



ToP® Facilitator Certification Program Guide

The ToP Facilitator Certification Program is an evidence based process to assess your ability in relation to the ToP Facilitator Competencies at a “master level.”

This document is designed to help you prepare to be certified as a ToP Facilitator by ICA USA. If you have questions about any part of it, please contact us.

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ToP Facilitator Competencies

These 2 pages provide an overview of the competencies we expect to be evident in a Certified ToP Facilitator.

Manage Positive Client Relationships

- **Understand Client Needs** - Assess client needs and clarify mutual understanding
- **Create Appropriate Designs** - Design customized facilitation plans toward quality results
- **Communicate Client Needs** - Articulate client needs and plans in writing
- **Manage Projects Effectively** - Appropriate marketing, management and financial systems

Create a Participatory Environment

- **Communicate Effectively** - Clarity, rapport, active listening and feedback
- **Create Positive Atmosphere** - Encourage respect for all participants
- **Resolve Group Conflicts** - Mediate conflict and manage disruptive behaviors
- **Implement Plans Effectively** - Use facilitation procedures to engage the group in their task

Evoke the Creativity of the Group

- **Understand Learning Needs** - Assess learning styles and needs.
- **Apply Appropriate Approaches** - Use learning approaches that best fit the group.
- **Elicit Group Creativity** - Awaken group energy and encourage creative thinking.
- **Utilize Space and Time Effectively** - Plan effective use of time, space, visuals and equipment.

Use ToP® Methods Effectively

- **Conduct Great Conversations** - Orchestrate ToP Focused Conversations.
- **Do Productive Workshops** - Use the ToP Consensus Workshop method effectively.
- **Facilitate ToP Strategic Planning**- Design and use strategic planning methods appropriately
- **Guide Action Planning**- Ensure that group has a clear commitment and doable actions
- **Conduct ToP Historical Scan/ Wall of Wonder** – Guide a historical description of the group journey

Model Positive Professional Attitude

- **Reveal Depth and Substance to Illuminate Group Potential** - Reveal root issues and insights.
- **Care for the Group Journey** - Enable group to go on a journey of change and transformation.
- **Practice Self- Assessment and Self-Awareness** – Reflect on personal behavior and results
- **Act with Integrity** - Model professional boundaries and ethical behavior
- **Model Neutrality**- Trust in the capacity and wisdom of the group

Orchestrate Quality Events

- **Manage Overall Process** - Orchestrate productive and fulfilling facilitated events.
- **Ensure Dynamic Process** - Keep the group moving, focused on the task and elicit wisdom.
- **Adapt to Group Needs** - Adapt processes to fit the needs of the individuals and group.
- **Work Effectively with a Team** - Demonstrate team values and co-facilitation.

Produce Effective Results

- **Apply Appropriate Methods** - Apply facilitation methods to ensure appropriate results.
- **Clearly Document Results** - Produce quality documentation and records of group work.
- **Develop Authentic Consensus** - Help the group develop and state authentic consensus.
- **Prepare for Solid Implementation** - Enable the group to create implementation plans

Introduction

There are four major elements in the ToP Facilitator Certification Program

Facilitation Portfolio

Each candidate will compile documentation of your facilitation plans, designs, conversation formats, workshop designs, documentation of results and your reflection and assessment on your facilitation experience.

On Site Observation

Each candidate will arrange for 2 people to vouch for your skills in the presence of a client. You will arrange for 2 occasions of observation during on-site facilitations. These days of facilitation must include use of at least 2 different ToP methods. The observers may be a co-facilitator, a mentor or Certified ToP Facilitator and will be looking for:

- Effective use of 2 ToP methods
- Your ability to engage the group in participatory processes
- Your ability to carry out your plans and achieve the stated objectives
- Your ability to respond to the group and adapt your plan to meet their needs
- Overall event orchestration
- Appropriate use of time, space and materials

Client Surveys

Each candidate will be reviewed by five clients who will complete a survey regarding the depth and quality of the work of the candidate. The candidate will select the clients to be surveyed and ask them to send their results directly to the Certification Coordinator at the ICA office in Phoenix. The surveys will ask clients to respond to the candidate's mastery of each of the competencies.

Assessment Interview

The interview will focus on reviewing evidence from your portfolio, client surveys and on site observations that we want to explore more deeply. There are some elements that can only be understood through dialogue with you. The conversation will test your competence, ensure that the assessors understand your capacity as a facilitator, and provide you with opportunities to demonstrate your understanding of ToP methods and competencies. The assessors will be looking for your understanding of how ToP methods work, what makes them work and your appreciation of their impact on individuals and groups.

Steps toward ToP Certification

Application - The process begins when you apply for ToP Facilitator Certification.

A certification coordinator will review your application and contact you to advise you on the next steps. You will begin by assembling a group of people and reviewing your files to identify documentation to provide evidence of your competence as a ToP Facilitator. Regional coordinators are in the process of establishing local programs to support certification assessment events, portfolio evaluation sessions and local coaches. Your action plan will need to include arranging each of the following:

Facilitation Portfolio - You prepare and review your ToP Facilitation Portfolio using the “Guide to Creating your Portfolio” on the following pages as you prepare for certification. We recommend using a large binder that will hold all your materials and make them easily accessible. Your materials will document your competence in each area.

On-site Observation - You will arrange two opportunities for a Certified ToP Facilitator/ a mentor/ or a co-facilitator to observe your use of ToP methods in a facilitated session with a client. The observers will be asked to complete a survey using the competency framework to document your group facilitation skills. Both observers need to be aware of ToP methods and competencies and at least one of the observers must be a mentor trainer or a Certified ToP Facilitator. Both observations must be within the past 3 years and one of those within the past year.

Client Surveys- You will arrange for five clients to complete a survey regarding your facilitation skills and capabilities. They will be asked to use the competency framework to document your group facilitation skills.

Assessment Interview – You will schedule an assessment interview by arranging to be present at any of the assessment events scheduled on the calendar. Two Certified ToP Facilitator Assessors will be assigned to review your portfolio, your on-site observations, your client surveys and conduct the assessment. The assessors review your portfolio for evidence that you meet the standards in each area of competence. We will complete the assessment process and inform you of our decision. If we feel that, based on all of the above, you are not prepared for this process or may not meet the standards; we will discuss it with you. If the decision is to defer your application, you can apply for another assessment after 6 months. If the decision is to award you the Certified ToP Facilitator designation, we’ll inform you and arrange for you to receive the certificate.

Certification Fee

- The fee for this assessment process is \$1200, plus any additional expenses incurred for on site observation.

The significance of becoming a Certified ToP Facilitator

Benefits to you as a practitioner are:

- ❖ Membership in a high-quality, focused community of practice that is engaged in continuous quality improvement
- ❖ Potential customers know and trust your skills and capacity as a facilitator
- ❖ Increased credibility and marketability in an expanding market
- ❖ Confirmation of your ability to meet and exceed these international standards of excellence determined and recognized by ICA globally
- ❖ Increased personal appreciation of and confidence in your skills and experience.
- ❖ Opportunity for guided self assessment to refocus your career and development

Benefits to your clients are:

- ❖ Evidence that you have the depth and breadth of skills
- ❖ Knowledge that your skills have been reviewed by peers and meet high expectations of competency and performance.
- ❖ Positions ToP® as evidence based in the marketplace
- ❖ Knowledge that you care enough about your work to put yourself through this rigorous process of certification.

As an ICA Certified ToP Facilitator you will:

- ❖ Demonstrate your skills in relation to a set of standards approved by ICA globally
- ❖ Receive feedback from master ToP facilitators
- ❖ Receive a certificate which entitles you to use the designation: Certified ToP Facilitator (ICA CTF)
- ❖ Be recognized publicly on ICA'S website as a Certified ToP Facilitator
- ❖ Connect your website and facilitation services to the ICA Certified ToP Facilitator website
- ❖ Participate in a listserv for all Certified ToP Facilitators
- ❖ Become a part of a highly respected network of facilitators around the world serving individuals, organizations, and communities.

A Guide to Creating your Portfolio

The intent of the ToP Facilitator Portfolio is to demonstrate your understanding and use of ToP methods through written records of your facilitation experience. The portfolio, best done in a large binder, needs to include evidence of competence in relationship to the 7 ToP Facilitator Competencies.

Checklist and Portfolio Table of Contents

This document includes, for each ToP Facilitator Competency, the indicators of competence and the standard we will use to determine the level of competence.

To simplify the assessment process, organize your portfolio according to the competencies, with page numbers that refer to your documentation. Please use the “Checklist and Portfolio Table of Contents” in this document.

For each competency – one row of the table – include copies of materials that demonstrate your capacity in this area. Work through the whole document, and then add your page numbers for each row in the table on the Table of Contents.

The blank “Facilitation Event Reflection Worksheet” form referred to below is attached at the end of this file. This reflection form is a sample and if you have another way of recording your reflection after an event that shows similar evidence, you may use it instead.

Your documentation will include:

1. Project Documentation

Please include documentation of a complete, substantial project involving at least one full day of facilitation using more than one ToP method.

Include the following:

- The request from the client
- Notes from the design conference or planning meeting with the client
- The proposal or response to the client’s request
- Detailed design and procedures including complete aims, processes and procedures, space plan, time use plan.
- Documentation of products
- Participant evaluations
- Client reflection on the event
- Facilitation Event Reflection Worksheet

2. Documentation of facilitated events

Include written evidence of these competencies if they are not already included in the Project Documentation. Most facilitated events contain evidence of several competencies.

- Three Focused Conversation plans with written Facilitation Event Reflection Worksheets (can be part of Project or Strategic Planning documentation)
- Three Consensus Workshop plans, including documentation of the group's results and Facilitation Event Reflection Worksheets (can be part of Project or Strategic Planning documentation)
- Documentation of a Strategic Planning process involving Vision, Contradictions, Strategies and Implementation workshops. Include plans, documentation of the group's results and a Facilitation Event Reflection Worksheet. (It can be part of Project or Strategic Planning documentation)
- A design for a small group (less than 10 people) including Facilitation Event Reflection Worksheet (can be part of another documentation)
- A design for a large group (more than 30 people) including Facilitation Event Reflection Worksheet (can be part of another documentation)
- An event design that shows the use of tools or exercises that engage at least 3 distinct individual "processing/learning" styles with a Facilitation Event Reflection Worksheet (can be part of Project or Strategic Planning documentation)
- An action planning / implementation plan with a Facilitation Event Reflection Worksheet (can be part of Project or Strategic Planning documentation)
- A plan for an Historical Scan / Wall of Wonder process. This can be part of your Project or Strategic Planning documentation.
- One co-facilitated event design with a Facilitation Event Reflection Worksheet sheet from the co-facilitator (can be part of Project or Strategic Planning documentation)

3. Evidence of Understanding

- Evidence of work over time with a client, and how the group changed or transformed
- A story of the “human change” that happened in a group as a result of your facilitation. This may involve a change in individuals, changes in operating images, shifts in mental models or changes in the group’s culture.
- A story of an ethical dilemma and your response as a facilitator

ToP Facilitator Competencies Checklist

ICA Facilitator Assessment: Checklist and Portfolio Table of Contents				
Candidate:				
1.0 Manage Positive Client Relationships				
<i>Competency</i>	<i>Major Process Steps</i>	<i>Indicators we are looking for</i>	<i>How we will know – the standard we are measuring</i>	<i>Portfolio Page #</i>
1.1 Understand Client Needs <ul style="list-style-type: none"> - Assess and understand client needs - Assist clients in applying process and methods to content and task - Clarify mutual understanding and commitment - Establish clear rational and experiential aims 	Portfolio Client Interview/ Survey	A request from a client and an appropriate response	Request and response is in portfolio <i>or</i> Client survey – at least average of 3 on 5-point scale on satisfaction with bullets	
1.2 Create Appropriate Designs <ul style="list-style-type: none"> - Design customized constructs toward a quality product drawing upon a variety of methods, applications and resources - Can draw upon a variety of methods, applications and resources and determine which to apply - Uses “ORID” as an underlying pattern to create designs 	Portfolio Client Interview/ Survey Observation	3 event designs, with reflection sheet on their use Notes on a design conference	Designs in portfolio show use of variety of methods, at least Focused Conversation, Workshop, Action Planning, Strategic Planning <i>and</i> Reflection sheets showing quality results	
1.3 Communicate Client Needs <ul style="list-style-type: none"> - Can articulate client needs and facilitation plans in writing - Can depict plans using graphics - Can communicate essentials of method, process and principles 	Portfolio Client Interview/ Survey	Proposal to client	Description of client needs and plans in client proposal in portfolio is clear <i>or</i> Client survey – at least average of 3 on 5-point scale on satisfaction with bullets	
1.4 Manage Projects Effectively <ul style="list-style-type: none"> - Appropriate management of facilitation projects - Negotiate and write contracts - Management of time and schedules - Maintain positive relationships - Resolve disputes - Complete contracted work on time and within budget in an appropriately professional style - Conducts appropriate participant and client debriefing and evaluation process 	Client Interview/ Survey Portfolio	Bullets under this competency are indicators	Client survey – at least average of 3 on 5-point scale on satisfaction with bullets <i>or</i> Paper / email trail of dialogue with client about project	

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Candidate:

2.0 Create a Participatory Environment

<i>Competency</i>	<i>Major Process Steps</i>	<i>Indicators we are looking for</i>	<i>How we will know – the standard we are measuring</i>	<i>Portfolio Page #</i>
2.1 Communicate Effectively - Effective verbal communication skills - Rapport with participants - Practice active listening - Ability to observe and provide feedback to participants	Observation Participant evaluations Client Interview/ Survey	Interactive conversation Facilitator asking questions, listening, responding	Observer can record an example of each bullet <i>or</i> Participants and Client survey – at least average of 3 on 5-point scale on satisfaction with bullets	
2.2 Create Positive Atmosphere - Encourage positive regard and respect for experience and perception of all participants - Create a climate of safety and trust - Bring forth the diversity of the group	Observation Participant evaluations Client Interview/ Survey	All members of group responding actively	Observer can record an example of each bullet <i>or</i> Participants and Client survey – at least average of 3 on 5-point scale on satisfaction with bullets	
2.3 Resolve Group Conflicts - Mediate conflict and manage disruptive individual and group behavior - Recognize and allow conflict to surface and objectify it - Mediate conflict - Manage disruptive individual and group behavior	Observation Participant evaluations Client Interview/ Survey	Facilitator taking group through simple or complex resolution of a conflict that surfaces	Observer can record an example of each bullet <i>or</i> Participants and Client survey – at least average of 3 on 5-point scale on satisfaction with bullets	
2.4 Implement Plans Effectively - Articulate clear contexts - Clarify rational and experiential objectives - Create appropriate focus questions - Provide clear procedures and instructions - Establish and maintain group norms - Able to get the group effectively engaged in their tasks	Observation Participant evaluations Client Interview/ Survey	Clear plans and adaptation to real group on while on your feet	(see Competency #4) Plans in portfolio meet a level of clarity <i>and</i> Observer rates procedures as clear, and can record example of adaptation And/or Participants and Client survey – at least average of 3 on 5-point scale on satisfaction with bullets	

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Candidate:

3.0 Evoke the Creativity of the Group

<i>Competency</i>	<i>Major Process Steps</i>	<i>Indicators we are looking for</i>	<i>How we will know – the standard we are measuring</i>	<i>Portfolio Page #</i>
3.1 Understand Learning Needs - Understand multiple learning styles and learning theory - Assess group sensory needs and abilities - Able to blend learning and thinking styles to design appropriate experiences	Candidate interview	Can give examples of learning styles and participation styles	Candidate can describe the concept and give an example of each bullet in interview	
3.2 Apply Appropriate Approaches - Use learning approaches that best fit the group and modify approach to meet emerging needs - Select from a wide variety of sensory approaches - Use approaches that best fit the needs and abilities of the group	Observation	Use of visual, kinesthetic, and auditory tools	Observer records use of more than one learning style used in an event (i.e. verbal, visual, interpersonal, intrapersonal) <i>or</i> Observer records use of visual, kinesthetic and auditory tools in an event	
3.3 Elicit Group Creativity - Communicate with all styles - Engage participants of all styles - Awaken group energy - Encourage creative thinking - Discern and respond to stalled creativity - Able to adapt own style to group needs	Observation Participant evaluation	Use of icebreakers, poetry, graphics, music, etc. Participants responding in different creative ways	Observer records example of participants responding in more than one style (i.e. verbal, visual, interpersonal, intrapersonal) <i>or</i> Designs in portfolio plan for use of strategies to engage at least 3 learning/processing styles Participant evaluation – at least a 3 on satisfaction with creativity elicited	
3.4 Utilize Space and Time - Arrange space to meet the purpose of the meeting - Plan and monitor effective use of time - Record ideas visibly and legibly - Use visual materials and equipment effectively - Know when to move the group and when to stay - Manage symbolic and celebratory aspects of meetings	Portfolio Observation Participant evaluation	Time plan Room setup with rationale Clear flipcharts Appropriate eventfulness in session Finishes on time with results	Design of complete project in portfolio, with time plan, room setup, eventfulness. <i>and</i> Observer can record example of eventfulness and finishing on time And/or Participant survey – at least a 3 on satisfaction with visual materials, space, time, eventfulness and results	

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Candidate:

4.0 Use ToP Methods Effectively

<i>Competency</i>	<i>Major Process Steps</i>	<i>Indicators we are looking for</i>	<i>How we will know – the standard we are measuring</i>	<i>Portfolio Page #</i>
<p>4.1 Conduct Great Focused Conversations</p> <p>4.1a Design</p> <ul style="list-style-type: none"> - Create effective focused conversations - Identify appropriate rational and experiential aims, opening and closing - Provide appropriate concrete beginning point - Create and adapt 4 levels of questions in sequence <p>4.1b Lead</p> <ul style="list-style-type: none"> - Orchestrate discussion flow - Use the discussion method to reach depth in the content - Guide and adapt discussion flow - Adapt discussion method to many applications 	<p>Portfolio</p> <p>Observation</p> <p>Participant evaluations</p>	<p>Well-designed and well-led conversations with clear use of rational and experiential aims, four levels of questions, opening and closing</p>	<p>Plans for at least 3 conversations for different situations in portfolio, with clear rational and experiential aims, four levels of questions, opening and closing</p> <p>Reflection sheets and observer give examples of depth insight in participant answers. <i>or</i> Participants rate depth in conversation as at least a 3</p>	
<p>4.2 Do Productive Consensus Workshops</p> <p>4.2a Design</p> <ul style="list-style-type: none"> - Knows what situations are best suited for use of workshop method - Identify rational and experiential aims - Design appropriate focus question that will achieve rational aim of workshop <p>4.2b Lead</p> <ul style="list-style-type: none"> - Generate quality brainstorm - Assist the group in synthesizing ideas in clusters - Enable the group to give meaningful names to data clusters - Guide appropriate reflection - Adapt workshop method to many applications - Document results (see Competence #7) 	<p>Portfolio</p> <p>Observation</p> <p>Participant evaluations</p>	<p>Well-designed and well-led workshops</p> <p>Cards on wall, gestalted and named</p>	<p>Plans for at least 3 workshops for different situations in portfolio.</p> <p>Reflection sheets, workshop documents, and observation show use of gestalting and naming that answers the focus question <i>or</i> Participants rate meaningful results at least a 3 (on a 5 pt. scale)</p>	

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Candidate:

4.0 Use ToP Methods Effectively

<i>Competency</i>	<i>Major Process Steps</i>	<i>Indicators we are looking for</i>	<i>How we will know – the standard we are measuring</i>	<i>Portfolio Page #</i>
<p>4.3 Facilitate ToP Strategic Planning</p> <p>4.3a Design</p> <ul style="list-style-type: none"> - Know when to use strategic planning - Understand ToP Strategic Planning cycle and its impact - Adapt focus questions and agenda to group needs <p>4.3b Lead</p> <ul style="list-style-type: none"> - Conduct appropriate environmental analysis activity - Communicate helpful context for each workshop and for whole process - Guide group to identify practical vision, deep contradictions, motivating strategies, and concrete action plans 	<p>Portfolio</p> <p>Observation</p> <p>Interview</p>	<p>Well-designed and planned agenda of Vision, Contradictions, Strategies, and Implementation, with clear process and time indicated</p> <p>Successful facilitation of all phases of ToP strategic planning process</p>	<p>Two sample strategic planning agendas in portfolio <i>and</i> Pre-planning notes in portfolio</p> <p>Evidence of successful completion of all phases of ToP strategic planning process <i>and</i> Can explain adaptations in interview</p>	
<p>4.4 Guide Action Planning</p> <p>4.4a Design</p> <ul style="list-style-type: none"> - Choose appropriate planning design - Create agenda for context and closing of session <p>4.4b Lead</p> <ul style="list-style-type: none"> - Establish clear context and instructions - Use approach, language, phasing to connect the current reality with the anticipated victory - Ensure “outcome” and “action” language used appropriately - Ensure alignment between individual action plans - Ensure follow-through mechanisms are in place - Create clear visual documentation 	<p>Portfolio</p>	<p>Group has clear commitment and doable actions to get there.</p> <p>The plan speaks the group’s truth</p> <p>Bullets are indicators</p>	<p>Results in portfolio demonstrate group has made successful plans.</p> <p>Observation of bullets in action</p>	

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Candidate:

5.0 Model Positive Professional Attitude

<i>Competency</i>	<i>Major Process Steps</i>	<i>Indicators we are looking for</i>	<i>How we will know – the standard we are measuring</i>	<i>Portfolio Page #</i>
<p>5.1 Evoke Depth and Substance to Illuminate Group Potential</p> <ul style="list-style-type: none"> - Reveal the possibility in every situation - Honor the wisdom of the group - Enable the group to acknowledge and understand its real situation - Elicit root issues - Enable the group to see real possibilities and options - Enable the group to assume ownership and responsibility for its results - Uncover profound insights of the group 	<p>Portfolio</p> <p>Observation</p> <p>Client interview/ Survey</p> <p>Participant evaluations</p> <p>Candidate interview</p>	<p>Clear focused Experiential Aim</p> <p>Group identifies root issues and/or profound insight</p>	<p>Design in portfolio shows deep experiential aim <i>and</i> Observer can give example of group reaching insight <i>and</i> Contradictions workshop documentation in portfolio shows root issue naming</p> <p>Client and participants rate that process revealed root issues and profound insights at least a 3 (on a 5-point scale)</p>	
<p>5.2 Care for Group Journey</p> <ul style="list-style-type: none"> - Understand dynamics of individual and group change - Understand and apply processes of image change - Enable groups to bring up and deal with difficult issues and undiscussables - Guide group through discouragement - Enable group to go on journey of change, transformation and development of new capacity over time - Build capacity, not dependency 	<p>Portfolio, Interview, Observation</p>	<p>Can describe group transformation and how it happened through facilitated events</p> <p>Evidence of working with a group over time, with increased capacity of group evident</p> <p>Able and willing to surface and discuss difficult issues</p> <p>Facilitates difficult naming</p> <p>Can talk through image change</p>	<p>Facilitation story in portfolio or in candidate interview shows understanding of image change in a group – candidate can name what image the group started with and what it changed to <i>and</i> Observer can record example of group going through or facing challenges and dealing with them <i>and</i> Evidence of work over time with a client in portfolio <i>or</i> Client and participants rate candidate at least 3 on bullets, or have a story of transformation</p>	
<p>5.3 Practice Self-Assessment and Self-Awareness</p> <ul style="list-style-type: none"> - Reflect on behavior and results - Maintain congruence between actions and personal and professional values - Modify personal behavior / style to reflect the needs of the group - Cultivate understanding of one’s own values and their potential impact on work with clients 	<p>Portfolio</p> <p>Interview</p>	<p>Can describe how reflects on difficult challenges and own behavior</p>	<p>Reflection sheets on experience have self-evaluation questions and answers</p>	

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Candidate:

5.0 Model Positive Professional Attitude

<i>Competency</i>	<i>Major Process Steps</i>	<i>Indicators we are looking for</i>	<i>How we will know – the standard we are measuring</i>	<i>Portfolio Page #</i>
5.4 Act with Integrity - Describe situations as facilitator sees them and inquire into different views - Demonstrate affirmation of the group and its possibility - Make choices with authenticity and responsibility - Demonstrate inclusiveness - Model professional boundaries and ethics (as described in ethics and values statement)	Portfolio Interview	Can describe ethical dilemma in facilitation experience and how chose to act as a result	Story of ethical dilemma and response on reflection sheet or in interview	
5.5 Model Neutrality - Honor the wisdom of the group - Encourage trust in the capacity and experience of others - Vigilant to minimize influence on group outcomes - Maintain an objective, non-defensive, non-judgmental stance	Observation		Observer can record example of objective stance	

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Candidate:

6.0 Orchestrate Quality Events

<i>Competency</i>	<i>Major Process Steps</i>	<i>Indicators we are looking for</i>	<i>How we will know – the standard we are measuring</i>	<i>Portfolio Page #</i>
6.1 Manage Overall Process - Conduct whole, integrated processes - Establish clear context and brings appropriate closure - Apply a variety of participatory processes - Manage large and small group processes	Portfolio Observation	Demonstrates management of large and small group	Design and reflection sheets in portfolio describe context and closure, small and large group processes <i>or</i> Observer rates candidate at least a 3 on process management	
6.2 Ensure Dynamic Process - Keep the group moving - Recognize tangents - redirect to task - Listen, question and summarize to elicit the sense of the group - Help the group reflect on experience	Observation Client Interview/ Survey	Demonstrates bullets	Observer rates candidate at least a 3 on bullets <i>or</i> Participants and Client survey – at least average of 3 on 5-point scale on satisfaction with bullets	
6.3 Adapt to Group Needs - Adapt processes to specific group situations. - Adapt processes to fit the needs of the situation - Target questions to orchestrate change - Assess and respond to the group's energy - Enable groups to develop identity and purpose	Observation Candidate interviews Participant evaluation	Demonstrates changes in plan according to group needs	Plans and reflection sheets & observation demonstrate changes and explanations <i>or</i> Observer notes changes to plans to adapt to group Candidate explains changes from plans in interview Participant evaluation rates at least 3 on facilitator flexibility and on development of identity and purpose	
6.4 Work Effectively with a Team - Demonstrate team values and processes - Support co-facilitation in delivery of services - Demonstrate team values and processes - Design services in cooperation with clients and colleagues	Portfolio Mentor Interview Peer interviews	Co-facilitates successfully	Peer or mentor rates candidate at least a 3 on bullets in interview <i>and</i> Examples of teamwork described in reflection sheet in portfolio	

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Candidate:

7.0 Produce Effective Results

<i>Competency</i>	<i>Major Process Steps</i>	<i>Indicators we are looking for</i>	<i>How we will know – the standard we are measuring</i>	<i>Portfolio Page #</i>
<p>7.1 Apply Appropriate Methods</p> <ul style="list-style-type: none"> - Determine what results are required and ensure task completion - Know a variety of applications to meet group objectives - Determine what product or result is required - Adapt processes to changing situations - Assess and communicate group progress - Assist with task completion 	<p>Portfolio</p> <p>Client interview/ Survey</p>	<p>Complex design</p> <p>Proposal to client</p> <p>Group completes task</p>	<p>Complex design(s) in portfolio shows use of variety of methods, at least Focused Conversation, Consensus Workshop, Action Planning, Strategic Planning, Historical Scan.</p> <p>And/or</p> <p>Client and participants rate candidate at least a 3 on appropriate processes, task completion and results</p>	
<p>7.2 Clearly Document Results</p> <ul style="list-style-type: none"> - Keep ongoing notes and records of group work - Produce quality documentation on time 	<p>Portfolio</p> <p>Client interview/ Survey</p>	<p>Clear documentation</p>	<p>Event documentation and/or Strategic Planning results in portfolio is clear, readable <i>and</i></p> <p>Workshop documentation in portfolio demonstrates visual and content integrity to workshop results</p> <p>And/or</p> <p>Client survey rates documentation as at least a 3 of 5</p>	
<p>7.3 Develop Authentic Consensus</p> <ul style="list-style-type: none"> - Able to determine what kind of decision or consensus is required - Enable the group to develop authentic consensus - Enable effective articulation of consensus and decisions 	<p>Portfolio</p> <p>Client interview/ Survey</p> <p>Candidate interview</p> <p>Observation</p>	<p>Description of consensus in an event</p>	<p>Reflection sheet says what consensus was reached</p> <p><i>or</i></p> <p>Candidate describes effective consensus formation</p> <p><i>or</i></p> <p>Observer documents example of consensus</p> <p>And/or</p> <p>Client and participants rate consensus development as at least 3 of 5</p>	
<p>7.4 Prepare for Solid Implementation</p> <ul style="list-style-type: none"> - Able to determine what kind and level of implementation planning is necessary - Able to design effective implementation planning processes - Evokes commitment to follow-through - Able to clarify and assist working groups to create appropriate implementation plans 	<p>Portfolio</p> <p>Client interview/ Survey</p>	<p>Demonstrates use of implementation processes</p>	<p>Implementation plan design, plan documentation, and reflection sheet in portfolio</p> <p>And/or</p> <p>Client and participants rate implementation plans at least a 3</p>	

Facilitation Event Reflection Worksheet

- Name _____
- Describe the group and the topic.
- Describe your plan. Attach a copy of your facilitation plan including rational and experiential aims, major elements, procedures and the questions you planned to ask and the time you planned for each part
- Describe what actually happened that was different from your plan.
- Describe the results in relationship to the “Rational Objective.”
- Describe the level of consensus achieved by the group and the steps in the process that enabled them to reach it.
- Describe the results in relationship to the “Experiential Objective. i.e. the change in the group, its image or understanding of itself as a group, relationships within the group, commitment to its task or purpose.



ToP[®]
**TECHNOLOGY OF
PARTICIPATION**

ToP Facilitator Certification Program Application

Name _____ Date: _____

Address _____

City _____ State/Province _____ ZIP Code _____

Telephone: Work _____ Personal _____

Fax _____ Email _____

When did you take the ToP Training courses?

Group Facilitation Methods _____

Participatory Strategic Planning _____

Other training or exposure to ToP, Please list all ToP courses. _____

Please describe your present involvement with facilitation and/or organizational development and your particular interest in ToP Certification at this time.

Are you currently using *ToP* methods in your work?

Yes No If yes, please elaborate.

Are you currently using *ToP* methods in other settings?

Yes No If yes, please elaborate

Do you have sufficient experience and background facilitating with ToP methods that you can put together evidence of your competence for a team of assessors? Yes or no

Please write a concise statement of your goals and expectations for this advanced professional development experience. For example, what do you expect ToP certification to do for you? For those you work for? What do you hope will come of this? What, if any, fears or concerns do you have?

Fees

- The fee for ToP Facilitator Certification is \$1200 plus the expenses incurred for on site observation.
- Please submit a non-refundable application fee of \$100 at the time of submitting the application. The balance of \$1100 is due at the time of the assessment event.

Signature: _____

Date: _____

Send completed form, your resume and any attachments with a \$100.00 nonrefundable application fee to:

Certification Coordinator
Institute of Cultural Affairs
4750 N Sheridan Road
Chicago, IL 60640
Chicago@ica-usa.org