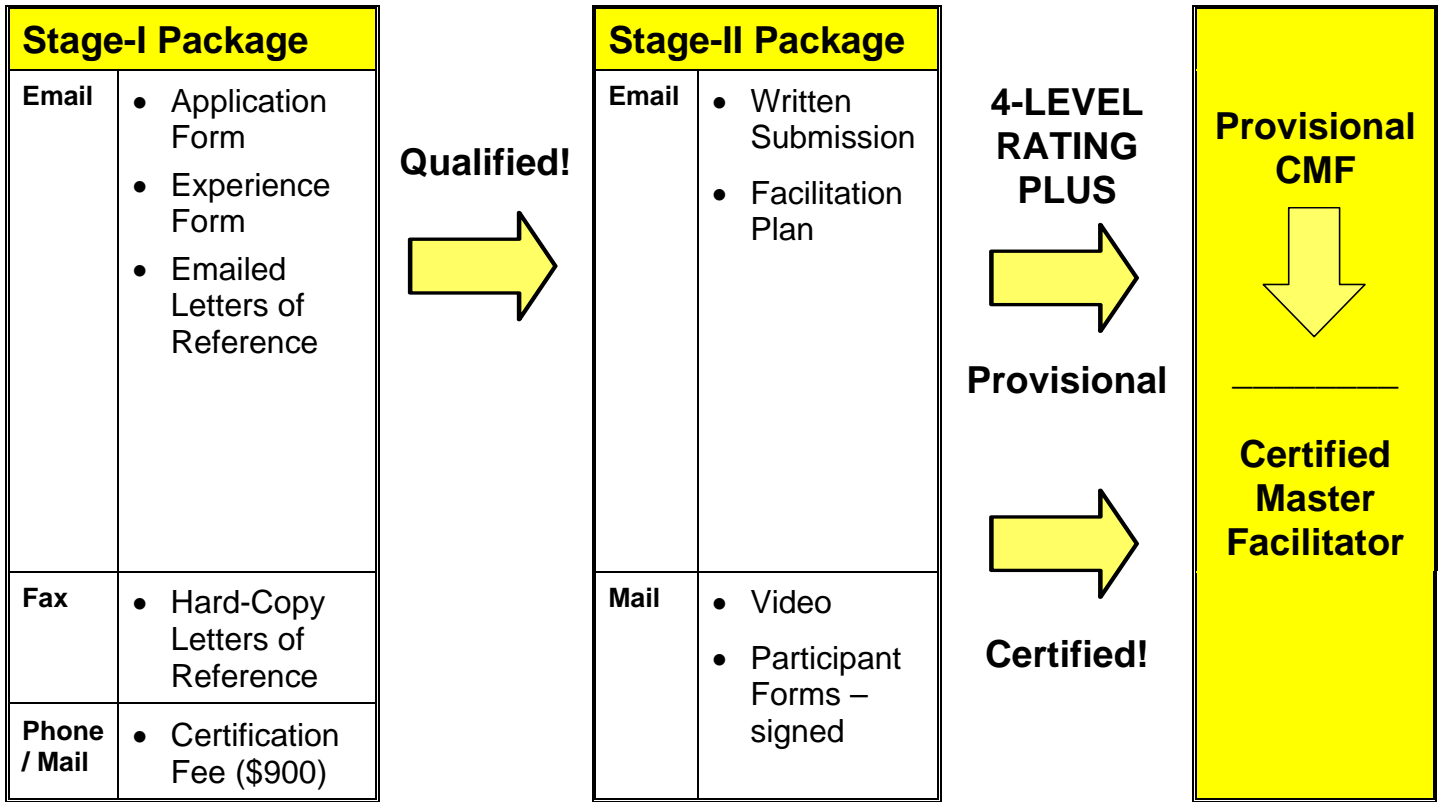
Candidates without the 30 sessions in the prior 3 years can receive the Provisional CMF Designation as a “midway” point to achieving the CMF Certification. They have 3 additional years after receiving the Provisional CMF designation to achieve the 30 sessions. (*Differences from CMF underscored*)

- **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](http://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

## **Next Steps to Certification**

- Log on to [www.INIFAC.org](http://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
- Receive video packet
- Complete video session and submit
- Receive your assessment rating

## **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

## Other International Facilitation Groups

- ◆ Facilitator U- Facilitation network with training, tools, and resources.  
[http://www.facilitatoru.com/membership\\_ad2.html](http://www.facilitatoru.com/membership_ad2.html)
  
- ◆ GFSC- Global Facilitators Service Corps- Facilitation network, virtual mentoring, training, materials focused on those affected by disasters.  
<http://www.globalfacilitators.org/>
  
- ◆ Global Facilitators Network Provides resources on Business Facilitation and a facilitator certification process used on an exclusive basis.  
<http://www.globalfn.org/certification/facilitators.asp>
  
- ◆ Global Facilitation Network for Security Sector Reform (GFN-SSR)- Facilitation network of policy-makers, and civil society organisations involved in SSR.  
<http://www.ssrnetwork.net/about/index.php>
  
- ◆ **IAF- International Association of Facilitators** Offers; conferences, resources and Certified Professional Facilitator. A CPF is assessed in basic level facilitation competencies. <http://iaf-world.org/i4a/pages/index.cfm?pageid=1>
  
- ◆ **ICA- Institute of Cultural Affairs-** Offers Certified ToP® Facilitator (CTF)  
<http://www.ica-usa.org/index.php>
  
- ◆ **IIFAC- International Institute for Facilitation and Change** facilitation training in English and Spanish. <http://www.iifac.org/index.php?m=7&s=7&l=en>
  
- ◆ **Kinharvie Institute of Facilitation-** In Glasgow Community Facilitators' Network, offer one year membership to IAF with their facilitation training programs.  
<http://www.kinharvie.org.uk/>

## Responses to the Fill-in-the-Blank

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



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