FACILITATIVE LEADERSHIP PROGRAM

- **FACILITATION TRAINING AND LEADERSHIP DEVELOPMENT**
- **CERTIFIED ToP FACILITATOR**
- **VOCATIONAL GRADUATE DIPLOMA OF FACILITATIVE LEADERSHIP**

Add a powerful body of leadership practice, knowledge and culture to your role

Delivered by the

GLOBAL INSTITUTE FOR FACILITATIVE LEADERSHIP

A Registered Training Organisation
National Provider 52360
www.ToP-GIFL.com

FACILITATIVE LEADERSHIP

All organisations and groups (large and small) face significant and often rapid changes in their operating environments. For responsiveness, agility and resilience in the face of such changes we require more effective models for relationship, dialogue, thinking, planning and collective action.

Tap into depth of thinking and breadth of ideas and knowledge	Harness individual and collective creativity and energy	Build shared understanding, purpose and commitment	Develop leadership qualities and capabilities at all levels

Facilitative leadership is the key approach to enable these kinds of transformations to take place and to have lasting impact in a wide range of settings across industry, government and community sectors.

It is an approach of first choice for effective leaders, managers and coordinators, and for educators, coaches and mentors.

ToP FACILITATIVE LEADERSHIP PROGRAM

The Technology of Participation (ToP) is a people-centred, results-driven leadership approach with widely tested and proven process *tools and methods,* supported by a body of *knowledge* and *values*.

The ToP Facilitative Leadership Program enhances the understanding, capability and performance of participants, in a highly participatory, experiential and learning-centred atmosphere.

Going beyond tools and techniques, it enables practical application of essential theoretical foundations and ethical principles to underpin the effectiveness of a facilitative leader.

PROGRAM DELIVERY

The program content is delivered through seven two-day workshop (face-to-face) modules and an eighth project-based application module:

1	**Group Facilitation Methods**	Applying fundamental methods to a range of contexts and participants, examining underlying dynamics for deeper understanding and confidence
2	**Facilitation Expansion & Integration**	Integrating complementary tools for adapting to a wide variety of situations, with design to create high impact facilitation events
3	**Strategic Thinking & Planning**	Facilitating movement from initial uncertainty to clear purpose and commitment, generating practical steps, momentum and ownership
4	**Working with Diverse Value Systems**	Appreciating and embracing very different ways of thinking, learning and communicating
5	**Principled Influencing & Negotiating**	Bridging differences, escaping drama, transforming conflict, building cooperative relationships, and developing agreement and commitment
6	**Understanding & Leading Change**	Catalysing, initiating or responding to change, examining styles of change leadership and methods and designing a change intervention
7	**Being a Facilitative Leader**	Facilitating transformation of cultures, structures and practices, finding purpose and meaning as a leader of transformation and change
8	**Facilitative Leadership: Role-Based Application**	Action research on application of all program content to real-life roles

Interactive delivery is by highly experienced facilitators who are active in corporate, government and not-for-profit settings, and who have demonstrated skills in adult education and learning support.

At the end of each module participants have a statement of completion, a comprehensive set of course notes and concrete proposals to apply and practice what they have learned in real-life roles and work environments. They will also have access to coaching and mentoring from experienced facilitators.

This format builds competence and confidence in continuing use and development, and deepens understanding of the vital role of facilitative approaches in leading change.

WHO IS IT FOR?

Attendance at this program will benefit leaders, managers, executives, coordinators, change agents, planners, evaluators, consultants, educators, trainers, coaches, mentors....anyone who is working to release the creativity and energy of individuals, groups and organisations.
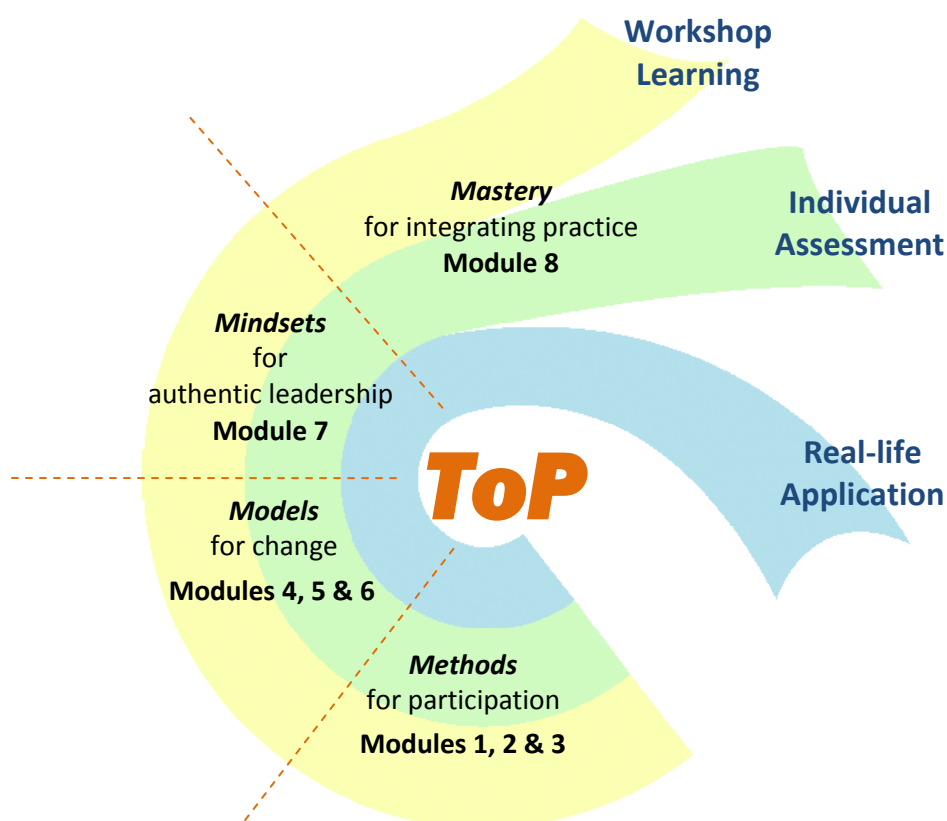
The program will add a powerful body of leadership practice, knowledge and culture to any such role.

WHY THIS PROGRAM?

BREADTH DEPTH AND FOCUS	**Comprehensive**	It encompasses a range of levels of learning, competence and application, from facilitation skills to integrated facilitative leadership development
		   It offers ways of doing, ways of knowing and ways of being
		   It is suitable for 'novice' level up to 'veteran' level

	Supportive	It builds confidence in participants to be leaders through learning which is practical, participatory and experiential
		   Participants practice in a safe supportive environment and give/receive feedback
		   It provides templates and resources with on-going value

	Accredited	It meets industry and professional training needs to a nationally accredited standard Our leaders are skilled and experienced adult educators, who are active in facilitation, development, enquiry and research across their field

FLEXIBILITY AND ADAPTABILITY TO PARTICIPANT NEEDS	**Choice of level and pathway**	It offers pathways from single Module attendance to postgraduate qualifications
		   Participants can find their own level
		   There is no requirement to choose or commit to a particular pathway up-front

	Choice of timing and pace	It offers flexibility in start and finish times and rates of progression
		   There is no fixed schedule or prescription
		   Participants can adjust their engagement as development needs or life situations change

	Choice of location and setting	It is offered around Australia, New Zealand, and beyond, from public subscription events to tailored 'in-house' development programs Transportability across locations enables access to diverse facilitation and leadership styles to deepen learning
REAL-LIFE APPLICATION AT EVERY LEVEL	**Practical application**	Each level of engagement in the program - from single module attendance to postgraduate certificate - emphasises and supports real-life application of learning This develops and strengthens performance and confidence in any role, and in any setting
	Proven track record	Its content, theoretical foundations and ethical principles are all backed by decades of international field experience and proven achievement across different cultures and sectors
	Global learning community	It continues to engage and benefit thousands of practitioners who work in many locations around the Australasia-Pacific region and beyond, in a wide range of roles and applications Local and regional networks of practitioners remain connected with global networks to share learning and enable continuous improvement in practice

PROGRAM STRUCTURE

The program encompasses three strands of delivery and four levels of learning:

Workshop Learning

Mastery
for integrating practice
Module 8

Individual Assessment

Mindsets
for
authentic leadership
Module 7

Models
for change
Modules 4, 5 & 6

ToP

Real-life Application

Methods
for participation
Modules 1, 2 & 3

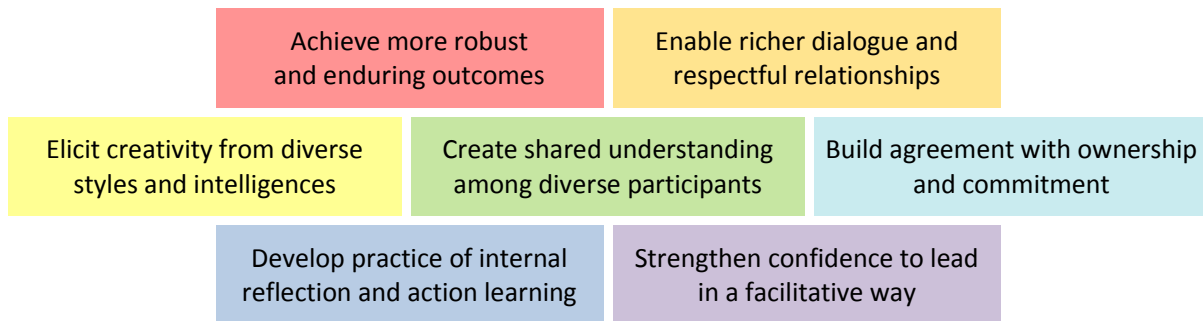| Levels of learning:	Developing competence in:	Applied to:
Practical **METHODS**: Skills and abilities for facilitating collaborative thinking, planning and solution finding	Leadership as facilitating **PARTICIPATION**: Utilising tools for planning and decision-making	Working in the **PRACTICAL** domain: managing process and delivering products matched to objectives
Grounded in **MODELS**: Conceptual frameworks for understanding and leading change in behaviours, structures and cultures	Leadership as facilitating **EMPOWERMENT**: Developing new thinking and understanding	Working in the **RATIONAL** domain: developing knowledge and conceptual understanding through interpretation
Intensified by **MINDSETS**: Stances and convictions for anchoring methods and models in personal action and authentic facilitation	Leadership as facilitating **TRANSFORMATION**: Reframing worldviews, culture	Working in the **PERSONAL** domain: feelings, associations, values, ethics, beliefs, spirit and motivation
Sustained by **MASTERY**: Integrating facilitative leadership into everyday roles in groups or organisations	Leadership as facilitating **INTEGRATION** in/for Wholeness	Working in the **APPLICATION** domain: integrating methods, models and mindsets in real life

The Technology of Participation (ToP) is the property of the Institute of Cultural Affairs. The ICA is an international organisation concerned with the human factor in personal, community and organisational development.   www.ICA-Australia.org

ICA
AUSTRALIA

ONE PROGRAM - A HOST OF BENEFITS AND APPLICATIONS

The program develops a range of skills, knowledge and understandings which will be useful in group discussions and workshops, team work, community engagement, stakeholder partnerships, one-on-one interaction, and negotiation.
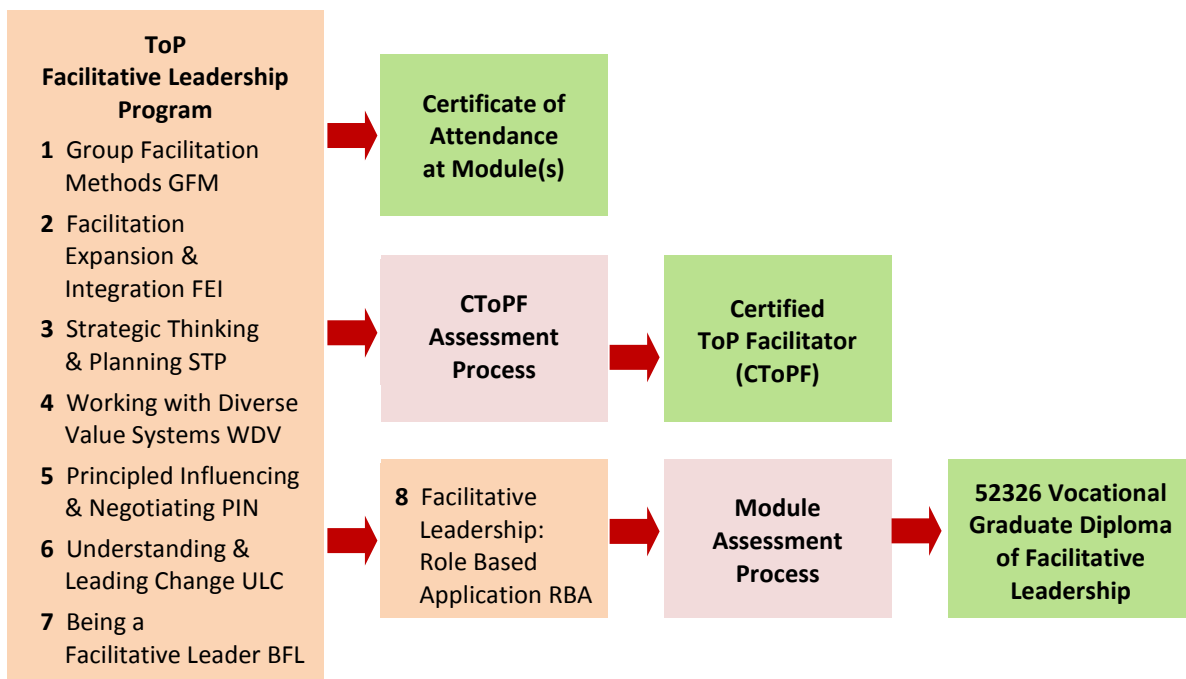
Whenever:

- we need to keep a group focused and on-task
- we are challenged to reconcile differing points of view
- interactions are dominated by one or two vocal people
- our meetings fail to reach a decision or move towards action
- a group lacks commitment to carry out the required actions
- we think we are leading but no-one seems to be following

Achieve more robust and enduring outcomes	Enable richer dialogue and respectful relationships

Elicit creativity from diverse styles and intelligences	Create shared understanding among diverse participants	Build agreement with ownership and commitment

Develop practice of internal reflection and action learning	Strengthen confidence to lead in a facilitative way

ONE PROGRAM - A CHOICE OF PATHWAYS

The program offers participants a range of pathways and levels of engagement, from attendance at one or more modules to receive a certificate of attendance; through completion of seven modules and an assessment process to become an internationally recognised Certified ToP Facilitator; to completion of all eight modules and assessment to receive the postgraduate award of 52326 Vocational Graduate Diploma of Facilitative Leadership.

ToP Facilitative Leadership Program

1 Group Facilitation Methods GFM
2 Facilitation Expansion & Integration FEI
3 Strategic Thinking & Planning STP
4 Working with Diverse Value Systems WDV
5 Principled Influencing & Negotiating PIN
6 Understanding & Leading Change ULC
7 Being a Facilitative Leader BFL

→ **Certificate of Attendance at Module(s)**

→ **CToPF Assessment Process** → **Certified ToP Facilitator (CToPF)**

→ **8 Facilitative Leadership: Role Based Application RBA** → **Module Assessment Process** → **52326 Vocational Graduate Diploma of Facilitative Leadership**

A university may accept individual modules as contributing to a higher postgraduate award.
A Vocational Graduate Diploma may be articulated to achieve up to 50% of the requirements of a coursework Masters Degree.

CERTIFIED ToP FACILITATOR (CToPF)

Internationally recognised certification of competence

WHO IS IT FOR?

Availability of the *Certified ToP Facilitator* qualification:

- provides people in facilitative leadership roles with an internationally recognised certification based on assessment of their competence in applying ToP methods and understandings; and
- provides employers and clients with evidence of a high level of competence

ENTRY REQUIREMENTS

To be eligible for ToP certification, a candidate:

- has completed Modules 1-7 of the ToP Facilitative Leadership Program or equivalent content in other ToP training
- actively uses ToP methods in their practice and intends to continue doing so
- is actively pursuing the learning journey through mentoring and other assistance as offered
- is willing to pursue further training and updates of ToP training
- is open to periodic review to maintain certification

ASSESSMENT AND CERTIFICATION

Suitability for ToP certification is assessed against ToP competency criteria and standards which are comparable with those used in other parts of the world.

Assessment is based on evidence gained from variety of potential sources, including:

Portfolio evidence provided by the candidate, documenting on-the-job application	**Observation** by ToP trainers during training, including practice and feedback sessions	**Feedback** or recommendation from a mentor and/or clients or referees	Direct **Observation** by assessors in a real-life situation or role-play

Candidates assessed as competent on all criteria are recognised as *Certified ToP Facilitator* (CToPF).

UNDERPINNING VALUES

The Criteria and Standards are:

Clear	Communicating to candidates and to others what it takes to be certified in terms of scope and standards
Demanding	Requiring a high level of competency from the ToP practitioner and indicating to others a high quality of practice from those who are certified
Reasonable	Arising directly from the ToP Facilitative Leadership Program training and actual ToP practice of the candidate

The Process is:

Accessible	Easy to understand, participate in, and administer, without imposing prohibitive costs
Equitable	Consistent, while accommodating personal circumstances, guarding against personal biases, comparable with ToP certification in other parts of the world
Positively Biased	Actively seeking multiple evidence sources and triangulating these for indicators that demonstrate required competencies
Comprehensive	Testing performance against a wide range of what is expected from a highly competent ToP facilitation practitioner

52326 VOCATIONAL GRADUATE DIPLOMA OF FACILITATIVE LEADERSHIP

Nationally accredited under the Australian Qualifications Framework at postgraduate level

The ToP Global Institute for Facilitative Leadership is a Registered Training Organisation (National Provider 52360), offering nationally accredited training, including:
52326 Vocational Graduate Diploma of Facilitative Leadership

The award is available across Australia and internationally.

WHO IS IT FOR?

Availability of *52326 Vocational Graduate Diploma of Facilitative Leadership*:

- provides people in facilitative leadership roles with a nationally accredited postgraduate level award based on assessment of their competence; and
- provides employers and clients with evidence of a high level of competence; and
- provides participants with a potential bridge to higher postgraduate qualifications

ENTRY REQUIREMENTS

Learners may enter the course through a number of entry points which demonstrate their potential to undertake study at Vocational Graduate Diploma level, including:

- a relevant Diploma, Advanced Diploma or higher, together with significant relevant vocational experience e.g. in facilitation, management and leadership, organisational development, human resource management, training
- significant relevant extensive vocational experience without formal qualifications
- higher education qualification e.g. tertiary based Diploma, Advanced Diploma or higher level, with relevant vocational experience

Learners should also have sound skills in written and oral communication, literacy and numeracy.

COURSE DELIVERY

The course is a combination of the seven two-day workshop learning modules of the ToP Facilitative Leadership Program, coupled with individual assessment, and the eighth module Role-Based Application for integration of all program content in real life.

Interactive delivery is by highly experienced facilitators who are active in corporate, government and not-for-profit settings, and who have demonstrated skills in adult training and learning support.

It is anticipated that learners will complete the course in 6-9 months of full-time study or 12-18 months of part-time study.

ASSESSMENT AND AWARD

Participants are required to demonstrate evidence of competencies through assessment processes which comprise activities and exercises based on actual and simulated scenarios.

Those who are assessed as meeting the requirements of a module will be provided with a Statement of Attainment.

Those who are assessed as completing the requirements of all eight modules will be provided with the Award *52326 Vocational Graduate Diploma of Facilitative Leadership.*

RECOGNITION OF PRIOR LEARNING

Recognition of Prior Learning is offered to those who have pre-existing skills in ToP Facilitative Leadership without having achieved formal recognition/qualifications.

This offers an entry point for people who have completed ToP Facilitative Leadership Program modules prior to availability of the Vocational Graduate Diploma. These candidates will need to complete Module 8 and undertake assessment for all eight modules.

MODULES AND COMPETENCIES *

Module 1: **TOPFL801A** **Group Facilitation Methods**	• Develop a good understanding and appreciation of the processes and underlying dynamics of the Discussion Method and Workshop Method • Develop and use questions to direct the group's focus • Recognise the significance of preparation in writing aims, context and instructions for a session
Module 2: **TOPFL802A** **Facilitation Expansion & Integration**	• Develop a better understanding of facilitation methods and dynamics to deal effectively with diverse situations • Use variations of ToP and complementary methods in designing programs and engaging people in all stages of the facilitation process
Module 3: **TOPFL803A** **Strategic Thinking & Planning**	• Apply an action-oriented and results-oriented methodology for thinking and planning strategically • Understand the different thinking, energy and information needed in each stage of the process • Apply and practice these methods in everyday work environments
Module 4: **TOPFL804A** **Working with Diverse Value Systems**	• Recognise, understand and value diversity within a group and in individuals • Develop customised solutions appropriate to community groups and organisations • Apply and practice tools and techniques in everyday work environments
Module 5: **TOPFL805A** **Principled Influencing & Negotiating**	• Deal effectively with diverse situations using communication methods and understanding of underlying human dynamics • Influence others with integrity • Bridge differences, build cooperative relationships, and develop agreement and commitment • Undertake effective and principled negotiation
Module 6: **TOPFL806A** **Understanding & Leading Change**	• Understand and apply practical methods, tools and techniques to identify the status of change in an organisation or community • Design a change intervention for an organisation or community group • Apply appropriate tools and techniques in everyday work environments
Module 7: **TOPFL807A** **Being a Facilitative Leader**	• Understand authentic roles as leader and facilitator • Understand the passion and principles involved in transforming people and organisations • Accept the responsibility required for leading and facilitating change • Understand the tools and techniques necessary to apply these philosophies in everyday work environments
Module 8: **TOPFL808A** **Facilitative Leadership: Role-Based Application**	• Develop and implement a plan for integrating facilitative leadership methods, models and mindsets into a chosen role • Document implementation activity and outcomes, using an action learning approach • Develop a plan for ongoing development as a facilitative leader in a chosen role

* Competencies are paraphrased here – prospective candidates need to refer to the Participant Handbook