

# Foundations of Facilitation Skills



**Halelly Azulay**  
**TalentGrow LLC**  
**ATD & CUPA-HR Webcast**  
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## Have we met? I'm Halelly Azulay. I'm an author, speaker, facilitator, & leadership development strategist and an expert in communication skills & emotional intelligence.

In 2006, I founded [TalentGrow LLC](#), a consulting company focused on developing leaders and teams, especially for enterprises experiencing explosive growth or expansion. TalentGrow specializes in people leadership skills, which include communication skills, teambuilding, coaching and emotional intelligence. TalentGrow works with all organizational levels, including C-level leaders, frontline managers, and individual contributors.

I'm the **author of two books**, [Employee Development on a Shoestring](#) (ATD Press) and [Strength to Strength: How Working from Your Strengths Can Help You Lead a More Fulfilling Life](#). My books and workshops build on my **20+ years of professional experience** in communication and leadership development in corporate, government, nonprofit and academic organizations.

I work with organizations such as PricewaterhouseCoopers, Booz Allen Hamilton, the World Bank, the Food and Drug Administration, Office of Naval Research, Deluxe Corp., FINRA, and the University of Maryland among others. I **speak** at conferences and meetings for various organizations and non-profit association meetings, such as ATD International Conference, The Training Magazine Conference, Turkey's HR Dergi Training Conference, the Human Resource Leadership Forum, the International Coaches Federation, The Training Officers' Conference, and ATD Leadership Conference.

I am an **active leader in my professional community**: I recently was selected to serve on three key volunteer committees for ATD (formerly ASTD), the world's largest professional association in the Talent Development profession: The 2014-2015 ATD International Conference & Expo Program Advisory Committee (ICE PAC), Chair of the 2014 ATD Chapter Leaders Conference PAC, and the 2014 ATD National Advisors for Chapters (NAC) Committee. I am Past President of the Board of Directors of the award-winning Metro DC chapter of ATD where I served in various Board leadership roles for six years. I was selected to judge the 2009 and 2010 Apollo Awards for excellence in employee development.

I am a **contributing author to numerous books** such as *The ATD Handbook (2<sup>nd</sup> ed.)*, *The ATD Trainer's Toolkit App*, *The Insider's Guide to Supervising Government Employees*, *The Pfeiffer Annual: Training*, *The Pfeiffer Annual: Consulting*, and *The Trainer's Warehouse Book of Games*, as well as articles and blogs. I was recently described as a "[Leadership Development Guru](#)" by the leading magazine in the field of Talent Development, "TD". Please check out my blog at [www.talentgrow.com/blog](http://www.talentgrow.com/blog), my podcast about leadership at [The TalentGrow Show](#), and sign up for my popular free bi-weekly subscription newsletter at <http://eepurl.com/PTIRn>. Connect with me on [LinkedIn](#) and [Twitter](#) or [email me](#).



# Learning Objectives

- ✓ Explore what makes an effective facilitator
- ✓ Recognize and apply adult learning principles
- ✓ Discuss learning preferences and methods
- ✓ Discuss best practices for being engaging & dynamic
- ✓ Plan strategies for applying insights

# Adult Learning Principles

Originated by Malcolm Knowles

# Adult Learning Principles

1.

Adults need to know **why**  
they should learn something

# Adult Learning Principles

## 2.

**Experience** forms  
the basis for learning

# Adult Learning Principles

## 3.

Adults need to be **responsible for their decisions** about learning and involved in the planning and evaluation of their learning experience

# Adult Learning Principles

## 4.

Adults are most interested in learning about content that has **immediate relevance** to their work &/or personal lives



# Adult Learning Principles

# 5.

Adult learning is

**problem-centered**

rather than content-oriented

# Adult Learning Principles

## 6.

Adults respond better to  
**internal vs external  
motivators**

# Learning preferences

- **Sensory Pathways/VAK**
- **Whole Brain<sup>®</sup> Thinking**

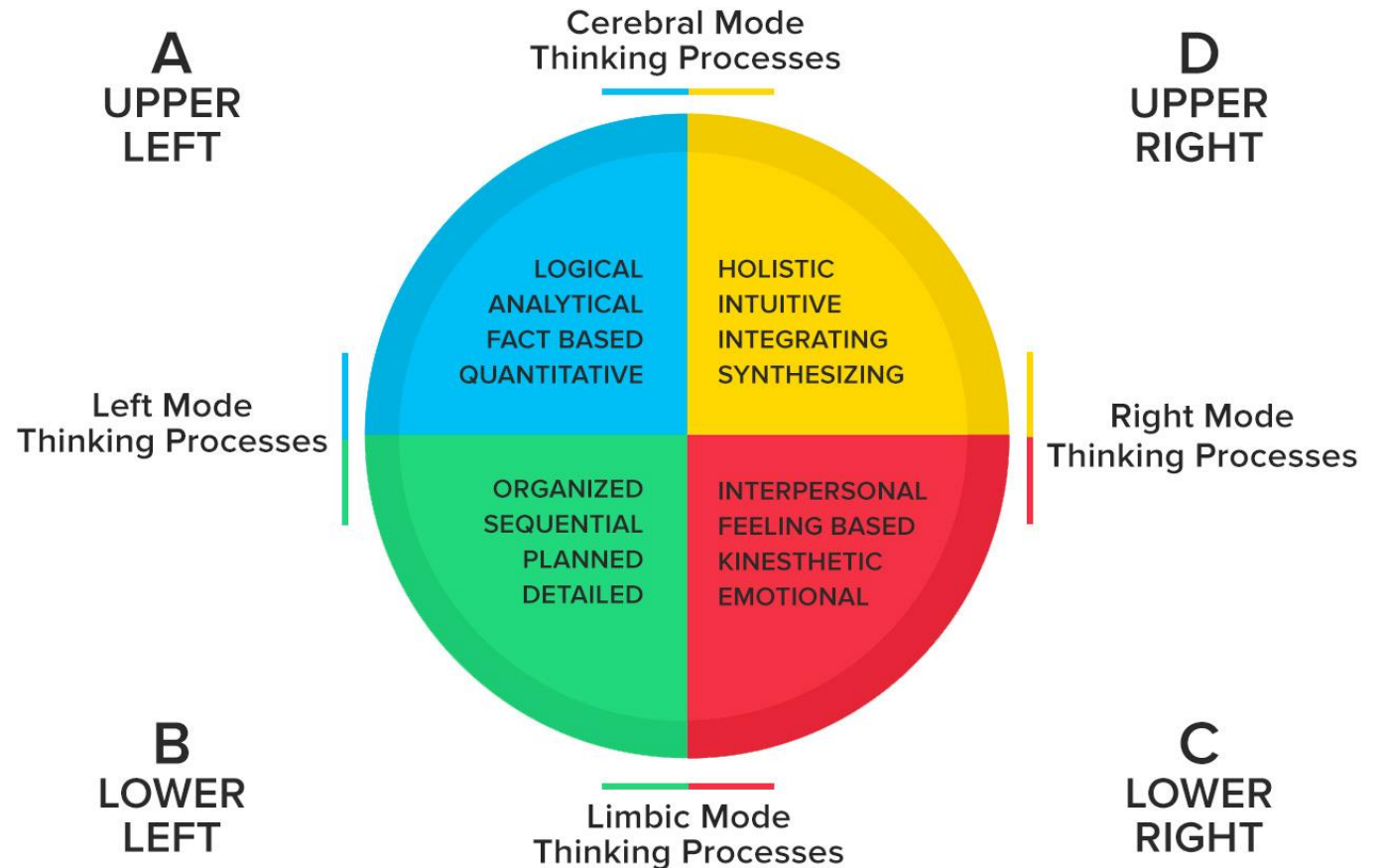
# Sensory Pathways/VAK:

Visual | Auditory | Kinesthetic



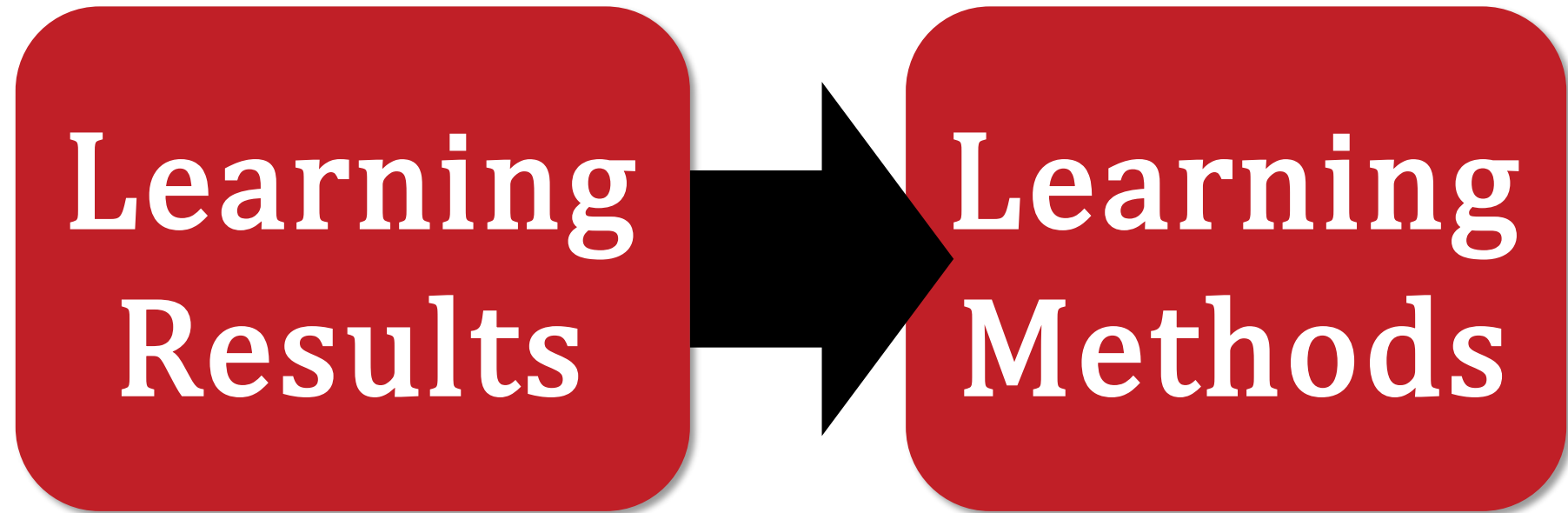
## Learning Preferences

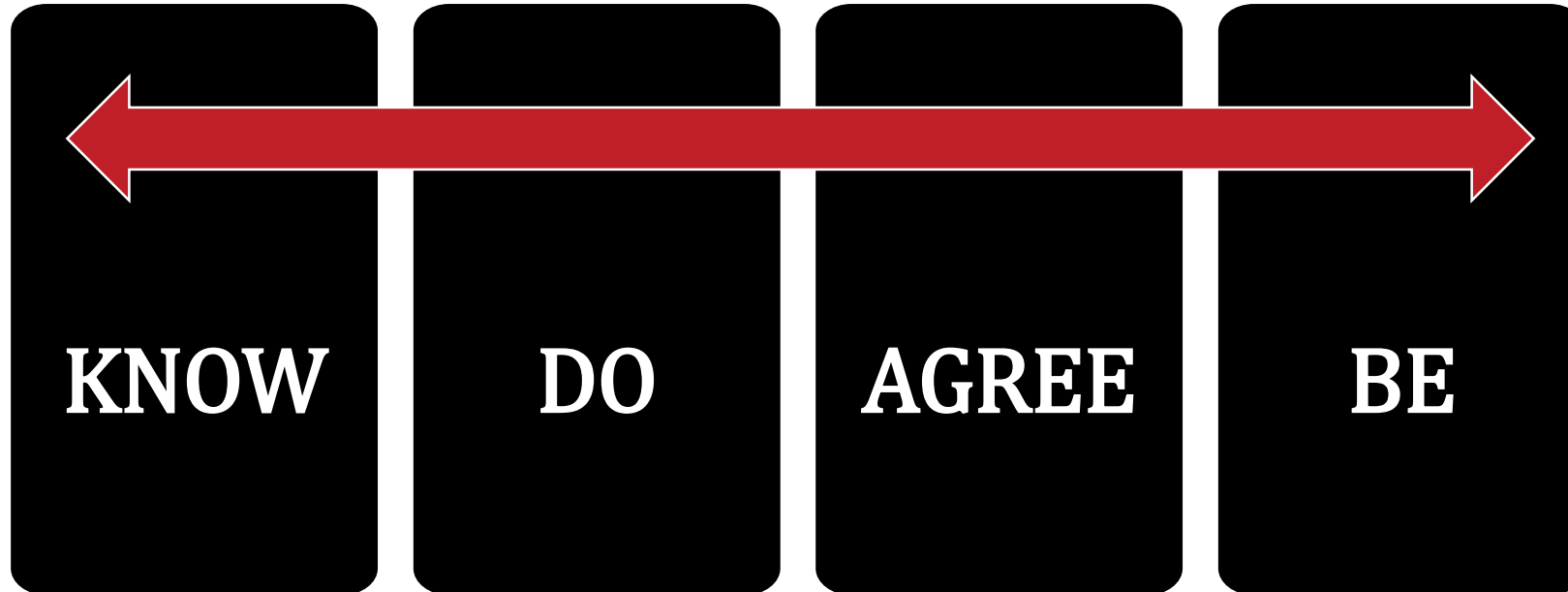
# The Whole Brain<sup>®</sup> Model



## Learning Preferences

The four-color, four-quadrant graphic and Whole Brain<sup>®</sup> are registered trademarks of Herrmann Global, LLC. © 2015 Herrmann Global, LLC





# Learning Results

# Learning Methods

**Discussion**

**Video**

**Lecture**

**Role Playing or  
Skill Practice**

**Case Study or  
Scenario**

**Games /  
Exercises**

**Printed  
Resources**

**Self  
Assessment**

**Teach Back**

**Reflection /  
writing**

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be a *more*  
**ENGAGING**  

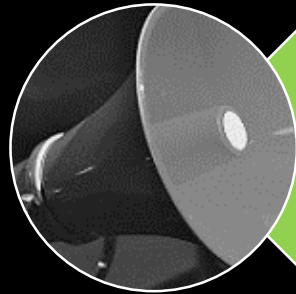
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**FACILITATOR**

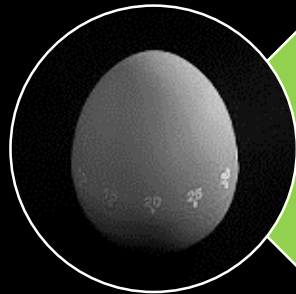
# Vocal Delivery



**PITCH**



**PROJECTION**



**PACE**

# Visual Delivery



**EYE CONTACT**



**MOVEMENT &  
PROXIMITY**



**FACIAL  
EXPRESSIONS**



**POSTURE**



**GESTURES**



**APPEARANCE**

# USING QUESTIONS EFFECTIVELY

Facilitators ask questions to:

- Involve learners
- Introduce a different perspective
- Gauge understanding
- Gather feedback



# CHOOSING THE RIGHT QUESTION

**If you want to...**

**Stimulate everyone's  
thinking**

**Then...**

**Direct questions to  
the group**

# CHOOSING THE RIGHT QUESTION

## **If you want to...**

**Allow people to respond voluntarily or avoid putting an individual on the spot**

## **Then...**

**Ask a question such as:  
"What experiences have any of you had with this problem?"**

# CHOOSING THE RIGHT QUESTION

**If you want to...**

**Stimulate one person  
to think and respond**

**Then...**

**Direct the question  
to that individual.  
"How should we  
handle this, Bill?"**

# CHOOSING THE RIGHT QUESTION

## **If you want to...**

**Tap the known resources of an "expert" in the group**

## **Then...**

**Direct the question to that person. "Mary, you have a lot of experience... what would you do?"**



# HANDLING ANSWERS TO QUESTIONS

How you respond impacts the person who answered AND the amount of future participation you will receive from the other learners



# HANDLING ANSWERS TO QUESTIONS

1. Always reinforce correct answers positively
2. Acknowledge effort regardless of the answer given
3. Minimize potential embarrassment for wrong or incomplete answers



# RESPONDING TO QUESTIONS

1. **Answer** when you are the only person who can provide the answer
2. **Redirect** when there is a high probability that the same person or someone else will be able to come up with the correct answer
3. **Defer** when the question is beyond the scope of the group or you need time to get the correct answer and get back to them



**3 TIPS** for being a  
*more*  
**ENGAGING**  

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**FACILITATOR**

**3 TIPS** for being a *more*  
**ENGAGING**  
**FACILITATOR**

**BE APPROACHABLE**

**3 TIPS** for being a *more*  
**ENGAGING**  
**FACILITATOR**

**BE CONGRUENT  
IN BODY AND VOICE**

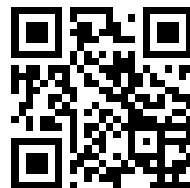
**3 TIPS** for being a *more*  
**ENGAGING**  
**FACILITATOR**

**EXUDE  
CONFIDENT  
BENEVOLENCE**

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GET ALL 10 TIP!**







# QUESTIONS?

# Action Planning

A high-angle photograph of a person in a red kayak on a body of blue water. The person is wearing a light-colored long-sleeved shirt, a wide-brimmed hat, and a dark life vest. They are holding a white paddle with a blue stripe. The kayak is bright red and has some text on its side. The water is a deep blue with some ripples and reflections.

**START...?**

**STOP...?**

**KEY TAKEAWAYS?**

**Learn while on the go:  
Listen to my leadership podcast,  
The TalentGrow Show!**

Are you a leader who is always looking to take your game to the next level? Maybe you're new to leadership or aspiring to become a leader? This podcast is for self-motivated and growth-oriented current and future leaders who want actionable, results-oriented insight and advice on how to take their leadership, communication, and people skills to the next level and **become the kind of leader people \*want\* to follow.**

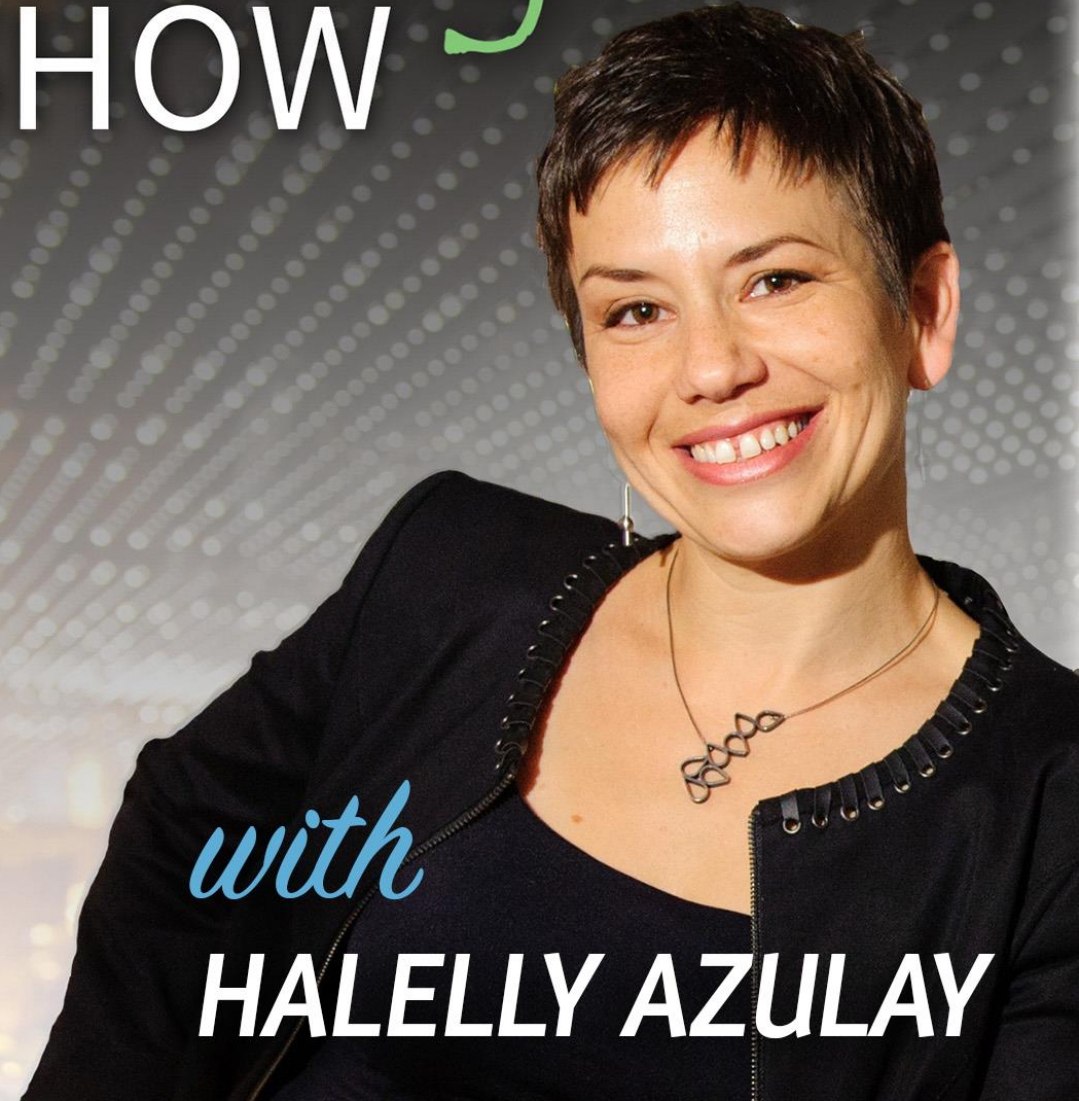
Go to [www.talentgrow.com/podcast](http://www.talentgrow.com/podcast)

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# THE talentgrow SHOW



*with*

**HALELLY AZULAY**

# Employee Development on a Shoestring

gives managers the tools to grow their team members into engaged, highly-



skilled employees, outside the classroom and 'outside the box', within an efficient, cost-effective framework.

[www.bit.ly/EmpDevShoestring](http://www.bit.ly/EmpDevShoestring) or  
[www.td.org/shoestring](http://www.td.org/shoestring)

"Whether you are a supervisor looking for...developmental ideas or a trainer seeking ways to stretch your company's training and development budget, **this book delivers.**"

*from the foreword by "The Trainer's Trainer," Elaine Biech*  
author of *The Business of Consulting* and dozens of other books

"**Halelly Azulay gets the importance** of keeping employees up to speed in a constantly changing workplace, and doing so in ways that are respectful of their individuality and your company's values."

**Daniel H. Pink**

best-selling author of *To Sell Is Human*, *A Whole New Mind* and *Drive*

"Halelly Azulay has written a **book that will help supervisors and professionals** develop their staff within the limits that most organizations now face—time and budget!"

**Marshall Goldsmith**

million-selling author of New York Times bestsellers,  
*Mojo* and *What Got You Here Won't Get You There*

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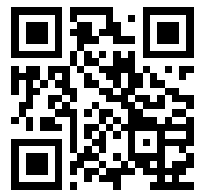
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**Thank you!**



**Good luck!**

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