

before the facilitation	opening	bulk of session	closing	after the facilitation
<p>Clarify purpose, objectives, and context.</p> <p>Conduct background research and prep.</p> <p>Gather data: participants; stakeholders; internal and external sources.</p> <p>Design agenda identifying activity options for each segment/portion.</p> <p>Plan for the environment: logistics.</p> <p>Communicate with participants: socialization and orientation to session and pre-work distribution.</p> <p>Prepare any other necessary materials (slides, handouts, etc.).</p>	<p>Clarify purpose, objectives, flow.</p> <p>Identify what will be needed from participants to accomplish session goals.</p> <p>Assess what each participant can contribute and how they might participate.</p> <p>Clarify roles and expectations.</p> <p>Create safe space for people to speak up, take risks, challenge norms, etc.</p>	<p>Dig beneath the surface: distinguishing between symptoms and the issue.</p> <p>Manage content and process and move from ideas to action: What? So what? Now what?</p> <p>Stay attuned to what's not being said and honoring/applying group norms and ground rules.</p> <p>Remain mindful of energy and engagement level: vary techniques as needed.</p> <p>Watch participation patterns and adapt facilitation as needed.</p> <p>Check in periodically: <i>how are we doing so far?</i></p>	<p>Review results in relation to stated goals.</p> <p>Revisit original agreements: how did we do?</p> <p>Identify lessons learned: what does the group want to remember for its future efforts?</p> <p>Summarize.</p> <p>Ensure individual commitments and next steps are clear.</p> <p>Discuss who can (and will) be shared, by whom, how, and when.</p> <p>Evaluate.</p>	<p>Follow-up on any commitments you made during session.</p> <p>Conduct self-assessment; capture lessons learned; share as appropriate with colleagues.</p> <p>Debrief with key contact(s).</p> <p>Support individuals following through on assignments as appropriate.</p> <p>Conduct evaluation (if not done on-site).</p>