

Short Annotated Bibliography:
Facilitation Techniques

The National Centre for First Nations Governance

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Introduction

Facilitation enables individuals to work together in an organized way to achieve a positive result. It can take the form of working groups, conferencing groups or study groups. Working together for the wellbeing of all is a natural process for First Nations people, a system deeply rooted in Traditional and Indigenous ways. From Circles through to all kinds of ceremonies, the purpose is to make things better.

This short literature review provides access to writings on this topic. It seeks to provide insights for First Nations about what facilitation is in the context of the community. It outlines components of the facilitation process, explores specific examples of written work in Aboriginal/First Nations/Indigenous contexts, and provides an annotation of available literature.

In First Nations, the process of facilitation tends to be carried out in a less formal but no less powerful way. Unfortunately, there is much less literature chronicling First Nations Traditional (Indigenous-based) processes than those of a broader-based society.

Annotated Bibliography

Facilitation skills

Schwarz, Roger, *The Skilled Facilitator: A Comprehensive Resource for Consultants, Facilitators, Managers, Trainers, and Coaches*, Wiley & Sons, 2002

This book, in its second edition, offers essential materials for those whose role is to facilitate. It provides techniques for effectively engaging group interaction and showing the way to problem solving. It also offers an approach for identifying and resolving issues that hinder progress. The book's five sections cover: how facilitation helps groups, diagnosing behaviour in groups, intervening in groups, agreeing to work together, and using facilitative skills in an organization.

University of Minnesota Extension Facilitation Resources,
<http://www.extension.umn.edu/distribution/citizenship/DH7437.html>

This useful web-based tool on facilitation resources consists of eight volumes with information on facilitating for non-profit groups and organizations. Most notably, it highlights the following issues: contracting and handling logistics; getting focused: vision, mission and goals; managing group interaction; making group decisions; dealing with group conflict; utilizing diversity, power and ethics; and designing a volunteer facilitation program.

The Human Rights Education Handbook: The Art of Facilitation
<http://www1.umn.edu/humanrts/edumat/hreduseries/hrhandbook/part2contents.html>

Given that many First Nations communities and national aboriginal organizations deal with the issue of Human Rights, this handbook is an excellent resource for those wishing to educate about those rights. It provides an overview of what constitutes human rights, the practice of facilitation, and the strong link of one to the other.

Manning, Marilyn and L. Rietz Burr Ridge, Helen, *The One-Stop Guide to Workshops*, Irwin Professional Publishing, 1994

For both new and experienced workshop leaders, this book shows how to develop workshops that draw on the knowledge, ideas, and commitment of those around you to produce creative solutions to challenges faced by an organization intent on achieving change. Contains a postscript on evaluating the success of a workshop.

Moore, Allen B., and Feldt, James A., *Facilitation Community and Decision-Making Groups*, Krieger, 1993

This book provides practical guidance for those facilitating communities or groups in problem-solving or decision-making issues. It's divided into three sections; the first gives an overview of the function of a facilitator and how she or he prepares for a session; the second discusses what a facilitator does during a session; the third outlines the steps a facilitator takes after a session is ended, including preparing a final report and following up on the outcome. Other issues covered are: design process, sitting session rules, consensus building and problem solving, helping groups identify issues, expectations and issues, and closing a meeting.

Aboriginal Context Resources:

Bell, Catherine and Kahane, David, *Intercultural Dispute Resolution in Aboriginal Contexts*, UBC Press, 2004

To order: http://www.ubcpres.ca/search/title_book.asp?BookID=2989

This book addresses the resolution of Aboriginal issues through the use of Alternative Dispute Resolution (ADR), which is based on the notion that there are no winners or losers. The authors cover several styles of Alternative Dispute Resolution, such as problem solving, negotiation, conciliation, mediation, and arbitration. Because Indigenous knowledge can be applied to the use of ADR, this system contributes to resolving disputes involving First Nations communities more readily than the Western legal process.

The Harvard Project on American Indian Economic Development

<http://www.hks.harvard.edu/hpaied/>

Harvard University embarked in 2003 on a study to examine tribal governance on reservations in the United States; many of the resulting observations apply to Canada. It was determined that in order for Aboriginal governing institutions to achieve prosperity for their communities, the following conditions must apply: stable institutions and policies, fair and effective

mechanisms for resolving disputes, separation of politics from band management, competent bureaucracy, and a cultural match.

“Making Peace and Sharing Power: A National Gathering on Aboriginal Peoples and Dispute Resolution,” proceedings of a conference held April 30 - May 3, 1996, Institute for Dispute Resolution, 1997

More than 75 leaders from the international indigenous world, including Canada, the United States, Australia, South Africa, and New Zealand participated in this gathering, held in Victoria, B.C. Presentations addressed these themes: alternative dispute resolution, the negotiation process, and coalition building. A recurring issue throughout the proceedings was the imbalance in the negotiation process between Indigenous groups and national and local governments. The importance of acknowledging and respecting the history of Indigenous peoples around the world, including Canada, was noted as a factor leading to successful negotiations.

Victor, Wenona, “Alternative Dispute Resolution (ADR) in Aboriginal Contexts: A Critical Review,” Canadian Human Rights Commission, April 2007, http://www.chrc-ccdp.ca/pdf/adrred_en.pdf

This paper, written for the Canadian Human Rights Commission, addresses models of Alternative Dispute Resolution. It looks at the Western-based paradigm, focusing on negotiation, conciliation, arbitration, and mediation, as well as the Indigenous paradigm, focusing on rejuvenating and reclaiming ways that disputes can be resolved by incorporating the culture and customs of Indigenous parties while keeping in mind their respective ways and recognizing that these differ from nation to nation. It also discusses how both paradigms have challenges in common, such as issues of power, cultural differences, language barriers, and the impact of colonization. Overall, this paper shows how the Indigenous and the Western paradigms can work together while recognizing their differences, for the common good and in the greater interest of aboriginal peoples.

Huber, Marg, "Mediation Around the Medicine Wheel," *Mediation Quarterly* 10 (1993), 355-365

This article outlines a mediation model the author created with a group of First Nations leaders in Vancouver. The model, based on Aboriginal Spirituality, is being used by urban Aboriginal peoples.

Bush, Robert A. Baruch and Folger, Joseph P., *The Promise of Mediation: Responding to Conflict through Empowerment and Recognition*, Jossey-Bass, 1994

This book examines the issue of mediation from two different approaches, problem solving and transformative. The problem solving approach focuses on finding solutions to problems by seeking common ground; the transformative approach emphasizes empowerment and

recognition, meaning that parties involved must define the conflict and seek their own resolutions. This book uses four stories to demonstrate the issue of mediation in different scenarios: social justice, transformation, satisfaction, and oppression. The role of a mediator as an engager – one who defines settlement terms and drops issues which cannot be dealt with using the problem-solving approach – is explored in the first chapters. The transformative approach, based on empowerment and recognition, is examined in the remaining chapters. The authors also examine potential problems with the transformative approach, and suggest how to avoid them. A chapter is dedicated to how mediation has developed over the years.

Swanson, John, "A Model for Aboriginal Facilitation: An Open, Empowering Way to Get Consensus and Action," The National Centre for First Nations Governance, 2007, http://www.fngovernance.org/pdf/JAM_AboriginalFacilitation.pdf

The Open Space Technology concept, designed by Harrison Owen, is a facilitation method relevant to the Aboriginal context because it embraces a circle structure, used by First Nations, which creates open communication amongst participants. As new ideas and topics arise, further spaces are created in order to invite new discussion. There is no chair in the process; the only recognized role is that of the note-taker. As new ideas present themselves, participants migrate from the original central circle to circles discussing those topics of particular interest, thus maintaining the circle structure, but in smaller groups. This type of approach ensures that participants are included in the decision-making process. The open space technology is an empowering resource when participants are of diverse backgrounds and interest; it breaks down barriers and allows for effective communication, and it encourages those who are taking part to think and do things for themselves. In one instance cited in the article, the Chief and council of the British Columbia First Nation of Hul'qumi'num Mustinuhw were able to come to consensus on a common vision of governance.

Other Aboriginal-focused resources:

Montminy, Joelle, "The Search for Appropriate Dispute Resolution Mechanisms to Resolve Aboriginal Land Claims: Empowerment and Recognition," LL.M Thesis, Faculty of Law, University of British Columbia, 1996

Sauve, Madeleine, "Mediation: Towards an Aboriginal Conception," *Aboriginal Law Bulletin* 80 (1996): 10

Tully, James, "Aboriginal Peoples: Negotiating Reconciliation," In *Canadian Politics*, ed. by J. Bickerton and A.-G. Gagnon, Broadview Press, 1999

Bell, Catherine and Kahane, David, eds., *Intercultural Dispute Resolution in Aboriginal Contexts*, University of British Columbia Press, 2004

Manuals and team-building resources

Moore, Christopher W., *The Mediation Process: Practical Strategies for Resolving Conflict*, Jossey-Bass, 1986

Auvine, Brian et al, *A Manual for Group Facilitators*, Center for Conflict Resolution, Madison, WI, 1978.

Elledge, Robin and Phillips, Steve, *Team Building for the Future: Beyond the Basics*, Pfeiffer & Co., 1994

Rees, Fran, *How to Lead Work Teams: Facilitation Skills* Pfeiffer & Company, 1991