

# Tools for Complex Decision-Making

## FACILITATION VS. TEACHING

### A teacher is someone who...

- Directly trains individuals using presentations and various interactive activities.
- Instructs and provides guidance on specific content
- Is a content resource
- Presents information in a dynamic, interesting way

### A facilitator is someone who....

- Brings out and focuses the wisdom of the group, often as the group creates something new or solves a problem, Hogan 2002
- Helps people discover on their own by mediating discussions, guiding meetings or even proctoring exam and study sessions
- Manages the structure and focus of a team's decision-making process
- Is a process manager first, a content resource second.
- Uses knowledge of how people learn to create an active environment that embraces participants' prior knowledge and unique learning style.
- Engages participants in taking charge of their learning and "guides by the side" encouraging the sharing of knowledge by and with participants.
- Like a musical conductor, the facilitator works to bring out the best in each member of the orchestra so that there is a successful group performance

Teaching		Facilitating
Individual focus	→	Group focus
Content ownership	→	Process ownership
Directing	→	Guiding
Understanding	→	Discovery
Centered focus	→	Invisibility/transparence
Understanding adult learning	→	Understanding systems
Teacher owns the goal	→	Help the group achieve a goal
Individual behavior focus	→	Group dynamics focus

### Are you interested in more tips and tools for decision-making?

Spark Policy Institute's ([www.sparkpolicy.com](http://www.sparkpolicy.com)) interactive Tools for Complex Decision-Making is available [www.sparkpolicy.com/tools/complex-decision-making](http://www.sparkpolicy.com/tools/complex-decision-making). Please share your stories about decision-making, along with tips, tools, and tactics, or see what others are using in their work.



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