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."

As you review the competencies you'll see that there are two major areas of mastery that are important to demonstrate: your ability to effectively facilitate ToP methods and your ability to design an event that meets the aims of the group.

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 the National Certification Coordinator, marilyn.oyler@gmail.com (602) 468-0605.

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ToP FACILITATOR COMPETENCIES OVERVIEW

The following are the competencies expected to be in evidence 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's 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

THE SIGNIFICANCE OF BECOMING A CERTIFIED ToP FACILITATOR

Benefits to you as a practitioner:

- 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 and ToP practitioners 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:

- Evidence that you have the depth and breadth of skills as a competent ToP facilitator
- 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

ICA Certified ToP Facilitators:

- Demonstrate 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)
- Are recognized publicly on ICA-USA's website as a Certified ToP Facilitator
- Can link their website and facilitation services to the ICA website
- Become a part of a highly respected network of facilitators around the world – serving individuals, organizations, and communities
- Are invited to become a member of the ToP Network

STEPS TOWARD ToP FACILITATOR 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. Regional coordinators are in the process of establishing local cohort groups to support Certified ToP Facilitator (CTF) candidates in all aspects of the process. The Mastery in the Technology of Participation (MToP) program is also designed to support the CTF journey. For more information on the MToP program and schedule please go to http://www.ica-usa.org/eventcat.php?id=7

Facilitation Portfolio

Each candidate will compile documentation of facilitation plans, designs, conversation formats, workshop designs, documentation of results, reflection and feedback on the facilitation experience. The ToP Facilitation Portfolio is developed, using the "*Guide to Creating your Portfolio*" explained on pages 3-4. This portfolio will document your competence in each area.

On-site Observation

Each candidate will arrange for 2 different facilitation observers to observe your skills during a facilitation with a client. Both of these facilitation events must include the use of at least 2 different ToP methods. Each of the observers must be a ToP Mentor Trainer or a Certified ToP Facilitator.

The observers will be looking for:
- Effective use of the 2 ToP methods
- Your ability to engage the group in participatory processes
- Your ability to carry out your facilitation design and achieve the stated Rational and Experiential Aims
- Your ability to respond to the group and adapt your plan to meet their needs
- Overall event orchestration with appropriate use of time, space and materials

The observers will be asked by the National Certification Coordinator to complete a survey using the 7-competency framework to document your design and facilitation skills. Both observations must be within the past 3 years and one of those within the past year.

Client Surveys

Each candidate is asked to select 5 facilitation clients to be contacted by the National Certification Coordinator to complete a survey regarding the depth and quality of your work in response to your mastery of each of the facilitation competencies. The clients need to represent at least 4 different facilitation events.

Clients may be selected and sent to the *National Certification Coordinator* at any time in preparation for the assessment interview but all clients must be named at least one month prior to the interview.

Assessment Interview

A Regional CTF Coordinator will schedule a local assessment interview event when there are at least four candidates ready for assessment or you may elect to participate in one of the national assessment events. Two CTF Assessors who have not participated in your ToP training will be assigned to review your portfolio, your on-site observations, your client surveys, and conduct the two-hour assessment interview.

The assessors will review your portfolio and survey results in advance to ensure that you meet the standards in each area of competence. The interview conversation will continue to assess your skills in each competency, to understand your capacity to design and facilitate meetings, and to 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. The assessors will determine if the CTF designation is to be awarded at that time, or deferred to a later time when there is more evidence of your mastery.

Certification Fee

The fee for this assessment process is $1200, plus any additional expenses incurred for on-site observation. A $100 application fee accompanies the CTF application; the remaining $1100 is to be paid prior to the Assessment Interview event.

GUIDE TO PREPARING YOUR ToP FACILITATOR PORTFOLIO

- The ToP Facilitator Portfolio is a tool to demonstrate your understanding and use of ToP methods through written records of your facilitation experience demonstrating excellence in the seven ToP Facilitator Competencies. Think of the material in your portfolio as providing solid, objective evidence of your competence, both to colleague facilitators and assessors, and more importantly to present and future clients.

- Specifically, the assessors will look through the eleven categories of ToP facilitated events (listed on pages 7-8) in their assessment process. They expect you to demonstrate excellence in each of these 11 categories.

- Your portfolio may be organized by 'competency', or by category of facilitated events (focused conversations, consensus workshops, etc). It may be a notebook (binder), an accordion file, or an efolio. Make this work for you! Whichever organizing approach you use, introduce your portfolio with the competency checklists provided.

- As a final aspect of creating your portfolio, in the last month, review the whole 'checklist' document, (pages 9 - 17) adding your page numbers for each row in the table (see example below).

Example:

1.0 Manage Positive Client Relationships				
Competency	*Major Process Steps*	*Indicators we are looking for*	*How we will know – the standard we are measuring*	*Portfolio Page #*
1.1 Understand Client Needs - Assess and understand client needs	Portfolio Client	A request from a client and an appropriate response	Request and response is in portfolio *And* Client survey – at least average of 3 on 5-point scale	**p. 37** **p. 103**

FACILITATION DOCUMENTATION FOR YOUR PORTFOLIO

You will demonstrate your skills in each competency by providing documentation of your work in a Portfolio. These are the 11 categories of work to include in your Portfolio.

1. **One complete, substantial project** involving at least one full day of facilitation using more than one ToP method which includes:

    ✓ The request from the client
    ✓ Notes from the design consultation or planning meeting with the client
    ✓ The proposal or response to the client's request
    ✓ Detailed facilitation design including complete aims, activities and procedures, space plan, time use plan and other materials you may have used in the facilitation.
    ✓ Documentation of products
    ✓ Participant evaluations
    ✓ Client reflection on the event
    ✓ Facilitation Event Reflection Worksheet

2. **One Strategic Planning process** involving Vision, Contradictions, Strategic Directions and Implementation workshops. Include your facilitation design and documentation of the group's results. It is important to document your facilitation of each of the steps in the ToP Participatory Strategic Planning process. If you are using multiple strategic planning events to demonstrate your mastery of the complete strategic planning process, include the full design and Facilitation Event Reflection Worksheet for each of the events. (Your strategic planning example can be part of the One Complete Substantial Project, listed as 1, above)

3. **Three Focused Conversation designs with procedures,** for different situations, with Facilitation Event Reflection Worksheets (can be part of Project or Strategic Planning documentation)

4. **Three Consensus Workshop designs with procedures**, for different situations, including documentation of the group's results and Facilitation Event Reflection Worksheets (can be part of Project or Strategic Planning documentation)

5. **A facilitation design for a small group** (less than 10 people) with a Facilitation Event Reflection Worksheet (can be part of another documentation)

6. **A facilitation design for a large group** (more than 30 people) with a Facilitation Event Reflection Worksheet (can be part of another documentation)

7. **An facilitation 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 complete substantial project (#1 above) or Strategic Planning documentation (#2 above)

8. **A ToP method Action Plan design with procedures** and documentation of the group's results with a Facilitation Event Reflection Worksheet (can be part of complete substantial project (#1 above)

9. **One Historical Scan / Wall of Wonder design with procedures,** including documentation of the group's results with a Facilitation Event Reflection Worksheet can be part of complete substantial project (#1 above) or Strategic Planning documentation (#2 above)

10. **One co-facilitated event design** with a Facilitation Event Reflection Worksheet sheet from the co-facilitator. This can be part of complete substantial project (#1 above) or Strategic Planning documentation (#2 above)

Note: The Facilitation Event Reflection Worksheet is expected to accompany each documented facilitated event. The blank form referred to is provided on page 18. This is a sample. If it's useful for you, make multiple copies and have them readily available for your use. If you have another way of recording your reflection after an event that shows similar evidence, you may use it instead.

11. Finally, include in your portfolio your *evidence of understanding.* Provide a descriptive paragraph of each of the following in your portfolio; the full stories may be saved for sharing verbally with your assessors during your interview.

A. **Evidence of *work over time*** with a client, and how the group changed or transformed.

B. **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.

C. **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				
Competency	*Major Process Steps*	*Indicators we are looking for*	*How we will know – the standard we are measuring*	*Portfolio Page #*
1.1 Understand Client Needs - 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 *Or* Client survey – at least average of 3 on 5-point scale on satisfaction with 1.1 bullets	
1.2 Create Appropriate Designs - 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 consultation or planning meeting with client	Designs in portfolio show use of variety of methods, at least Focused Conversation, Workshop, Action Planning, Strategic Planning *And* Reflection sheets showing quality results	
1.3 Communicate Client Needs - 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 *Or* Client survey – at least average of 3 on 5-point scale on satisfaction with 1.3 bullets	
1.4 Manage Projects Effectively - 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 1.4 competency are indicators	Client survey – at least average of 3 on 5-point scale on satisfaction with 1.4 bullets *Or* Paper/email trail of dialogue with client about project	

ICA Facilitator Assessment: Checklist and Portfolio Table of Contents				
Candidate:				
2.0 Create a Participatory Environment				
Competency	*Major Process Steps*	*Indicators we are looking for*	*How we will know – the standard we are measuring*	*Portfolio Page #*
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 2.1 bullet *Or* Participants and Client survey – at least average of 3 on 5-point scale on satisfaction with 2.1 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 2.2 bullet *Or* Participants and Client survey – at least average of 3 on 5-point scale on satisfaction with 2.2 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 2.3 bullet *Or* Participants and Client survey – at least average of 3 on 5-point scale on satisfaction with 2.3 bullets	
2.4 Implement Facilitation Design Effectively - Articulate clear contexts - Clarify rational and experiential aims - 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 designs that meet group needs	Designs in portfolio meet a level of clarity and are aligned with Aims *And* Observer rates procedures as clear & appropriate And/or Participants and Client survey – at least average of 3 on 5-point scale on satisfaction with 2.4 bullets	

		3.0 Evoke the Creativity of the Group		
Competency	*Major Process Steps*	*Indicators we are looking for*	*How we will know – the standard we are measuring*	*Portfolio Page #*
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 3.1 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) *Or* Participant evaluation – at least average of 3 on 5-point scale on use of appropriate approaches	
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. Group creativity reported by observers	Observer records example of participants responding in more than one style (i.e. verbal, visual, interpersonal, intrapersonal) *Or* Designs in portfolio reflect use of strategies to engage at least 3 learning/processing styles Participant evaluation – at least average of 3 on 5-point scale on 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 *And* Observer can record example of eventfulness and finishing on time And/or Participant survey – at least average of 3 on 5-point scale on satisfaction with visual materials, space, time, eventfulness and results	

ICA Facilitator Assessment: Checklist and Portfolio Table of Contents				
Candidate:				
4.0 Use ToP Methods Effectively				
Competency	*Major Process Steps*	*Indicators we are looking for*	*How we will know – the standard we are measuring*	*Portfolio Page #*
4.1 Conduct Great Focused Conversations **4.1a Design** - 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 **4.1b Lead** - Orchestrate discussion flow - Use the discussion method to reach depth in the content - Guide and adapt discussion flow - Adapt discussion method to many applications	Portfolio Observation Participant evaluations	Well-designed and well-led conversations with clear use of rational and experiential aims, four levels of questions, opening and closing	Procedures for at least 3 conversations for different situations in portfolio, with clear rational and experiential aims, four levels of questions, a thoughtful context, opening and closing Reflection sheets and observer give examples of depth insight in participant answers *Or* Participants rate at least average of 3 on 5-point scale on depth in conversation	
4.2 Do Productive Consensus Workshops **4.2a Design** - 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 **4.2b Lead** - 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	Portfolio Observation Participant evaluations Photo of workshop wall	Well-designed and well-led workshops Documentation or photo of workshop wall with data cards gestalted and named	Procedures for at least 3 workshops for different situations in portfolio – include Workshop question, aims and appropriate context and resolve. Reflection sheets, workshop documentation, and observation show use of gestalting and naming that answers the focus question *Or* Participants rate at least average of 3 on 5-point scale on meaningful results	

ICA Facilitator Assessment: Checklist and Portfolio Table of Contents				
Candidate:				
4.0 Use ToP Methods Effectively				
Competency	*Major Process Steps*	*Indicators we are looking for*	*How we will know – the standard we are measuring*	*Portfolio Page #*
4.3 Facilitate ToP Strategic Planning **4.3a Design** - Know when to use strategic planning - Understand ToP Strategic Planning cycle and its impact - Adapt focus questions and agenda to group needs **4.3b Lead** - 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	Portfolio Observation Interview	Well-designed and planned agenda of Vision, Contradictions, Strategies, and Implementation, with clear process and time indicated Successful facilitation of all phases of ToP strategic planning process	Two strategic planning designs with detailed procedures and participant agendas, handouts in portfolio *And* Pre-planning notes with client in portfolio Evidence of successful completion of all phases of ToP strategic planning process *And* Can explain adaptations in interview	
4.4 Guide Action Planning **4.4a Design** - Choose appropriate planning design - Create agenda for context and closing of session **4.4b Lead** - 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	Portfolio Observation Interview	Group has clear commitment and doable actions to get there. The plan speaks the group's truth 4.4 Bullets are indicators	Procedures for Action Planning event Results in portfolio demonstrate group has made successful plans Observation of 4.4 bullets in action Documentation in portfolio	
4.5 Conduct ToP Historical Scan / Wall of Wonder **4.5a Design** - Determine appropriate use - Have clear purpose and aims - Choose appropriate timelines and categories **4.5b Lead** - Explain clearly to the group the process, reason, purpose, and each step - Encourage honesty to explore positive and negative aspects - Guide group through brainstorming, posting, high and low points, turning points, naming parts and the whole, reflection / evaluation - Adapt process to needs of group - Use visual on wall appropriately	Portfolio Observation Interview	Well-designed process, with all steps of brainstorming events, posting events on a timeline, positive and negative reactions, turning points, naming the parts and the whole journey, and reflection / evaluation. Well-led process with all parts	Procedures shown in portfolio – planning to documentation Observation of all parts of process Photo or documentation shows wall visuals	

ICA Facilitator Assessment: Checklist and Portfolio Table of Contents				
Candidate:				
5.0 Model Positive Professional Attitude				
Competency	*Major Process Steps*	*Indicators we are looking for*	*How we will know – the standard we are measuring*	*Portfolio Page #*
5.1 Evoke Depth and Substance to Illuminate Group Potential - 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	Portfolio Observation Client interview/ Survey Participant evaluations Candidate interview	Clear focused Experiential Aim Group identifies root issues and/or profound insight	Design in portfolio shows deep experiential aim *And* Observer can give example of group reaching insight *And* Contradictions workshop documentation in portfolio shows root issue naming Client and participants rate that process revealed root issues and profound insights at least a 3 (on a 5-point scale)	
5.2 Care for Group Journey - 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	Portfolio, Interview, Observation	Can describe group transformation and how it happened through facilitated events Evidence of working with a group over time, with increased capacity of group evident Able and willing to surface and discuss difficult issues Facilitates difficult naming Can talk through image change	Facilitation story in portfolio or in candidate interview shows under-standing of image change in a group – candidate can name what image the group started with and to what it changed *And* Observer can record example of group going through or facing challenges and dealing with them *And* Evidence of work over time with a client in portfolio *Or* Client and participants rate candidate at least average of 3 on 5-point scale on 5.2 bullets, or have a story of transformation	
5.3 Practice Self-Assessment and Self-Awareness - 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	Portfolio Interview	Can reflect on difficult challenges and own behavior & suggest appropriate adjustments	Reflection sheets on experience have self-evaluation questions and answers	

ICA Facilitator Assessment: Checklist and Portfolio Table of Contents				
Candidate:				
5.0 Model Positive Professional Attitude				
Competency	*Major Process Steps*	*Indicators we are looking for*	*How we will know – the standard we are measuring*	*Portfolio Page #*
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 the IAF 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		Story of modeling neutrality and response on reflection sheet or in interview	

	ICA Facilitator Assessment: Checklist and Portfolio Table of Contents			
	Candidate:			

6.0 Orchestrate Quality Events				
Competency	*Major Process Steps*	*Indicators we are looking for*	*How we will know – the standard we are measuring*	*Portfolio Page #*
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 *Or* Observer rates candidate at least average of 3 on 5-point scale on process management [or 6.1 bullets]	
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 competencies listed in 6.2 bullets	Observer rates candidate at least average of 3 on 5-point scale on 6.2 bullets *Or* Participants and Client survey – at least average of 3 on 5-point scale on satisfaction with 6.2 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	Designs, reflection sheets & observation demonstrate changes and explanations *Or* Observer has noted plans to adapt to group needs Candidate is able to explain in interview changes from original design Participant evaluation rates at least average of 3 on 5-point scale on facilitator flexibility and on develop-ment 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 average of 3 on 5-point scale on 6.4 bullets in interview *And* Examples of teamwork described in reflection sheet in portfolio	

ICA Facilitator Assessment: Checklist and Portfolio Table of Contents
Candidate:

7.0 Produce Effective Results

Competency	Major Process Steps	Indicators we are looking for	How we will know – the standard we are measuring	Portfolio Page #
7.1 Apply Appropriate Methods - 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	Portfolio Client interview/ Survey	Complex design Proposal to client Group completes task	Complex design(s) in portfolio shows use of variety of methods, at least 2 (Focused Conversation, Consensus Workshop, Action Planning, Strategic Planning, Historical Scan) *And* Client and participants rate candidate at least average of 3 on 5-point scale on appropriate processes, task completion and results	
7.2 Clearly Document Results - Keep ongoing notes and records of group work - Produce quality documentation on time	Portfolio Client interview/ Survey	Clear documentation in portfolio	All ToP events documented in portfolio are: clear, readable, and demonstrate visual & content integrity *And* Client survey rates documentation as at least average of 3 on 5-point scale	
7.3 Develop Authentic Consensus - 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	Portfolio Client interview/ Survey Candidate interview Observation	Description of consensus in events documented in portfolio	Reflection sheet says what consensus was reached *Or* Candidate describes effective consensus formation *Or* Observer documents example of consensus *And* Client and participants rate consensus development as at least average of 3 on 5-point scale	
7.4 Prepare for Solid Implementation - 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	Portfolio Client interview/ Survey	Demonstrates use of implementation processes	Implementation plan design, plan documentation, and reflection sheet in portfolio *And* Client and participants rate implementation plans at least average of 3 on 5-point scale	

Facilitation Event Reflection Worksheet

Name _____ Event Date_____

- Describe the group and the topic.

- Attach a copy of your facilitation design including rational and experiential aims, major elements, procedures and the questions you planned to ask and the time you planned for each part. See attached

- Describe the results of the facilitated event in relationship to the Rational Aim(s): i.e. the product(s), the shared understanding, or learnings of the group.

- Describe the results of the facilitated event in relationship to the Experiential Aim(s): 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.

- Describe the level of consensus achieved by the group and the steps in the process that enabled them to reach it.

- What learnings or insights did you gain from this experience? What changes does this call for in future events?

ToP Facilitator Certification Program Application

Name _____ Date: _____

Address_____

City _____ State/Province _____ ZIP Code _____

Telephone: Work _____ Personal _____

Fax _____ Email _____

When/where did you take the ToP Training courses?

Group Facilitation Methods_____
Participatory Strategic Planning_____
Other training or exposure to ToP, Please list all ToP courses and dates _____

_____

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 ☐ 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?

_____

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Fees
- The fee for ToP Facilitator Certification is $1200 plus the personal expenses incurred for on-site observation (travel, housing, meals, etc.).
- Please submit a non-refundable application fee of $100 payable to ICA-USA at the time of submitting the application. The balance of $1100 is due to ICA-USA prior to 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
Marilyn Oyler | 4208 N. 25th Street | Phoenix AZ 85016
marilyn.oyler@gmail.com (602) 468-0605