

# Success Strategies for Building an Internal Facilitator Team

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## Introduction

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Many organizations across the world have benefited from implementing an internal network of facilitators, a so-called facilitator cadre. Organizations have established a facilitator cadre for a variety of purposes, including to increase productivity, improve employee engagement, enhance the effectiveness of meetings, implement change management, reduce the use of external consultants, address organization alignment, promote innovation or to roll-out a company-wide initiative.

To identify best practices, I interviewed and gathered information from twenty-one organizations that have, or at one time had, a group of five or more facilitators whose primary role includes providing group facilitation assistance internally to their organization. Four detailed case studies are documented in *The Secrets of Facilitation - 2nd Edition* along with extracts from the other interviews. This document includes one of the case studies, Hydro One, and summarizes the best practices identified through the many interviews.

Leadership Strategies, the largest provider of facilitation training and group facilitation services in the U.S., is proud to team with the International Institute for Facilitation, the leader in certifying facilitators at the master level, in providing this valuable resource to the facilitation community.



## Case Study: The Pull Strategy at Hydro One - As told by Jim Rankin

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*Hydro One is accountable for the planning, construction, operation, and maintenance of the electrical transmission and distribution network for the province of Ontario, Canada. The company owns 97% of transmission in Ontario and delivers electricity over an area of 415,000 square miles while serving 1.3 million customers. Hydro One has approximately 5500 employees working in 200 locations throughout the province.*

*At the time of publication, Jim Rankin was the Director of Organizational Alignment at Hydro One. He shares his story of how, starting as a department of one, he developed a cadre of full time facilitators who helped drive positive, impactful change throughout the organization.*

### **The Beginning**

The story of how this need came about goes back ten years when Hydro One was making significant capital investments that, despite their size, were not producing the levels of return that had been presented to, and anticipated by, the Board of Directors. As a result, the Board directed the organization to make changes in their management of capital investment projects.

In response, the organization initiated a number of changes. One of the changes was to hire change management consultants for some of the major projects to provide support in helping implement the needed change. This strategy proved to be effective, especially when in the implementation phase of projects because resistance encountered in the past was significantly reduced due to the initiatives identified by the consultants.

With the success of these early projects the organization decided to develop its own in-house change management capability, rather than continue to bring in outside consultants. The result was a department of one, me. Just prior I was an external change management consultant and winding down my involvement as the change management lead on a major project in Hydro One. As a department of one I was given the mandate to establish a change management infrastructure. It would be resourced internally with a core body of consulting and facilitating expertise that would be available to facilitate the resolution of change related issues.

Since I couldn't find identifiable models or experiences where other organizations had built a full-time facilitator infrastructure, I decided to start with a clean slate. One of the first things that I did was talk to people at various levels of the organization and learn what their experiences were with making change happen in Hydro One. I sought out any suggestions these people had on how to fulfill the mandate. There were numerous comments and suggestions, including the comment that there were too many consultants in the organization resulting in too many models, and too many definitions of what change and change management were, to the point that it was difficult for people in the different line of business in Hydro One to talk with one another.

Common suggestions included disposing of the term "change management" since it had negative connotations from past change initiatives as well as a totally different technical meaning in this engineering-based organization. A second suggestion was to replace the multiple change management models with a single Hydro One entity on how to make change happen.



To address the first issue, I went back to the Executive Committee in the fall of 2007 with a definition of what I termed "organization alignment" rather than "change management" and with a model for how they should deal with change.

### Organization Alignment and the Model

The definition I presented for organization alignment was the following.

**Definition of organization alignment**

Engaging people to achieve better results by aligning people, practices, policies, processes, systems and strategies, through a structured approach to change that supports Hydro One's mission and vision, values and strategic objectives.

The Executive Committee liked the definition and approved changing the term "change management" to what we call "organizational alignment" in Hydro One. Over the last four years, organizational alignment has become a very common term within the organization.

The next step was to eliminate the old models on how to make change happen and develop a new one. I presented them with a sequential eight-step model (in the shape of a two story house with a foundation, six rooms and an attic). A description of each "room" follows.

**The Foundation**

Hydro One's mission, vision, values, and strategic objectives

How does the change support one or more of the organization's mission/vision, values, and eight strategic objectives? Any change being introduced must be grounded by supporting one or a combination of these.

**Room 1**

The business case for change

What needs to better? Where are the things that are not working? Why aren't they working? Let's understand what the issue is and build the business case for change on the foundation of the mission, vision, values, and strategic objectives.

**Room 2**

The desired future state

Where do you want to be? What is the desired future state? What would better look like?

**Room 3**

Stakeholder readiness for change

What is the readiness for change among key stakeholders? This was an area that had been ignored in the organization in the past: key stakeholders weren't identified, and in most cases their needs weren't addressed, resulting in considerable resistance.

**Room 4**

A strategy and plan to get to better

What is the strategy for improvement? How does it address the gap between where we are and where we want to be? How does it address key stakeholder readiness? What is the specific plan? What are the steps, when will they be done, and who is responsible for doing them?



<b>Room 5</b> Implementation and results	Implementation and results includes activities such as: establishing accountability, ensuring engagement, taking a look at resistance as we go along, revising plans, and most importantly, looking at results-based management. <i>When I interviewed the VP's and directors, one of the things that they noted was that on projects there was frequently a lot of activity and a lot of meetings, situations and events; but all that activity didn't often produce results; instead, the amount of activity had become a measure rather than the results of the activity being the measure.</i>
<b>Room 6</b> Sustainment	What is the plan to ensure sustainment of the changes that were made? How will you ensure that that the changes are still visible three months, a year or three years later? How do you avoid people going back to their old ways?
<b>The Attic</b> Lessons learned	What are the lessons learned from this initiative, in terms of both the processes we followed and their impact, and results achieved and their impact? What went well? What could have gone better? Where did we encounter surprises? Where did things go awry? What should we keep in mind and apply in the future when situations arise that are similar in nature?

The model was approved by the Executive Committee in the fall of 2007 and has become the primary basis for how change happens in the organization. It is introduced and explained at the initial and subsequent sessions of all change initiatives. An Important byproduct of the "House" is that now people see the connection between the initiative that they are involved in and Hydro One's mission and vision, values and eight strategic objectives. In the past, that connection was lost through the organization layers and rarely was translated down to the front line levels where the change initiative was being worked or where the change initiative would have impact.

### Staffing Up

To build the Organization Alignment team, I applied a principle of choice. I asked for expressions of interest for an 18-month rotation from knowledgeable and experienced managers who had dealt with the realities of good and bad change at the front lines.

I decided not to draw people from the traditional pool of human resources for example. I wanted people who had worked in the business, had experienced and were required to deal with the highs and lows of dealing with change and who were respected by their colleagues and reports.

We conducted a session for those who expressed interest to outline what the opportunity was about. From the candidates who were still interested, I selected those who met our criteria. The respect piece was essential so that when they went back out to facilitate alignment issues, they had immediate credibility and respect.



We continued to have the OA resources report into their line of business instead of reporting directly to me. The reason for this was that I felt that the businesses needed to own their investment in their resources and would ensure that their people were working on issues that the business saw as important.

There was a need to build on the practical, work-based experiences of the new facilitators, and so I researched various sources of development, augmented by in-depth coaching and tutoring. Their formal training includes three four-day courses on organization development from Queens University in Kingston, Ontario, a series which culminates in the awarding of a Certificate in Organizational Development. In addition, OA staff members receive training in: *Problem Solving and Decision Making*, *The Effective Facilitator*, and *Presenting to Groups*.

By year end 2011, eight managers had worked through or were on the 18-month rotation in Organization Alignment, with three of the eight staying on as permanent consultant/ facilitators and two who returned to their previous positions as part of the plan to see facilitator resources seeded through the province. The Executive Committee has approved a plan that will see us adding four people on rotations each year for the next five years. Half will stay on as full-time facilitator/consultants and half will be seeded throughout the organization.

### **The Pull Strategy**

We applied a pull strategy for moving alignment into the organization. This meant there was no requirement for any part of the organization to use this facilitation resource in dealing with change. I knew that if organization alignment was pushed on any level of the organization, it would be resisted and fail. A facilitated approach to change had to clearly add value as the basis for its growth so that alignment would be invited into the organization to provide support in resolving change issues.

This was a huge risk! If there was no interest, the Hydro One eight-step structured approach to change and the model for building a facilitator/consultant base would be stillborn! But I was determined to have the organization demanding our resources, as opposed to me demanding that they use us. Of course when we started there was no pull at all. I visited each of the organization's six VPs. Only one was interested in adopting this model of providing two respected, experienced people from his organization to join me for an 18-month rotation to learn and then work with me in facilitating change. But having gained his support, I still needed to get buy-in from at least one of his directors.

With the approval to proceed from one VP, I approached his directors with the same pull strategy in place. None were interested. I continued to supply them with different reasons for them to hop on board, but to no avail! Reasons for rejecting the opportunity included that the rotation would be seen as a career-ending move, people resources were in short supply, and no one would want to travel hundreds of miles from across the province to spend week after week in Toronto working on alignment.



Finally, I went to one of the directors and said, "I want you to give me one of the most difficult issues that you are facing right now; something important where people are not coming together to do what is required in the organization."

He selected an issue involving thirty-two people who were essentially in two polarized camps. They were finger-pointing in terms of who was the problem and unable to even discuss how to resolve their impasse. We brought them together for three days. Through a series of facilitated processes, they initially addressed and overcame many of the relationship issues that had separated them. Working in teams of four, they worked through a facilitated process to analyze the main business issue that had divided them and develop plans to resolve it. All plans were presented to the director by the teams at the end of the three-day meeting.

When they presented their plans to their director, he was amazed by what he saw and heard. In the place of finger pointing, cooperation; in the place of no accountability, detailed plans on what they were going to do to resolve his issue; in the place of complaining, commitment. His response was to ask me when I wanted him to send out an email to his managers, asking for expressions of interest in an 18-month alignment rotation! The pull strategy was underway. This director has since become the strongest advocate of alignment in the organization and has provided all of the eight resources to date, while other parts of the organization have been banging on our door.

Communications is one piece that contributes to making the pull strategy work. The organization is large and distributed across a wide range of territory. But word gets around very quickly on any issue. After this initial success, word spread and demands for our services grew. The pull strategy was off and running.

But the most important contributor to the success of the pull strategy is quality work based on respected, qualified facilitators, clear, effective designs, and results that support Hydro One's mission and vision, values and strategic objectives. Good work, means more work, and that's what the pull strategy is all about!

### Sample of Projects

Below is a sample of projects Organizational Alignment has supported.

**Leadership  
team  
alignment**

- Identify strengths and weaknesses in how the Leadership team is working and design and facilitate processes that engage the team in resolving its weaknesses.

**Office  
realignment**

- Establish a structure, revise processes and integrate roles within the business centers to combine customer service and scheduling accountabilities in a single position



<b>Compliance to standards</b>	<ul style="list-style-type: none"> <li>Identify gaps and issues in application and usage to ensure work processes are in compliance with distribution standards and regulations; make recommendations; develop and monitor plans; measure results.</li> </ul>
<b>Barrier analysis</b>	<ul style="list-style-type: none"> <li>Identify barriers to supervisors spending more time in the field and make recommendations related to addressing them.</li> </ul>
<b>Process improvement</b>	<ul style="list-style-type: none"> <li>Develop, implement and measure the effectiveness of a centralized schedule for off road equipment.</li> </ul>
<b>Common issues</b>	<ul style="list-style-type: none"> <li>Assess the extent to which there are common issues in working in four divisions within and across four of eight provincial lines field business centers and make recommendations on addressing those issues.</li> </ul>
<b>Time management</b>	<ul style="list-style-type: none"> <li>Design a process (the Work Interruption Tool or WIT) to control the amount of non-productive time of “wrench” and “wrist” employees that result from third party requests identified within and outside the lines of business.</li> </ul>
<b>Customer service strategy</b>	<ul style="list-style-type: none"> <li>Create a shared vision of a customer service delivery strategy.</li> </ul>

### Current Challenges

We have several challenges as we move forward.

- Controlled growth in the face of demands for alignment support. The challenge has been that we can only develop resources at a certain pace. We don't want to negatively impact the momentum we have gained by over-utilizing our existing resources or using unprepared resources. The quality of our resources is a fundamental key to our pull strategy. At the same time we want to be responsive to our customers and potential customers. So we find ourselves in a delicate balancing act.
- Maintaining a focus on learning and not turning the group into a “consulting house.” (Our value states, "Thinking, learning and results are our work.")
- Living by our values, especially “challenge and encourage each other to be the best that we can be.”
- Ensuring that people who return to their previous jobs after 18 months continue to apply their skills.
- Keeping the coaching and development of OA resources as the primary accountability for the Director of Organization Alignment.

### Results



We have been pleased with what our internal customers say about us.

**What our customers have said**

- Connects multiple stakeholders to eliminate the siloed solutions frequently encountered in problem solving.
- Draws on employee expertise in their role and location to ensure all the information gets on the table.
- Builds employee understanding of how they support Hydro One's mission and vision, values and strategic objectives.
- Develops full-time, professional level facilitators from the pool of field experienced, respected managers and supervisors, who have "walked in my shoes."
- Eliminates "what's in it for me?" thinking and replaces it with "what's in it for the customer?", "how can we lower our costs?" and "what's in it for the organization?"

In the first four years of OA's existence we have addressed 117 issues, have trained 60 people in the Leadership Strategies workshop in facilitation skills, and have driven the application of "consensus" decision making and the application of "alignment" into the organization. Organization alignment terminology have become common terms used in the business. As a result of this initial success, we gained approval in 2012 to add four additional facilitator resources each year over the subsequent five-year period. Our reporting relationship has also seen us move from reporting to an Executive Vice President of Services to the Executive Vice President of Operations. This change was made to bring the alignment to the executive table for dialogue and decision making that would influence all lines of business.

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In talking with Jim Rankin about his experiences, I believe there are several keys to Hydro One's success.

- *The need was evident.* The Board required change management for large projects and the organization was creating confusion by bringing in outside expertise.
- *There was an internal driver.* Jim became the internal force with responsibility for creating.
- *Jim was proactive initially in finding opportunities.* Jim created internal "pull" through his early successes. However, gaining those initial opportunities for success required considerable hands-on activity.
- *Respected, resources were tapped who were knowledgeable about the business.* Jim went after people with the respect and internal knowledge first and then skilled them up, rather than finding people with the skills and then trying to provide the internal knowledge and hoping they gained respect.
- *OA invested heavily in training.* Due to the focus on respect and internal knowledge, OA implemented significant training programs to bring people up to speed.
- *Pull rather than push.* Rather than attempt to mandate their use, Jim used the positive results achieved combined with the informal communication network to create demand. I believe an additional reason the pull strategy may have worked is because the organizations own internal mandate to increase employee engagement and productivity. OA offered process to help people achieve these goals.



## Best Practice Strategies

Based on the insights gained from the interviews and submissions related to twenty-one organizations, I have documented below a group of best practice strategies, starting with the one I believe is by far the most important.

### 1. Identify a key function and a key sponsor

The benefits to an organization of having an internal facilitation cadre are frequently obvious to those who want to create the cadre. However, it is important to point out when making the case for funding one. Benefits frequently cited in the interviews include the following.

Organizational  
Benefits of a  
Facilitator Cadre

- Reduced cost compared to using outside resources.
- Facilitators typically have a stronger understanding of the business, than outside resources, and can bring insights from other areas of the business.
- Knowledge gained is retained.
- Typically increased morale of those selected to be part of the cadre.
- Development of internal personnel.
- Ready resources for maximizing productivity and engagement in group sessions.

However, the stronger cadres appeared to each have a key function it initially served that was tied to the success of the business. These cadres also had a strong sponsor who supported it, as described in our next secret.

#### **The Secret to Establishing an Internal Facilitator Capability**

*Build a solid business case by identifying a key function for the cadre that will drive a specific business result and a key sponsor who will steadfastly support the cadre.*

The four case studies highlighted in *The Secrets of Facilitation - 2nd Edition* are listed in the following table that indicates the initial cadre function and the level of sponsorship.

Organization	Initial Cadre Function	Sponsorship
Hydro One	Reduce the reliance on external consultants; improve delivery on capital projects	Steering Committee of the Board
Commercial Broadcasting Organization	Increase efficiency and productivity in operations	Chief Information Officer
Direct Supply	Serve as facilitators for the social dynamics program	Chief Executive Officer



Organization	Initial Cadre Function	Sponsorship
Saudi Aramco	Develop facilitator skills	Senior VP Downstream

Note that the initial cadre functions for Hydro One and the commercial broadcasting organization were closely tied to business results. These two groups appear to be firmly established in their organizations. The initial function of the facilitation network for Direct Supply was learning and development related, but focused on improving soft skills in the business that the CEO saw as directly related to company performance. Saudi Aramco's first initial cadre function was focused on developing the skills of the facilitators and did not focus as much on the internal business. More recently the focus appears to be shifting more and more to opportunities to support the business, which in turn will provide greater opportunities for developing the skills of the facilitators.

**2. Clearly define your services.**

A few of those interviewed highlighted a key peculiarity about facilitation: people seldom buy it. What they buy are the things facilitation is used for: strategic planning, issue resolution, process improvement, team building, idea generation, etc.

Some of the more successful cadres were able to clearly define the services they provided. Consider creating a service list (brochure or PDF) that focuses on the three-to-five services you provide to your clients. Be sure to spend more words on the pain the client experiences and the benefit you provide, than on the service you do. While you might simply list other things you do, focus the majority of the piece on the 3-to-5 that you want your clients to know most about.

**3. Be intentional about marketing and raising awareness.**

Facilitators tend not to be the greatest marketers. So when a cadre of facilitators come together, marketing tends to be the last thing on our minds. Our natural tendency is to focus on raising our skills, refining our craft, learning new methods, and developing our approaches in case someone calls. For most of us rely on our satisfied clients to tell others who hopefully will someday call us. And when they do, we will be ready!

From the interviews, several highlighted the importance of having a strong marketing and communication channel. Here are a few specific suggestions.

**Marketing suggestions**

- Create client success stories from each relevant project that you can highlight, complete with quotes from the client of what you did. Consider having a "client of the quarter" whose story you circulate.
- Collect results for as many of your projects as possible at the highest level possible (see the section on Results). Have these results to report to others.



- Have an Intranet page for the Facilitator Network that is customer-focused. Include your client success stories, the specific services you provide, and the results you have achieved.
- Consider having posters in various departments that you replace quarterly to focus on different themes.
- While satisfied customers will talk about you to others when it comes up, consider asking, during the contracting phase, if they would be willing—if satisfied with your service—to help you share their success with at least three other organizations.
- When you are working with a client, always be listening for other needs they have that you may be able to support.
- If necessary, to get started consider doing what Jim Rankin at Hydro One did: ask to be given the toughest problem facing the organization as a test. Okay, you may not want to start with the toughest, but you get the idea.

As with most other things, if you are successful in your early marketing efforts and do a good job with each assignment, don't be surprised if your internal clients begin looking to you to do all sorts of activities, as described in the following.

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*The team started out doing mainly strategic sessions. But when we became more known, we were asked for more activities. First to facilitate creative brainstorming within the organisation; and now, with our organisation in transition, more and more sessions with a team development aspect in it, using theories like Tuckman's theory on group development. We're asked as well to facilitate sessions for external stakeholder consultations or workshops on conventions.*

— Rick Lindeman, Netherlands Agency of the Ministry for Economic Affairs, Agriculture and Innovation

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#### 4. Collect and report results.

What you collect and how you report is up to you. But collecting results and reporting them is essential. Adapting from the work of James Kilpatrick, Measuring Results through Training, you might considering measure results at one of four levels

Level	Process	Sample Target
<b>Level 1 Reaction</b>	Evaluation form at end of the session	Have at least 75% of participants indicate that the session was beneficial or highly beneficial to them.
<b>Level 2 Session Outcome</b>	Evaluation form at end of the session	Have at least 75% of participants indicate that the session achieved its state outcome.



<b>Level 3 Follow-up Action</b>	Feedback 60-days after the session.	Have at least 75% of participants indicate that actions to be taken in the first 60-days following the session had been taken.
<b>Level 4 Results</b>	Research 120-days after the session.	Have documented evidence that the measurable business target set during the session was achieved.

Without documented evidence of results, you may find it difficult to continue to justify the existence of the facilitation cadre. And the closer you can get to level 4 results, the stronger your case for continued investment will be.

**5. Make the decision: full-time or part-time?**

Some of the facilitator cadres had only part-time facilitators, as is the case with two of our featured organizations, Direct Supply and Saudi Aramco. Others had a full-time group like the commercial broadcasting company; while still others had both, like Hydro One. There is no right answer.

With organizations that used predominately part-time facilitators the amount of time centered around one-to-four days per month. However, having at least one full-time does provide a level of consistency and momentum that can be more difficult to achieve without full-time support.

**6. Have a solid recruiting and vetting process.**

Each of the organizations interviewed described a recruiting and vetting process that centered on one or more of the following components grouped into three dimensions.

<b>Key Recruiting Criteria</b>	Knowledge and skills <ul style="list-style-type: none"> <li>• Knowledge of the business</li> <li>• Facilitation skills</li> <li>• Other non-facilitation skills</li> </ul>
	Disposition <ul style="list-style-type: none"> <li>• Respect of peers</li> <li>• Values</li> </ul>
	Demographics <ul style="list-style-type: none"> <li>• Seniority in the organization</li> <li>• Department</li> </ul>

For some selection processes, the disposition items were more important than knowledge and skills. For others, the reverse held true. In only a few cases were demographics the primary driver of selection.

In some cases, the organizations requested nominees from senior leaders. In other cases self-nomination was the primary source of candidates. Having nominations from leadership serves the added benefit of encouraging management buy-in to the program. Self-nominations increases the likelihood that the pool will be filled with people who have a high interest in the work.



One of the core issues is ensuring that people know what "the work" is. Some people think of facilitators primarily as instructors, others as meeting leaders, and others as discussion group leaders. As part of the vetting process, be sure that candidates are educated on what they are being recruited to do. The Saudi Aramco case study used the Job X method to ensure full understanding by their candidates.

### **7. Establish a facilitator development and coaching process.**

Nearly all of the organizations interviewed had some type of skilling up process for their facilitators, though in some cases the facilitators came "ready-made" as one organization described it.

The types and length of training varied widely. Some had a single training lasting 2-4 days. Others had multi-staged training totally in one case 10 days. However, the most extensive initial training program was described in the Hydro One case study, which included three four-day courses on organization development, followed by nine additional days of training covering problem solving and decision making, facilitation skills, and presentation skills, for a total of 21 days.

Saudi Aramco's coaching approach, coupled with their licensing of the **INIFAC Partners in Facilitator Development program (PIFD)**, provides an extensive model for implementing a structured development program for developing facilitators.

## **Pitfalls to Avoid**

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In closing, Lander Stoddard, who was part of a cadre pilot in a U.S. government agency, started this list of pitfalls to avoid in setting up an internal facilitation network.

### **Twelve pitfalls to avoid in establishing an internal facilitator capability**

- Lack of an executive sponsor
- Not being housed in the right part of the organization.
- Not picking the right people in the first place.
- Not refreshing the cadre with new people as others move on.
- Lack of commitment to training.
- No formal mentoring.
- Lack of criteria for staying a member of the cadre.
- Unclear relationship of facilitation duty to regular job; especially when supervisor changes.
- Not being clear about what skill level each person has and matching them appropriately to assignments.
- Unclear process for internal clients to access the cadre.
- Not contracting well at the front end of each assignment.
- Not measuring and reporting results.



## About INIFAC

The International Institute for Facilitation is a certifying body that certifies facilitators at the mastery level. INIFAC offers the following services to support organizations seeking to develop or enhance an internal facilitation capability.



<p><b>The Certified Master Facilitator</b></p>	<p>The mark of excellence in facilitation, the CMF is the highest designation available in the industry and is a level achieved by only a handful of facilitators worldwide. The mark symbolizes that facilitators have had a depth of experience and have achieved the level of facilitation expertise that allows them to guide both basic and highly complex facilitation sessions.</p>
<p><b>The Certified Competent Facilitator</b></p>	<p>As a progress milestone toward achieving mastery, the CCF establishes a facilitator as having achieved a level of competency to effectively facilitate standard group facilitated sessions.</p>
<p><b>Partners in Facilitation Development</b></p>	<p>INIFAC can partner with you in the development of your internal facilitation team. We provide you with the INIFAC competency models, evaluation tools, and role plays which you can use to assess your internal facilitators, identify their development needs, and reassess as they continue to develop. Those achieving the necessary scores to pass your internal assessment can then use their same assessment materials to apply for INIFAC CCF or CMF certification. The PIFD program eases the process for your internal people to achieve certification.</p>
<p><b>Accredited Third Party Training Programs</b></p>	<p>INIFAC assesses facilitator training programs and can refer you to providers who programs have passed the rigorous process for being designated "INIFAC Accredited" for providing the 30 competencies of the Certified Master Facilitator program.</p>



## About Leadership Strategies, Inc.

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At Leadership Strategies, we believe in transformation through empowerment. We're passionate about providing individuals, groups and teams the tools and techniques they need to achieve impactful results.

We are the number 1 Facilitation company in the U.S. and have been sharing the power of facilitation with the world since 1992.

Starting with our founder, Michael Wilkinson, the company has grown to a network of our 600 facilitators, including 27 members of our Core Team, and an Atlanta-based headquarters.

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**More than  
27,000 trained  
in our flagship**

**More than 600  
facilitators  
under contract**

**9 out of the 39  
Certified Master  
Facilitators™ on  
staff**

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### What makes us different?

**Exceptional Experts** – We have a broad network of Certified Master Facilitators and professionals driving results around the globe.

**Dynamic Methodology** – We lead groups strategically through practical, dynamic and interactive sessions that produce actionable plans and skills.

**Tailored Solutions** – Leadership Strategies helps groups of all types, from any industry, to simplify and find a clear solution that delivers results.

