Contents

	Preface	х
	Acknowledgments	xvi
	The Author	xx
	Part One: How Facilitation Helps Groups Achieve Their Goals	
1.	Group Facilitation and the Role of the Facilitator	Ş
2.	What Makes Work Groups Effective?	19
	Part Two: Establishing the Foundation for Facilitation	
3.	Contracting: Deciding Whether and How to Work Together	45
4.	Diagnosis: Identifying Behaviors That Enhance or Hinder Group Effectiveness	67
	Part Three: Intervening Effectively in Groups	
5.	Things to Consider Before Stepping In	103
6.	How to Intervene	122
7.	Beginning and Ending Meetings	146
8.	Helping the Group Solve Problems	158
9.	Helping the Group Follow Its Ground Rules	172

10.	Dealing with Emotions	191
11.	Working with Another Facilitator	210
	Part Four: Using Facilitation Skills in Your Own Organization	
12.	Serving as Facilitator in Your Own Organization	233
13.	The Facilitative Leader	249
	Resource A: Guidelines for Developing an Effective Contract	261
	Resource B: Sample Agreement for Basic Facilitation	276
	Resource C: Sample Agreement for Developmental Facilitation	278
	Resource D: Guidelines for Using Experiential Exercises and Self-Knowledge Instruments	282
	Resource E: Questions for Cofacilitators	286
	Resource F: For Internal Facilitators: Guidelines for Contracting with Your Supervisor	289
	Resource G: Further Reading	294
	References	297
	Index	303