I. Understanding Facilitation
   A. What is Facilitation?
   B. The Difference between “Content” and “Process”

II. The Functions of a Facilitator
   A. Encouraging Full Participation
   B. Promoting Mutual Understanding
   C. Fostering Inclusive Solutions
   D. Teaching New Thinking Skills

III. Listening Skills
   A. Ability to Listen
   B. Listening Techniques

IV. Types of Questions
   A. Open and Closed Questions
   B. Types of Probes
   C. Other Types of Questions

V. Common Facilitation Techniques
   A. Stay Neutral on Content
   B. Listen Actively
   C. Ask Questions
   D. Paraphrase to Clarify
   E. Give and Receive Feedback
   F. Test Assumptions
   G. Summarize

VI. Giving and Receiving Feedback
   A. General Principles of Good Feedback
   B. Format
   C. Eight Step Process
   D. Language of Feedback

VII. Facilitating an Open Discussion
   A. Determining Who Talks When
   B. Focusing the Discussion
   C. Participation Formats
VIII. The Language of Facilitation
   A. Paraphrasing
   B. Reporting Behavior
   C. Description of Feelings
   D. Perception Checking

IX. Agendas
   A. Agenda Design
   B. Agenda Format

X. Dealing with Difficult Dynamics

XI. Interventions