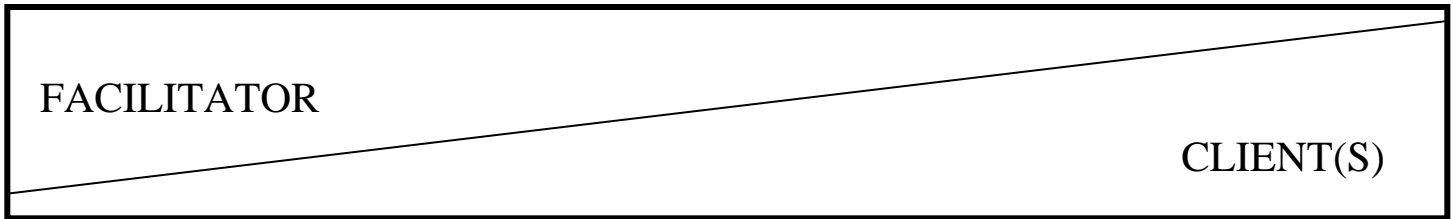


THE MULTIPLE ROLES OF “FACILITATOR”

In working with most challenging situations, a “facilitator” needs to be flexible and clear with her(him)self and the client(s), about where on a wide spectrum of roles, (s)he contributes to the creative design or problem-solving process.

Most of one’s work as a “facilitator” is done in roles such as on the left-hand side of the spectrum below, although great care and flexibility are required to move back-and-forth to other roles as needed by the client(s). The greater process orientation of a “facilitator” is one difference from a “consultant” or “mediator” (who would tend to emphasize roles such as on the right-hand side of the spectrum below).

Observer/ Reflector	Process Counselor	Fact Finder	Resource Identifier	Problem Solver	Trainer Educator	Informational Expert	Advocate
------------------------	----------------------	----------------	------------------------	-------------------	---------------------	-------------------------	----------



Raises Questions For Reflection	Observes Process & Raises Issues, “Mirrors” Feedback, Stimulates Creativity	Gathers Data & Stimulates Analysis	Identifies Alternative Resources	Offers Options & Participates in decisions	Provides Concepts, Readings, or Formal Training Segments or Sessions	Provides Policy or Practice Decisions	Proposes Guidelines, Persuades, or Directs in the Problem- Solving Process
--	--	--	--	--	---	--	---

*Adapted from: “The Consulting Process in Action”, by Gordon & Ron Lippitt,
University Associates, 1978.*