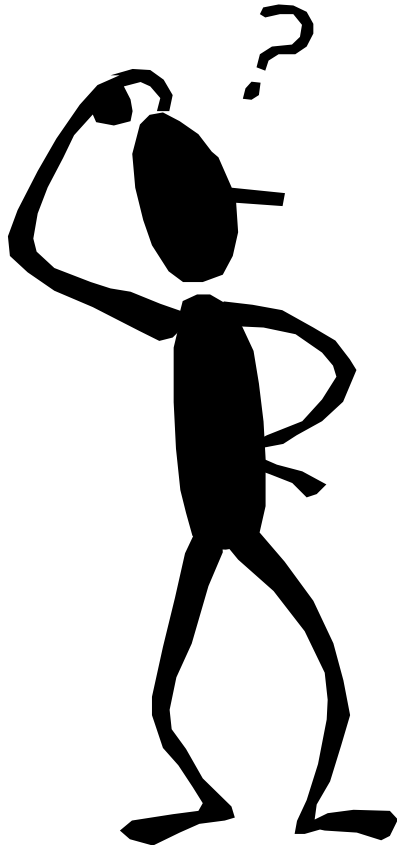


1

# lecture “What is facilitation?”

# ファシリテーションって何？ / What is facilitation?

・「ファシリテーターってどんな人？」  
“Who is a facilitator?”



助産師？  
Midwife?

議論を円滑に  
進める人？  
The person  
who facilitates  
a discussion ?

羊飼いか？  
Shepherd?

司会？  
MC?

よくわから  
ない  
No idea

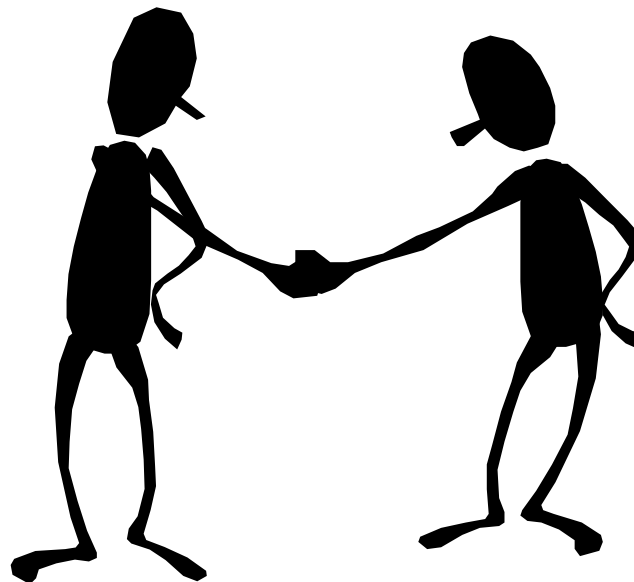
外部から呼ばれること  
がある？  
Facilitators  
sometime come from  
outside?

# ファシリテーションとは / Facilitation is ...

- 複数人が共に働くときにその活動を円滑にし、相乗効果を生み出す行為

An act of moving activities smoothly forward and generating synergy when multiple people work together.

\*There is no the clear definition of facilitation. In this lecture, facilitation define that.



# ファシリテーターがすること / What facilitators do

- メンバーが能力を発揮できるように環境を整えること！

To create an environment where team members can exhibit their abilities

- 意見が言えるようにする

To enable them to express their opinions without hesitation

- 意見の整理を手伝う

To help them organize their opinions

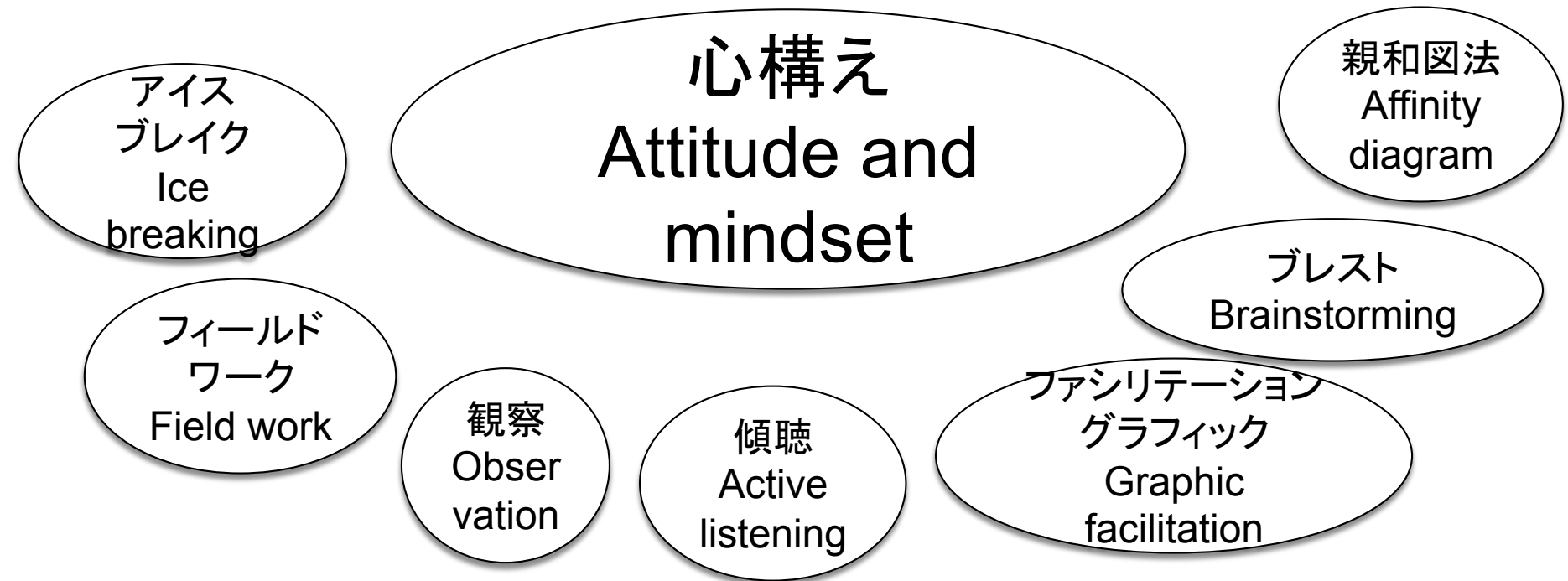
- 進め方(プロセス)に関わる

Facilitators engage in the process, not the contents



# 心構えと手法・ツール

## Attitude and methods/tools



手法やツールはたくさんある。  
大事にしたいことは、人と活動しているということ。

There are many methods and tools. The most important thing, however, is the attitude and mindset that we are working with PEOPLE.

## 能力が発揮できる環境とは？ -1-

What is an environment that enables people to exhibit their abilities? -1-

- 安心して発言ができる

An environment where people can express their opinions freely

- 発言機会がある

They have the chance to speak their opinions.

- 発言しても良い雰囲気がある

The atmosphere is conducive for them to speak their opinions.

- 意見を聴いてもらえる

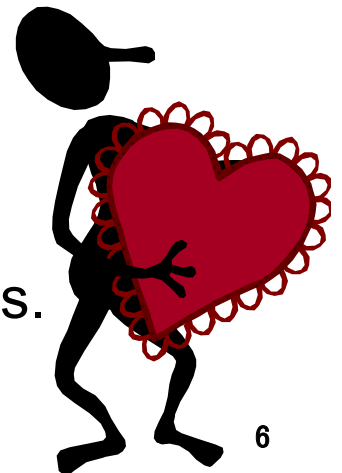
Someone listens to their opinions.

- 発言により攻撃されない

They don't get criticized because of their opinions.

キーワード：安心、信頼

Keywords : reassurance, confidence



# 対人関係スキル / Interpersonal skills

1. 聴く力 / Ability to listen
2. 訊く力 / Ability to ask
3. 観る力 / Ability to see (observe)
4. 応える力 / Ability to respond

By “ファシリテーション入門”

返報性: Reciprocation

好意を受けると好意で報いたくなること

The desire to return kindness when kindness is received

# 聴く力 / Ability to listen

## □ 傾聴 Active listening

- ▣ ただ聞くのではなく、心を傾けて聴く

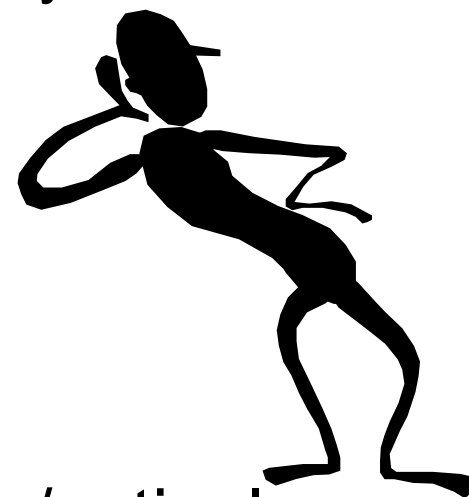
Not merely hearing but listening attentively.

- ▣ 相手を知ろうと思って聴く

Listening with interest in the speaker

- ▣ 相手を知ろうと思って聴く

Accepting first what the speaker says.



## □ 傾聴によって If you listen attentively/actively...

- ▣ 話しやすくする

People will be more willing to talk to you.



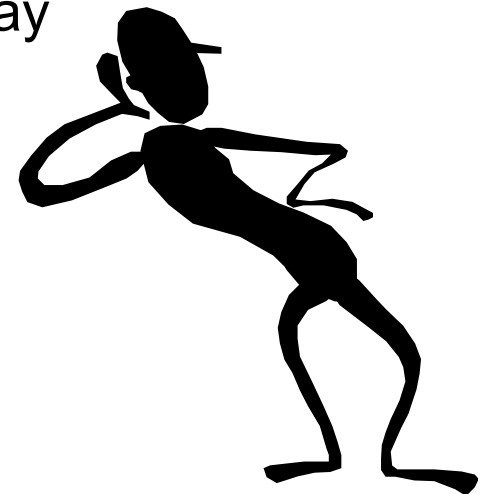
# 傾聴 / Active listening

- 「最近読んで印象に残っている本について話して下さい」  
“Please tell me about an unforgettable book you read recently.”
- 悪い例 Bad examples
  - ▣ つまらなさそうに返事する    Replying in a bored tone
  - ▣ 無表情    Blank facial expression
  - ▣ 相手を見ようとしなない    Not looking at the speaker
  - ▣ 話を遮る    Interrupting the other person
  - ▣ .....    etc.

# 傾聴 / Active listening

- 相手に向き合っている      Turn to look at the other person
- うなずく      Nod in agreement
- 繰り返す      Repeat what the other person says
- メモを取る      Take notes
  
- 否定しない      Don't deny what people say
- 評価しない      Don't judge and evaluate

キーワード: 共感  
Keyword : empathy



# 訊く力 / Ability to ask

## □ Open question

- ▣ 5W1H (Who, When, Where, What, Why, How)
- ▣ 質問に対する答え方が決まっておらず、回答者が自由に答えられる

Open questions do not have a fixed way of answering, wherein the person can answer freely.

- ▣ 発想を膨らませるとき、探求や内省に効果がある  
It enables exploration and reflection in expanding ideas.

# 訊く力 / Ability to ask

## □ Closed question

- ▣ Yes、Noのように予め答え方が決まっている

Closed questions have a fixed way of answering, such as “yes” or “no.”

- ▣ 聞き手が主導権を握っている

The person asking the question is in control.

- ▣ 論点を絞り込んだり、議論を進めるときに役立つ

It is useful in narrowing down on important points and in moving the discussion forward.

# 訊く力 / Ability to ask

- 質問の組み合わせ Combination of questions
  - ▣ Open → open
    - 話を創造的に広げていく(例:ブレインストーミング)  
Creatively expand the conversation (divergence phase)  
(e.g. brainstorming)
  - ▣ Open → closed
    - 探索して、話を絞り込んだり、深掘りしていく  
First, explore the topics and points, and then focus and delve on a particular point.

# 訊く力 / Ability to ask

## □ 質問の組み合わせ Combination of questions

### ▣ Closed → open

- 最初に範囲を絞り込んで、答えやすくしてから本質に迫っていく

First, narrow down the scope to enable people to speak freely before going into deeper discussion.

### ▣ Closed → closed

- 話を絞り込んでいく
- 曖昧な発言の真意を探る

Focus on a particular point.

Clarify ambiguous comments.

# 訊く力 / Ability to ask

## □ 質問の注意点      Other pointers

- ▣ 自分の意見を押し付けない    Don't force your opinion.
- ▣ 誘導しない    Don't lead people to think according to your own opinions or arrive at a certain conclusion.
- ▣ 否定的な質問をしない      Don't ask negative questions.
- ▣ 相手の言葉を使う      Use the words of the other person.
- ▣ 比喩や要約を用いて確認する  
Use a metaphor or summarize what the other person said if you need to clarify what he/she said.
- ▣ ファシリテーターが中心にならない  
The facilitator should not be leading the discussions.

# 観る力 / Ability to see (observe)

- 口調、表情、態度から情報を得る  
Acquire information from tone, facial expression, and attitude
  - ▣ 理解できない、不満がある、興味をもっているなど  
Inability to understand, discontent, being interested or not, and so on.
- 全体を把握する      Look at your team as a whole
  - ▣ 発言機会が偏っていないか Are all the members given the opportunity to speak?
  - ▣ 困っている人はいないか      Is there somebody having difficulty to follow the discussions?

「聴く力」と「訊く力」と「観る力」を活用して、  
安心して発言できる場、発言しやすい場をつくる  
Leverage the ability to listen, ask, and see in order to create a venue  
where people can speak freely and with confidence.



## 能力が発揮できる環境とは？ -2-

What is an environment that enables people to exhibit their abilities? -2-

- 能力が発揮されない状態は.....

Situations wherein people cannot exhibit their abilities...

- ○○○の状態                      Being in an unsure situation

- ▣ 今いる所がわからない              “I don’t know where I am.”
- ▣ どこに行くかわからない              “I don’t know where I will go.”
- ▣ どうやって行けば良いかわからない      “I don’t know how to go there.”

- にならないために              To prevent people from              ...

- ▣ 何をしているのか全員がわかるようにする(可視化)

Enable all members to understand what is being done and discussed (visualization).

- ▣ 目的を明示する                      Clarify the goal.
- ▣ 適切な手法を選択する              Choose the appropriate methods and tools.

# Other tips

- 議論がどうどう巡りにならないようにする → visualization  
To prevent the discussion from going in circles ... using tools
- せっかく出たアイデアを消さない → 書き留める  
So as not to forget the ideas ... writing down
- みんなが共有・理解できるようにする → 質問する  
So that everyone can share and understand the discussion ... asking questions
- 建設的な方向へ持っていく → 理由をたずねる・言い換える  
In order to proceed constructively .... asking for reasons and expressing them in other words

# Summary

- ファシリテーターは、メンバーの能力が発揮できる環境を整える  
Facilitator creates an environment where each member can exhibit his/her abilities.
- 対人関係スキルを活用して、メンバーが安心して意見を言える環境をつくる  
Facilitator utilizes interpersonal skills to create a venue where members can express themselves with confidence.
- 議論やプロジェクトの円滑な進行のために、目的を明示する  
Facilitator enables visualization, particularly by clarifying the goal, in order for the discussion and project to smoothly move forward.

# Exercise 1: Mirroring

This is an exercise in imitating your partner's movements.



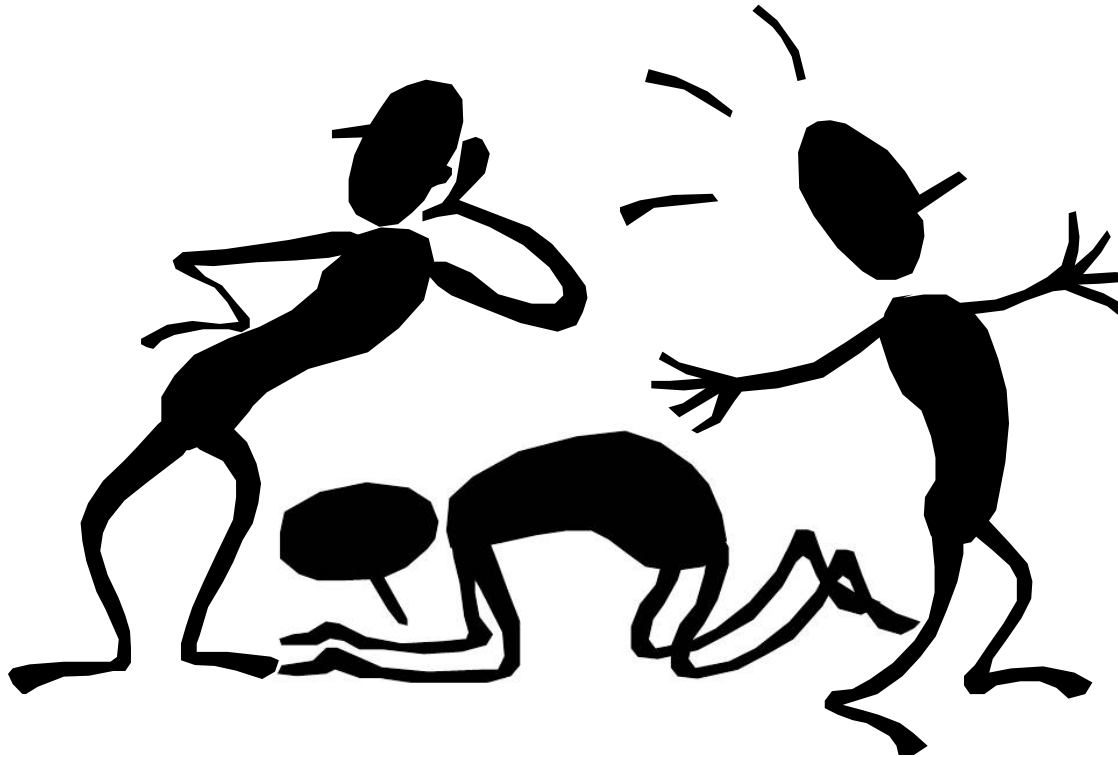
0. Practice. Copy what I do like you are looking at a mirror.
1. Form pairs.
2. Decide the roles. One is the leader, the other is the follower.
3. Stand face to face to each other.
4. The leader moves his/her body, and the follower moves in the same way as the leader.
5. Change roles several times between “start” and “stop”.

Key points : Watch your partner carefully.

Adjust yourself to your partner. Think about your partner.

# Exercise 2: Filling a space

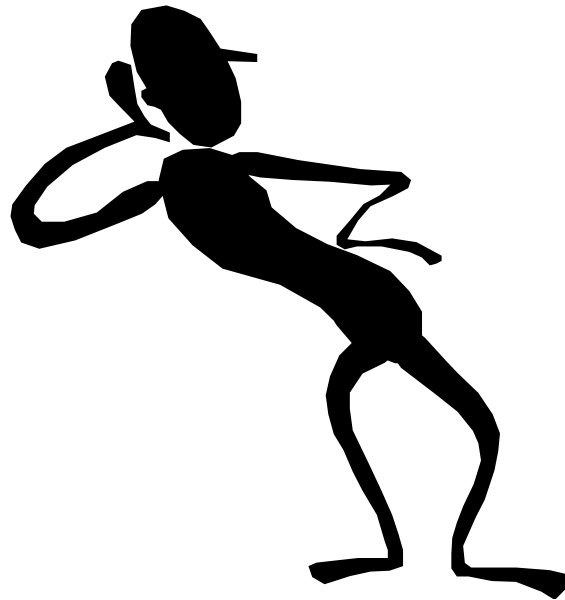
This is an exercise in filling spaces within a team.



1. Form two teams.
2. Keep moving in order to fill the space until “Stop”.
3. Stop the movement.
4. The other teams gives advice.

Key points : Watch the whole team. Make clear movements and act flexibly.  
Think about how you contribute to your team.

# Exercise 3: 傾聴 Active listening



「今日学んだ中で印象に残っているもの、どう生かしたいか、  
デザインスクールin沖縄への抱負など」

“What struck you the most about what you learned today, and how do  
you want to make the most out of it?”

“What are your hopes for the Design school in Okinawa, etc.?”