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FACILITATOR

FACILITATION AND CAPACITY BUILDING

I'm Tom Romito. I'm a facilitator and I work with organizations that want to improve themselves. This short paper is about how organizations can improve themselves by building capacity with the help of a facilitator.

Building capacity in an organization is not easy, but all organizations must build capacity to survive and thrive. Building capacity involves striving toward certain objectives in order to grow. Here are these objectives, each of which I discuss in separate white papers:

- Building teamwork.
- Action planning.
- Strategic planning.
- Raising funds to pay for staff and programs.

Facilitation is a tool organizations can use to achieve these objectives. A facilitator is a consultant who helps organizations do this. Here are some features of facilitation:

- It provides a format for problem-solving.
- It is a coaching technique.
- It helps a group develop into a high-performing team.
- The facilitation serves as a guide for the group.
- It manages group dynamics.
- It gets group members to provide the most input.
- The facilitator tailors an approach to fit the needs of the organization.
- The facilitator uses a set of tools to keep everyone involved in a problem-solving process.

I have been a facilitator since 1991. My work in facilitation and helping organizations build capacity is based on experience and the help of the following references:

- [*The Skilled Facilitator* by Roger Schwartz](#)
- [*The Fifth Discipline Handbook* by Peter Senge](#)
- [*Strategic Planning for Non-Profit Organizations* by Michael Allison and Judy Kaye](#)
- [*Open Space Technology* by Owen Harrison](#) (article)
- [*Open Space Guide for Group Structure and Meeting Planning* by Morgan Goodwin and Timothy Den-Herder Thomas](#) (article)

- [*Quality Action Teams* by Organizational Dynamics Inc.](#)
- [*The Facilitator's Guide* by The United States Coast Guard Quality Center](#)
- [*The Effective Executive* by Peter Drucker](#)

In summary, a facilitator can help a group build capacity in a short period of time at minimal cost. For this reason, hiring a facilitator is a wise investment of limited resources.