



 **APMG International**

Facilitation guidance,  
training and certification

 **APMG International™**  
**Facilitation**



**Cultivate the key skills and deep knowledge of the principles and concepts involved in effective facilitation.**

Training available via accredited partners.

**Foundation & Practitioner certification available.**

# Facilitation



## Facilitation

Official guidance

**Published by PM4NGOs**  
**Free to download**



## Approved Training

via Accredited Training  
Organizations (ATOs)

**Accredited by APMG to**  
**offer approved training services**



## Certification

Foundation + Practitioner

**Syllabus & exams**  
**developed by APMG**

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# Background

Facilitation is a common word used in a variety of different contexts. However, 'being a facilitator' for a group and 'facilitating meetings/events' requires key skills and a deep knowledge of the principles and concepts involved.

Tony Mann, who has been working in the field of facilitation for over 20 years, has developed a robust methodology that provides the structure to enable specialists and managers to be able to facilitate effectively.

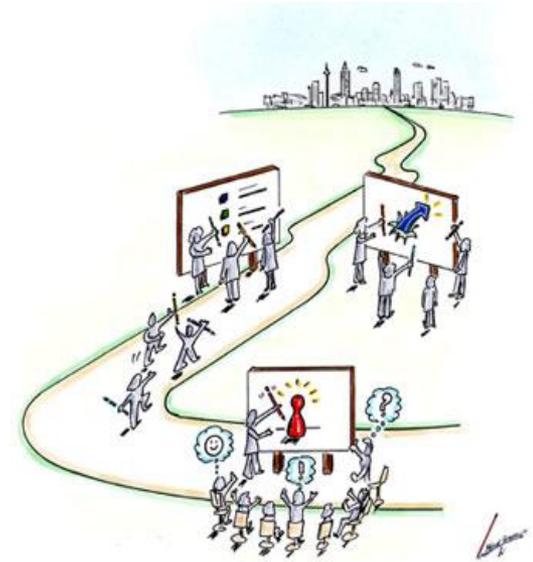
The Process Iceberg methodology is being applied in a wide variety of organisations and scenarios and its pragmatic, practical approach has gained a wide range of adherents in the public, private and charity sectors, both in the UK and internationally.



# Background

Working with Tony, and using his book “Facilitation – an art, science, skill or all three?” and the accompanying manual, APMG have developed a series of training workshops to help individuals develop the necessary expertise to become accomplished at facilitation.

The three-day workshop comprising the Foundation qualification does what the book espouses – it provides the individual with the skills, science and art of facilitation. Combined Foundation and Practitioner courses are typically delivered over 5 days.



# Background

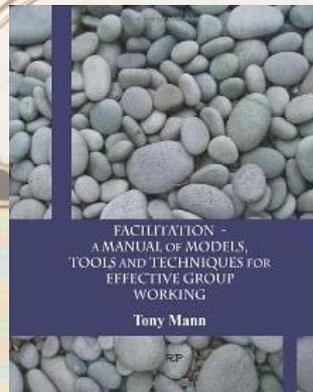
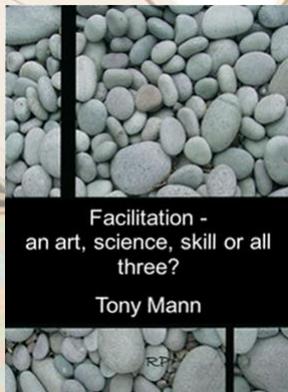
Training courses and certification equips an individual and their organization with a capability that will:

- Enhance productivity
- Enable problem solving to be more effective
- Increase the ability to undertake business processes improvement and ensure engagement from people.

# Supporting Publications

Our Facilitation scheme is supported by two publications, both authored by Tony Mann:

- ❖ “Facilitation – an art, science, skill or all three?”
- ❖ “Facilitation – a Manual of Models, Tools and Techniques for Effective Group Working”



**Get your copy**  
Publication is available to  
purchase [here](#).

# Training and certification



**APMG** International™  
**Facilitation**

# Benefits for Individuals

- Equips you with the skills and expertise to become an effective facilitator, capable of operating in a wide variety of situations.
- Provides a structure and framework to help you introduce a facilitated approach to improvement, innovation and change in your organization.
- Gives a wide range of practical and useable tools and techniques, which can help facilitate groups to handle uncertainty, and provide processes to enable the group to solve problems and develop answers to key questions.

# Benefits for Organizations

- Provides the mechanism to enable organizations to tackle difficult challenges.
- Ensures robust solutions/outcomes can be delivered in an effective, timely and constructive way that won't compromise on the key issues.
- Enables organizations to involve and engage people at all levels, using a collaborative approach to facilitate change.
- Ensuring the delivery of projects: on time, to budget and within time scales.

# Target Audience

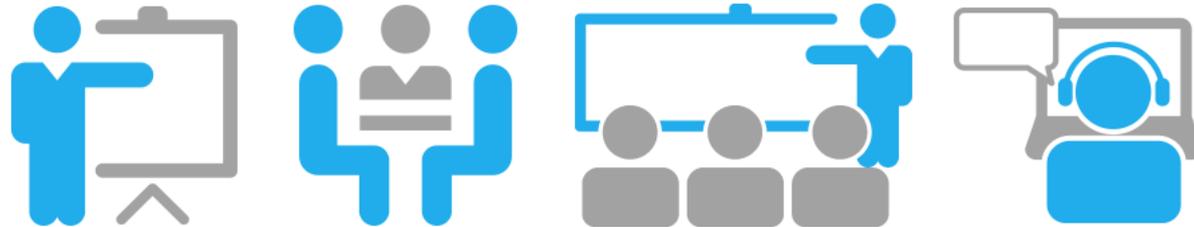
The certification is relevant to all sectors and types of situations where people come together to tackle issues, resolve organizational problems and develop effective solutions.

The target audience includes all those with a role in organizational development, project and change management.

# Facilitation Exams

FOUNDATION	PRACTITIONER
Multiple-choice format	Objective-testing format
50 questions	4 questions (20 marks each)
50% pass mark (25/50)	50% pass mark (40/80)
40 minutes	2.5 hours
Closed-book	Open-book (Handbook permitted)
No pre-requisites	Foundation pass pre-requisite

# Training



Train / certify to Foundation level only or Foundation+Practitioner

**Approved training courses** available via APMG ATOs  
(Accredited Training Organizations)

APMG accredited processes, courseware and trainers.  
ATOs offer a range of course options, from traditional tutor-lead to fully online.

*Self-study options are **not** available for the facilitation scheme.*



# Facilitation Foundation Exam – what key lessons will you learn?



- How to explain the Process Iceberg model and its relevance to helping a group achieve its objectives.
- How to outline a plan for the contracting meeting with a client, and for setting up the logistics of an event.
- How to identify appropriate roles, behaviours and contracts between Facilitator, Task Leader and group.
- How to draft an Agenda Process plan for a group's work session in terms of Process, taking proper account of Task Uncertainty/Complexity/Certainty and the level of group Process Awareness.
- How to distinguish clearly and accurately between 'Task' and 'Process' issues, and state how an effective Facilitator should respond to each.
- How to formulate good quality feedback, using the Feedback Model, reverse feedback and creating SPOs to introduce Process to support the Task.
- How to recognize behaviours of individual group members which indicate particular personality types and related preferences.
- How to describe how to use the Process Iceberg model to avoid and address problems in meetings.
- How to review a meeting using the Process Iceberg, using this Process to indicate the group's Process maturity.
- How to list the key characteristics of an effective Facilitator.
- How to explain the Process, uses, rationale, advantages and limitations of Models, Tools and Techniques included in the Foundation syllabus.



# Facilitation Practitioner Exam – what key lessons will you learn?



- Apply Process Iceberg thinking to help a group achieve its goals.
- Recognise where facilitation is or is not an appropriate response to organizational needs and work effectively with strategic information to apply facilitation in organization settings.
- Plan meetings with a client to understand the Task needs and set up the logistics of an event.
- Contribute helpfully to establishing a Contract with the Task Leader and with the group.
- Design a facilitated event.
- Work effectively with other Facilitators to apply facilitation in larger group settings.
- Respond to situations which arise during an event, making good Process decisions which secure Task outcomes.
- Develop effective interaction and decision-making in the group by using appropriate communication Tools.

SUCCESSFUL CANDIDATES

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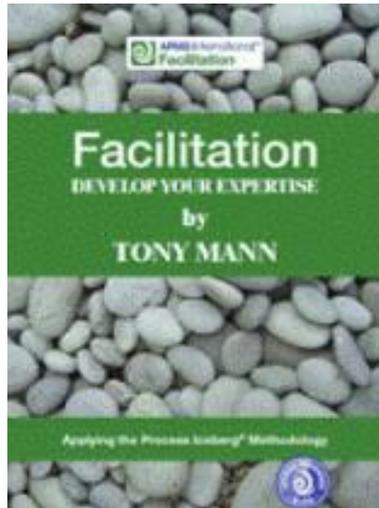
# #ShareYourSuccess

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WITH A DIGITAL BADGE



Find out more....



<https://apmg-international.com/product/facilitation>