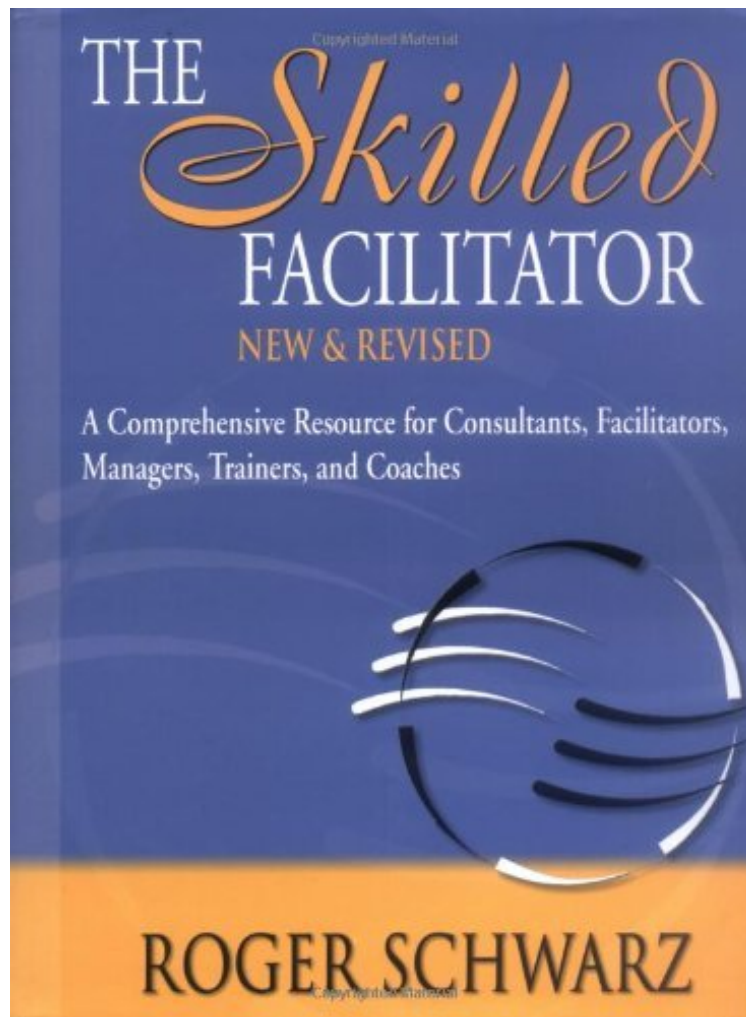


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The Skilled Facilitator: A Comprehensive Resource for Consultants, Facilitators, Managers, Trainers, and Coaches

Roger Schwarz

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Roger Schwarz : The Skilled Facilitator: A Comprehensive Resource for Consultants, Facilitators, Managers, Trainers, and Coaches before purchasing it in order to gauge whether or not it would be worth my time, and all praised The Skilled Facilitator: A Comprehensive Resource for Consultants, Facilitators, Managers, Trainers, and Coaches:

4 of 4 people found the following review helpful. Facilitating from your values By Margie Z One of the things that struck me about this excellent guide to the art and skill of facilitation is the way in which Schwarz declares, unequivocally, who he is to his clients. He asks them to agree to work with the behaviors and values he believes form an effective group. Some facilitators do not have a strong "spine" in this way - they may be a nonjudgmental, caring or

insightful presence, but they do not hold a group to a set of values and practices. If a client does not agree with Schwarz's normative model for how a group should function, fine with him - that group needs to find another facilitator. I think all facilitators could benefit from this kind of declaration and then follow-through on their principles. 23 of 24 people found the following review helpful. Make it easy on yourself! By JerryPrimeTime Roger's book is a unique hybrid of theory, practical exercises, examples, and personal stories. It works! The art and science of facilitation (to make easy or easier) is presented clearly, concisely, and completely. And, that is what I enjoyed about Roger's book so much. He gives it to you with "the bark on." He makes you aware of the good, the bad, and the ugly relative to the practice of facilitation. I had used this book for several years in my work as a trainer, facilitator, and manager. Then, I had the pleasure to attend a workshop conducted by Roger. He lives what he teaches. While I was fortunate enough to have my company pay for the workshop, it is one of only three workshops I have ever attended that I feel like I would pay my own money to attend. Keep this book nearby. It is THE best read on this subject out there. 8 of 8 people found the following review helpful. Very insightful and useful. By Bas Vodde The skilled facilitator introduces a facilitation approach that is based on 4 core values: Valid information, Free and informed choice, internal commitment and compassion. Most of the work on the values are based on the work of Chris Argyris and his work on Organizational Learning. One of the key-points in the book is that most people work with a unilateral control theory-in-use. This will automatically make their facilitation in-efficient even though they do not realize it. The skilled facilitator approach is to try to move away from this theory-in-use and move to a "mutual learning" theory-in-use in which the facilitator tries to maximize the learning for him and his participants. The four core values provide a basis for that. Next to the core values there are 9 ground rules which are concrete enough to really act upon. Most of the book explains the ideas behind the core values and the ground rules and shows how the ground rules influence your facilitation. This is done with scenarios in which the author shows a normal approach and a skilled facilitator alternative approach. The book ends with a wonderful chapter on "the facilitative leader", which shows how you can combine the skilled facilitator values and ground rules and your role as a leader within the organization. This chapter alone would have been worth the book already. I finished the book fairly quick. It's easy to read and kept me interested at all times. It also kept me thinking about the content when I was not reading it. Changing a theory-in-use is a difficult thing, but thanks to this book, I've become more aware of my own approach to facilitation and have the ability to improve it.

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.

In *The Skilled Facilitator: Practical Wisdom For Developing Effective Groups*, Roger Schwarz draws on his own extensive facilitation experience and insight to bring together theory and practice, creating a comprehensive reference for consultants, peer facilitators, managers, leaders -- anyone whose role is to guide groups toward realization their creative and problem-solving potential. *The Skilled Facilitator* provides essential materials including simple but effective ground rules for governing group interaction; what to say to a group (and when to say it) to keep it on track and moving toward its goal, proven techniques for starting meetings on the right (and ending them positively and decisively), practical methods for handling emotions (particularly negative emotions) when they arise in a group context, and a diagnostic approach for helping both facilitators and group members identify and solve problems that can undermine the group process. *The Skilled Facilitator* provides a clearly defined set of basic principles to help facilitators develop sound, value-based responses to a wide range of unpredictable situations. It also includes advice on how to work with outside consultants and facilitate within one's own organizations, along with a groundbreaking section on facilitative leadership. *The Skilled Facilitator* is an excellent addition to any business or community library shelf. -- Midwest Book From the Inside Flap An outstanding guide for those working to help groups reach their full potential. Writing for consultants, peer facilitators and managers, the authors offer a comprehensive reference that pinpoints the skills needed to produce groups with high degrees of creativity and problem-solving capabilities. A groundbreaking section on facilitative leadership shows how expertly managed groups can improve the overall effectiveness of an organization, increase employee commitment, and improve company flexibility. Easy to follow and chock full of practical advice, this is the one book no one responsible for group development should be caught without. From the Back Cover For those working to help groups reach their creative and problem solving potential--including consultants, peer facilitators, and managers--this comprehensive reference identifies valuable skills and offers practical advice. In a groundbreaking section on facilitative leadership, the author shows how skilled

management of groups can improve the overall effectiveness of an organization, increase employee commitment, sharpened cooperative and problem solving skills, and improve company flexibility.