FACILITATION SKILLS FOR ADAPTIVE MANAGEMENT IN CONSERVATION AND DEVELOPMENT PRACTICE, SPRING 2021

Course number: LAS 6291 Sections 42A7 (in-person) & 42A8 (Zoom)
Time/Location: Thursdays, Periods 4-6 (10:40am-1:40pm) in room 1108 McCarty B
Instructors: Dr. Becky Williams, 352-226-6368, rjwillia@ufl.edu
Dr. Matthew Hallett, 708-710-7054, mhallett2320@ufl.edu
Office hours: By appointment

COURSE DESCRIPTION

Professionals working in Conservation and/or Development must know how to work collaboratively as members of in-house teams, inter-organizational partnerships and projects requiring engagement with diverse stakeholder groups. Effective collaboration requires a specific set of skills that range from designing and running effective meetings to helping diverse and often competing interests work and plan together. Graduate students in this class will develop and strengthen facilitation skills and approaches through practice and reflection. By the end of the class participants should feel more confident leading groups, facilitating group decision-making and being effective collaborative problem-solvers both off and on campus.

Required Text

Evaluation (see activity descriptions):

<table>
<thead>
<tr>
<th>Activity</th>
<th>Percentage</th>
<th>Total Points</th>
</tr>
</thead>
<tbody>
<tr>
<td>Class participation</td>
<td>20%</td>
<td>200 points</td>
</tr>
<tr>
<td>Canvas online discussion of readings</td>
<td>10%</td>
<td>100 points</td>
</tr>
<tr>
<td>Canvas online leadership &amp; in-class facilitation activity</td>
<td>10%</td>
<td>100 points</td>
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<tr>
<td>Learning Journal</td>
<td>15%</td>
<td>150 points</td>
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<tr>
<td>Conversation Café or Field Research Clinic</td>
<td>15%</td>
<td>150 points</td>
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<tr>
<td>Facilitation event (Group Project)</td>
<td>30%</td>
<td>300 points</td>
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<tr>
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<td>100% 1000 points</td>
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COVID-19

Due to COVID-19 this class will have an in-person and an online section. The sections will meet at the same time. Those enrolled in the in-person section will meet in the designated classroom and we will join the online section in Zoom. Other course activities will take place via Canvas. online to in-person class meetings. This will only be done in consultation with the students in the class.

The Zoom link to the class can be found in Canvas on the course home page. If you have any concerns or special considerations, please email Becky or Matt directly.
LEARNING APPROACH

❖ Focus on building practical skills and using systematic reflection
❖ Experiential learning spaces – learn by doing
❖ Course is designed to model elements of a collaborative, facilitative approach to working with people
❖ “Adaptive Teaching” – listed sessions and/or readings may be adapted to reflect needs of the group. We will not stray from the core vision of the course but may make adjustments. Advance notice will be given if any changes occur.
❖ Context for activities and discussion is primarily (not exclusively) development and/or conservation practice in the Americas, Africa, and Southeast Asia
❖ Capacity-building in facilitation involves both personal and professional development

COURSE OBJECTIVES

By the end of this course, the students will be able to:

1. Introduction and key concepts
   1.1. Define and describe “impartial” facilitation, facilitative leadership, and facilitative training/teaching.
   1.2. Describe the role of the facilitator in impartial facilitation, facilitative leadership, and facilitative training/teaching.
   1.3. Explain process versus content and the role of the facilitator in each.
   1.4. Explain participation, consensus, and framing and the role of the facilitator in facilitating each. Explain the role of group dynamics, group processes, and group decision-making in facilitation.
   1.5. Discuss the role of values and perceptions in group processes and facilitation.
   1.6. Discuss the role of positions versus interests in group processes and facilitation.
   1.7. Discuss the role of gender, class, age, culture and other characteristics in group dynamics and planning for facilitation.

2. Facilitation skills
   2.1. Describe and implement methods for engaging full participation in a group.
   2.2. Discuss and practice the role of empathic listening in group processes and facilitation.
   2.3. Demonstrate ways of dealing with conflict during facilitation.
   2.4. Describe and implement various tools and strategies for facilitation, including when, where, why, and how to use them.

3. Facilitation practice
   3.1. Plan for a facilitated event including logistical, agenda, and session planning, and for short-term versus long-term facilitation (meeting planning versus process planning, engaging stakeholders over a long term).
   3.2. Discuss the role of social media in facilitation.
   3.3. Discuss issues and demonstrate techniques for facilitating contentious subjects.
   3.4. Conduct a facilitation event using impartial, leadership-based, or training facilitation.
### Evaluation of Objectives:

<table>
<thead>
<tr>
<th>Activity</th>
<th>Objective</th>
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<tbody>
<tr>
<td>Class participation</td>
<td>All</td>
</tr>
<tr>
<td>Canvas online discussion of readings</td>
<td>1.1-1.8; 2.1-2.4</td>
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<tr>
<td>Canvas online leadership &amp; in-class facilitation activity</td>
<td>1.1-1.8; 2.1-2.4</td>
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<tr>
<td>Learning journal</td>
<td>All</td>
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<tr>
<td>Field Research Clinic or Conversation Café Day</td>
<td>2.4-2.5; 3.1, 3.4</td>
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<tr>
<td>Facilitation event (group project)</td>
<td>2.1, 2.4-2.4; 3.1-3.4</td>
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### COURSE SCHEDULE

<table>
<thead>
<tr>
<th>Class</th>
<th>Date</th>
<th>Class Topic/Theme</th>
<th>Assignment Due</th>
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<tbody>
<tr>
<td>1</td>
<td>Jan 14</td>
<td>Introduction to facilitation</td>
<td>Learning journal**</td>
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<tr>
<td>2</td>
<td>Jan 21</td>
<td>Understanding facilitation</td>
<td>Canvas discussion*</td>
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<td></td>
<td>Learning journal**</td>
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<td>3</td>
<td>Jan 28</td>
<td>Empathic listening, neutrality/impartiality, positions vs. interests</td>
<td>Canvas discussion*</td>
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<td>Learning journal**</td>
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<td>4</td>
<td>Feb 4</td>
<td>Group dynamics and decision-making, task and maintenance functions, the diamond of decision-making, the “groan zone”</td>
<td>Canvas discussion*</td>
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<td>Learning journal**</td>
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<tr>
<td>5</td>
<td>Feb 11</td>
<td>Framing and reframing, dealing with conflict dynamics</td>
<td>FRC/Conversation Café plan due</td>
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<td>Canvas discussion*</td>
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<td>Learning journal**</td>
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<td>Peer-review**</td>
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<tr>
<td>6</td>
<td>Feb 18</td>
<td>Values, perceptions, and bias</td>
<td>Canvas discussion*</td>
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<td>Learning journal**</td>
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<td>Peer-review**</td>
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<tr>
<td>7</td>
<td>Feb 25</td>
<td>Gender, intersectionality engaging full participation</td>
<td>Canvas discussion*</td>
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<td>Learning journal**</td>
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<td>Peer-review**</td>
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<tr>
<td>8</td>
<td>March 4</td>
<td>Objectives, participatory planning</td>
<td>FRC/Conversation Café group report and reflection due</td>
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<td>DRAFT Facilitation event proposal due</td>
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<td>Canvas discussion*</td>
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<td>Learning journal**</td>
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<td>Peer-review**</td>
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<tr>
<td>9</td>
<td>March 11</td>
<td>Mid-term review, effective meetings</td>
<td>Canvas discussion*</td>
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<td>Learning journal**</td>
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<td>Peer-review**</td>
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<tr>
<td>10</td>
<td>March 18</td>
<td>Multi-stakeholder facilitation</td>
<td>Facilitation event proposal due</td>
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<td>Canvas discussion*</td>
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<td>Peer-review**</td>
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<tr>
<td>11</td>
<td>March 25</td>
<td>Tools and strategies for facilitation</td>
<td>Canvas discussion*</td>
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<td>Learning journal**</td>
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<td>Peer-review**</td>
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Course Assignments

Students will be evaluated based upon five sets of activities, each of which will be explained in more detail in class. All activities will be graded based on grading rubrics. These will be posted in Canvas so that you can see exactly what is expected of you.

Class participation
(20% - 200 points, 14-ish points per class)
Attendance is critical. One excused absence is allowed although not encouraged. Students are required to critically read all assigned materials prior to class and participate actively during in-class discussions, online discussions and in small/large group activities including simulations and role plays. Each student will meet individually with the one of the Instructors two times during the semester (January, April). Participation in the review of your peers as part of the online canvas leadership activity will be part of your class participation grade.

Online Canvas facilitated discussion
(10% - 100 points total, 7-ish points each)
The learning that takes place in class and through readings is greatly enhanced by active discussion. Unfortunately, a once-per-week class rarely allows adequate time for dialogue. To better take advantage of the activities and readings, students will engage in web-based reflection and discussion, sometimes responding to specifically posed questions, other times reacting to the thoughts of others. Each week two students will serve as online facilitators of discussion and will determine its format. All discussion postings must be completed by Tuesday at midnight. It is expected that participants will review everyone’s online postings before each Thursday class. Back and forth dialogue is strongly encouraged on Canvas and postings should reflect your reaction to how readings relate to class themes and/or to experiences you may have had. As always in such discussions, follow the basic rule of thumb: “Tough on issues, soft on people”
Online Canvas leadership & in-class facilitation activity
(10% 100 points total, 50 points each)
At least once during the semester students will work in a team of two to facilitate the online discussion prior to the next week’s class. The facilitators will have 15 minutes to run an activity during the next class period. You are encouraged to be creative, however be sure that the activities that you facilitate are related to the course topics. You are welcome to consult with the instructor for ideas. This is an opportunity to practice facilitating in both an online and face-to-face context.

Part 1 Online facilitation: Plan ahead for this part of the assignment. Facilitators must be prepared for their online activity/discussion the week before the class period in which you will be facilitating the in-class activity. In other words, when it is your turn to facilitate the online discussion you must post your online activity/discussion prompt the week before the class period that you will be facilitating. Your classmates will be required to respond by TUESDAY at midnight. This gives you WEDNESDAY to plan your activity or integrate the online discussion into your activity.

Part 2 In-class facilitation: Plan a 10-15 minute activity using the readings and/or online discussion topics as the basis for your activity.

You are welcome to run your ideas by Becky or Matt. However, be sure not to leave it to the last minute or you may not get timely feedback!!

Points for this assignment are awarded as follows:
- 50 points based on peer-evaluations of your online and in-class facilitation (note – while there has never been an issue with peer evaluations thus far, your instructor reserves the right to override any peer evaluation grade that is far off of the other students).
- 50 points from your Instructor.

Learning Journal
(15% - 150 points total, 10 points each)
Learning journals are designed to help you and your instructor monitor your learning during the semester. Unlike Canvas discussions, learning journals focus on “Ah-ha moments”, questions, observations and experiences. Reflections can be inspired by readings, class activities, participation in non-course related activities, talking or listening to someone, writing, or simply thinking (e.g. “I realized today that the dynamics of my graduate committee are more complex than I had imagined…”). Learning journal thoughts are confidential and will be seen only by the Instructor. They are to be recorded and turned in weekly. During the semester there may be occasional expanded Learning Journal “reflections” assigned. Learning journals should be submitted electronically as a Word file to Canvas by 11:59pm on the FRIDAY after class.

Field Research Clinic and Conversation Café
(15% - 150 points)
For this assignment, students in the class will practice facilitation outside of class via one of two activity options. Option 1: Field Research Clinic: The FRC is an annual event sponsored by the Center for Latin American Studies. It is designed to support and highlight graduate student field research and consists of two parts, a 2-hour facilitated workshop and a research poster session. Students choosing the FRC option for this assignment will design, advertise and implement the workshop portion of the FRC. Date of the event is TBA.

Option 2: Conversation Café: The CC is a facilitated dialogue activity that can take many forms and cover many topics. Students choosing the CC option will design, advertise and implement a CC.
For this assignment there will be three deliverables (submit to Canvas):

- A 1-page plan of action for the FRC or Conversation Café. (5%, 50 points)
- A 2-3 minute group reaction video after the event. This video should include all of your group members and be a reaction to what it was like to facilitate the event. Consider issues that you had, successes, and any other reactions. The best way to submit your video will be to upload the video (Smartphone video is acceptable) to YouTube or another video sharing service and provide the link in Canvas (under “Assignments”). (5%, 50 points)
- An individual reflection (Word document). Your personal thoughts and “lessons learned” about both the event and the experience of working in your group. (5%, 50 points)

NOTE: Creativity is encouraged. This activity and the planning involved is group work which takes place OUTSIDE of normal class time.

Facilitation event (Final Project)
(30% - 300 points)

In groups of 3 (no more than 4), the members of the class are responsible for conceptualizing and designing a facilitation event for the audience of their choice. The proposed due date is in late March, though you are able to choose the exact date and time. This event can take many forms, but there are specific deliverables that you must complete in order to show that you have learned the course objectives. Follow the grading rubric while you are planning. In the past, groups have facilitated events such as:

- Training workshops
- Stakeholder analyses
- Student group forums
- Teaching a class as a “guest” lecturer
- Facilitating an organization in a decision-making process
- Leadership courses
- And others

Throughout the semester leading up to the event, students are responsible for developing, discussing and submitting analyses and plans related to the facilitation event.

There will be four deliverables for this assignment (submit to Canvas):

- A 1-2 page project proposal including objectives, a brief needs assessment, the target audience or group, and a description of the event. (5%, 50 points)
- A complete project proposal including revised objectives, needs assessment, target audience or group, and description of event. Added complete agenda with session plans. (10%, 100 points)
- A final report. (10%, 100 points)
- An individual reflection. (5%, 50 points)

NOTE: Creativity is encouraged. This activity and the planning involved is group work which takes place OUTSIDE of normal class time.
POTENTIAL READINGS

Readings will be modified based on student needs and interests

Students are welcome and encouraged to suggest readings/videos/podcasts/etc. that are related to the course materials

- Cain, Susan The Power of Introverts (TEDtalk) http://www.ted.com/talks/susan_cain_the_power_of_introverts.html
- Reed, Mark S., Stakeholder participation for environmental management : A literature review Biological Conservation 141 (2008) 2417-2431

The Philosophy of Socrates NPR Podcast 2/21/04; http://www.npr.org/player/v2/mediaPlayer.html?action=1&t=1&islist=false&id=1688260&m=1690960


Wollenberg, E. David Edmunds and Louise Buck (2005) Though all things differ: Pluralism as a basis for cooperation in forests. CIFOR, Bogor, Indonesia