

TOP

Technology of Participation

FACILITATIVE LEADERSHIP PROGRAM

- **FACILITATION TRAINING AND LEADERSHIP DEVELOPMENT**
 - **CERTIFIED TOP FACILITATOR**
 - **DIPLOMA OF FACILITATIVE MANAGEMENT**
- **GRADUATE DIPLOMA OF FACILITATIVE LEADERSHIP**

**Add a powerful body of
leadership practice,
knowledge and culture
to your role**

Delivered by the



**GLOBAL INSTITUTE FOR
FACILITATIVE LEADERSHIP**

**A Registered Training Organisation
National Provider 52360**

www.TOP-GIFL.com

FACILITATIVE LEADERSHIP

All organisations and groups (large and small) face significant and often rapid changes in their operating environments. For responsiveness, agility and resilience in the face of such changes we require more effective models for relationship, dialogue, thinking, planning and collective action.

Tap into depth of thinking and breadth of ideas and knowledge

Harness individual and collective creativity and energy

Build shared understanding, purpose and commitment

Develop leadership qualities and capabilities at all levels

Facilitative leadership is the key approach to enable these kinds of transformations to take place and to have lasting impact in a wide range of settings across industry, government and community sectors.

It is an approach of first choice for effective leaders and managers, and for educators, coaches and mentors.

TOP FACILITATIVE LEADERSHIP PROGRAM

The Technology of Participation (ToP) is a people-centred, results-driven leadership approach with widely tested and proven process *tools and methods*, supported by a body of *knowledge and values*.

The ToP Facilitative Leadership Program (FLP) enhances the understanding, capability and performance of participants, in a highly participatory, experiential and learning-centred atmosphere.

Going beyond tools and techniques, it enables practical application of essential theoretical foundations and ethical principles to underpin the effectiveness of a facilitative leader.

PROGRAM DELIVERY

The program content is delivered through seven two-day workshop (face-to-face) modules, which may be offered in different combinations e.g. three modules presented in two three-day sessions:

1	Group Facilitation Methods	Applying fundamental methods to a range of contexts and participants, examining underlying dynamics for deeper understanding & confidence
2	Facilitation Expansion & Integration	Integrating complementary tools for adapting to a wide variety of situations, with design to create high impact facilitation events
3	Strategic Thinking & Planning	Facilitating movement from initial uncertainty to clear purpose and commitment, generating practical steps, momentum and ownership
4	Working with Diverse Value Systems	Appreciating and embracing different ways of thinking, learning and communicating
5	Principled Influencing & Negotiating	Bridging differences, escaping drama, transforming conflict, building cooperative relationships, and developing agreement and commitment
6	Understanding & Leading Change	Catalysing, initiating or responding to change, examining styles of change leadership and methods and designing a change intervention
7	Being a Facilitative Leader	Facilitating transformation of cultures, structures and practices, finding purpose and meaning as a leader of transformation and change

Interactive delivery is by highly experienced facilitators who are active in corporate, government and not-for-profit settings, and who have demonstrated skills in adult education and learning support.

At the end of each module participants have a certificate of attendance, a comprehensive set of course notes and proposals to apply and practice what they have learned in real-life roles and work environments.

They will also have access to coaching and mentoring from experienced facilitators.

This format builds competence and confidence in continuing use and development, and deepens understanding of the vital role of facilitative approaches in leading change.

WHO IS IT FOR?

Attendance at this program will benefit leaders, managers, executives, coordinators, change agents, planners, evaluators, consultants, educators, trainers, coaches, mentors...anyone who is working to release the creativity and energy of individuals, groups and organisations.

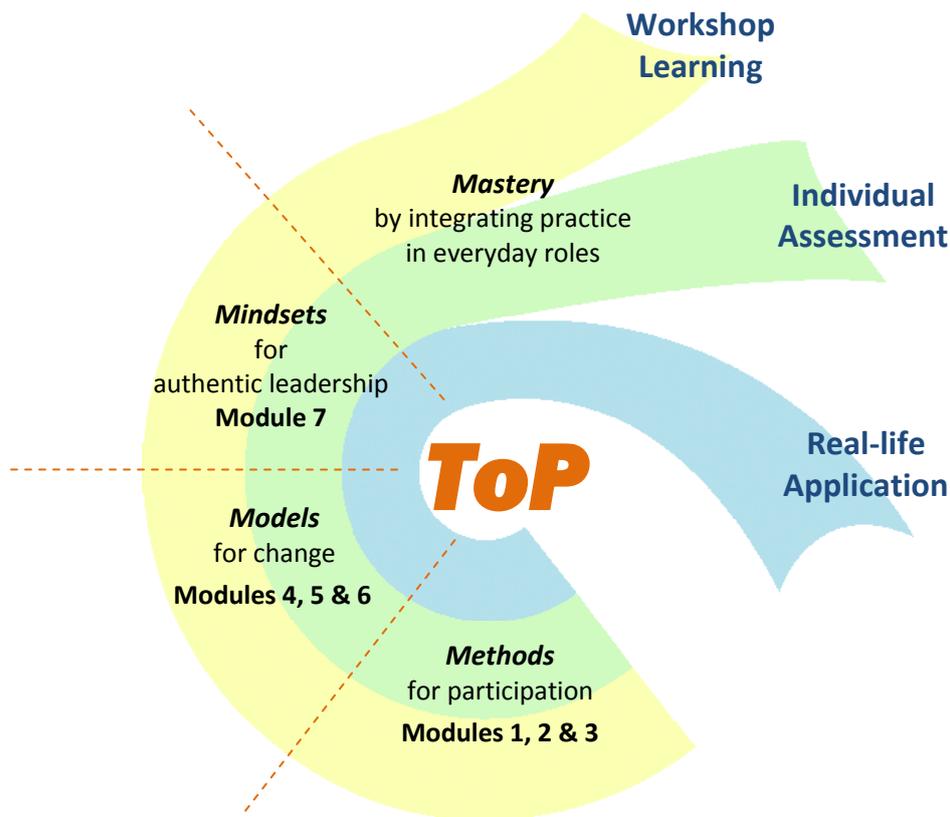
The program will add a powerful body of leadership practice, knowledge and culture to any such role.

WHY THIS PROGRAM?

BREADTH DEPTH AND FOCUS	Comprehensive	<p>It encompasses a range of levels of learning, competence and application, from facilitation skills to integrated facilitative leadership development</p> <p>It offers ways of doing, ways of knowing, and ways of being</p> <p>It is suitable for 'novice' level up to 'veteran' level</p>
	Supportive	<p>It builds confidence in participants to be leaders through learning which is practical, participatory and experiential</p> <p>Participants practice in a safe supportive environment and give/receive feedback</p> <p>It provides templates and resources with on-going value</p>
	Accredited	<p>It meets industry and professional training needs to a nationally accredited standard</p> <p>Our leaders are skilled and experienced adult educators, who are active in facilitation, development, enquiry and research across their field</p>
FLEXIBILITY AND ADAPTABILITY TO PARTICIPANT NEEDS	Choice of level and pathway	<p>It offers pathways from single Module attendance to postgraduate qualifications</p> <p>Participants can find their own level</p> <p>There is no requirement to choose or commit to a particular pathway up-front</p>
	Choice of timing and pace	<p>It offers flexibility in start and finish times and rates of progression, with no fixed schedule or prescription</p> <p>Participants can adjust their engagement as their development needs or life situations change</p>
	Choice of location and setting	<p>It is offered around Australia, New Zealand, the Asia-Pacific region and beyond, from public subscription events to tailored 'in-house' development programs</p> <p>Transportability across locations enables access to diverse facilitation and leadership styles to deepen learning</p>
REAL-LIFE APPLICATION AT EVERY LEVEL	Practical application	<p>Each level of engagement in the program - from single module attendance to postgraduate award - emphasises and supports real-life application of learning</p> <p>This develops and strengthens performance and confidence in any role, and in any setting</p>
	Proven track record	<p>The content, theoretical foundations and ethical principles are backed by decades of international field experience and proven achievement across different cultures and sectors</p>
	Global learning community	<p>It continues to engage and benefit thousands of practitioners who work in many locations around the Australasia-Pacific region and beyond, in a wide range of roles and applications</p> <p>Local and regional networks of practitioners can remain connected with global networks to share learning and enable continuous improvement in practice</p>

PROGRAM STRUCTURE

The program encompasses three strands of delivery and four levels of learning:



Levels of learning:	Developing competence in:	Applied to:
Practical METHODS : Skills and abilities for facilitating collaborative thinking, planning and solution finding	Leadership as facilitating PARTICIPATION : Utilising tools for planning and decision-making	The PRACTICAL domain: managing process and delivering products matched to objectives
Grounded in MODELS : Conceptual frameworks for understanding and leading change in behaviours, structures and cultures	Leadership as facilitating EMPOWERMENT : Developing new thinking and understanding	The RATIONAL domain: developing knowledge and conceptual understanding through interpretation
Intensified by MINDSETS : Stances and convictions for anchoring methods and models in personal action and authentic facilitation	Leadership as facilitating TRANSFORMATION : Reframing worldviews, culture	The PERSONAL domain: feelings, associations, values, ethics, beliefs, spirit and motivation
Sustained by MASTERY : Integrating facilitative leadership into everyday roles in groups or organisations	Leadership as facilitating INTEGRATION in/for Wholeness	The APPLICATION domain: integrating methods, models and mindsets in real life

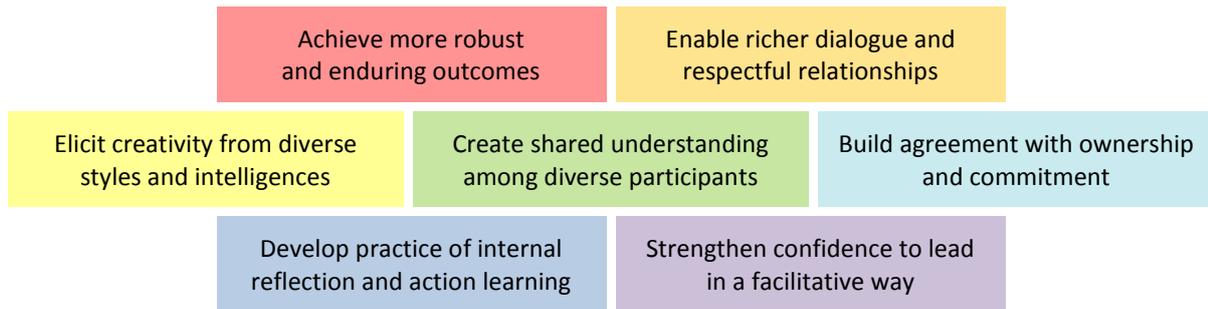
The Technology of Participation (ToP) is the property of the Institute of Cultural Affairs. The ICA is an international organisation concerned with the human factor in personal, community and organisational development. www.ICA-Australia.org

ONE PROGRAM - A HOST OF BENEFITS AND APPLICATIONS

The program develops a range of skills, knowledge and understandings which will be useful in group discussions and workshops, team work, community engagement, stakeholder partnerships, one-on-one interaction, and negotiation.

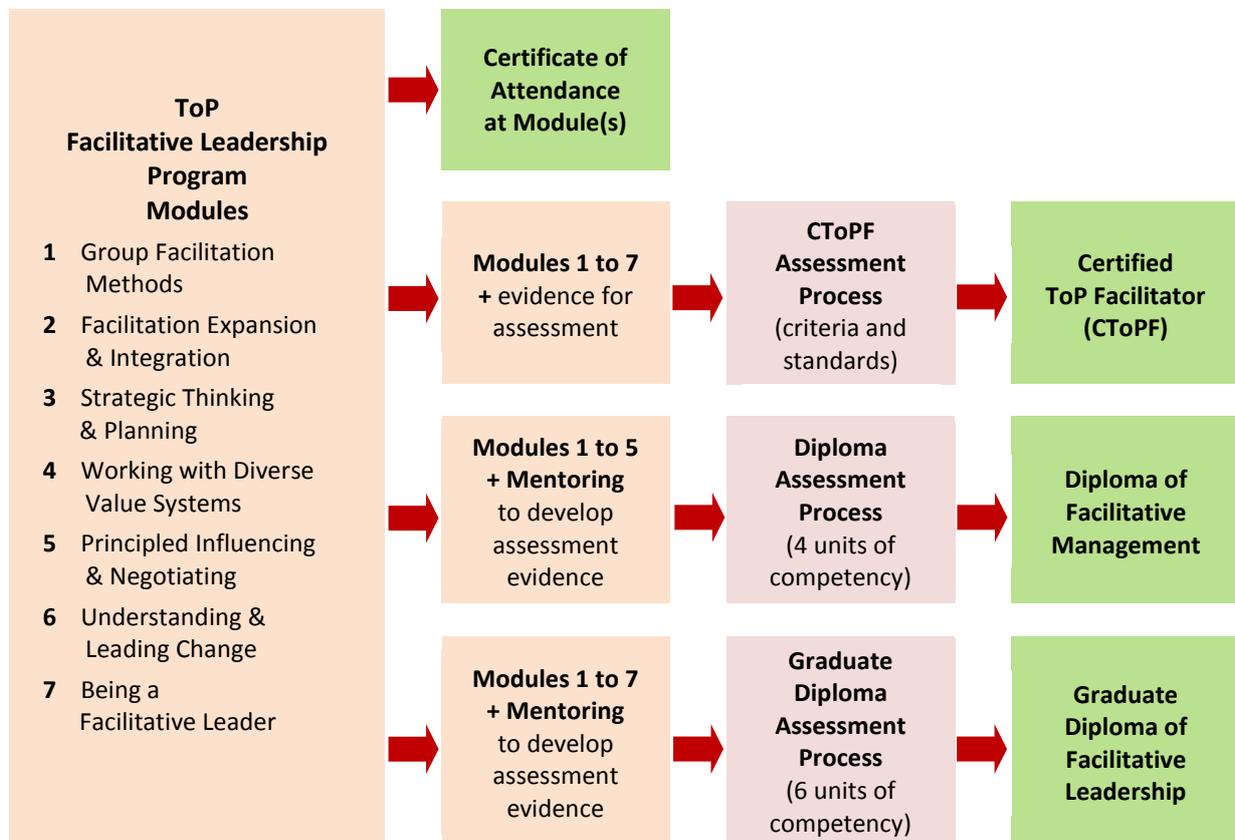
Whenever:

- we need to keep a group focused and on-task
- we are challenged to reconcile differing points of view
- interactions are dominated by one or two vocal people
- our meetings fail to reach a decision or move towards action
- a group lacks commitment to carry out the required actions
- we think we are leading but no-one seems to be following



ONE PROGRAM - A CHOICE OF PATHWAYS

The program offers participants a range of pathways and levels of engagement, from attendance at one or more face-to-face modules to receive a certificate of attendance; through completion of seven modules and an assessment process to become an internationally recognised Certified ToP Facilitator; to completion of modules and the assessment required to receive an Australian award: *10443NAT Diploma of Facilitative Management* or *10444NAT Graduate Diploma of Facilitative Leadership*.



Negotiations are currently underway with universities on potential articulation to higher awards.

CERTIFIED TOP FACILITATOR (CTOPF)

Internationally recognised certification of competence

WHO IS IT FOR?

Availability of the *Certified ToP Facilitator* qualification:

- provides people in facilitative leadership roles with an internationally recognised certification based on assessment of their competence in applying ToP methods and understandings; and
- provides employers and clients with evidence of a high level of competence

ENTRY REQUIREMENTS

To be eligible for ToP certification, a candidate:

- has completed Modules 1-7 of the ToP Facilitative Leadership Program or equivalent content in other ToP training
- actively uses ToP methods in their practice and intends to continue doing so
- is actively pursuing the learning journey through mentoring and other assistance as offered
- is willing to pursue further training and updates of ToP training
- is open to periodic review to maintain certification

ASSESSMENT AND CERTIFICATION

Suitability for ToP certification is assessed against ToP competency criteria and standards which are comparable with those used in other parts of the world.

Assessment is based on evidence gained from a variety of potential sources, including:

Portfolio evidence provided by the candidate, documenting on-the-job application

+

Observation by ToP trainers during training, including practice and feedback sessions

+

Feedback or recommendation from a mentor and/or clients or referees

+

Direct Observation by assessors in a real-life situation or role-play

Candidates assessed as competent on all criteria are recognised as *Certified ToP Facilitator (CTOPF)*.

UNDERPINNING VALUES

The Criteria and Standards are:

Clear	Communicating to candidates and to others what it takes to be certified in terms of scope and standards
Demanding	Requiring a high level of competency from the ToP practitioner and indicating to others a high quality of practice from those who are certified
Reasonable	Arising directly from the ToP Facilitative Leadership Program training and actual ToP practice of the candidate

The Process is:

Accessible	Easy to understand, participate in, and administer, without imposing prohibitive costs
Equitable	Consistent, while accommodating personal circumstances, guarding against personal biases Comparable with ToP certification in other parts of the world
Positively Biased	Actively seeking multiple evidence sources and triangulating these for indicators that demonstrate required competencies
Comprehensive	Testing performance against a wide range of what is expected from a highly competent ToP facilitation practitioner

10443NAT DIPLOMA OF FACILITATIVE MANAGEMENT

10444NAT GRADUATE DIPLOMA OF FACILITATIVE LEADERSHIP

Nationally accredited under the Australian Qualifications Framework

The ToP Global Institute for Facilitative Leadership is a Registered Training Organisation (National Provider 52360), offering nationally accredited training for the awards of:

- *10443NAT Diploma of Facilitative Management*
- *10444NAT Graduate Diploma of Facilitative Leadership*

This training is available across Australia and internationally.



WHO IS IT FOR?

Availability of the Diploma and Graduate Diploma:

- provides people with a choice of nationally accredited awards
- provides employers and clients with evidence of a high level of competence; and
- provides participants with a potential bridge to higher postgraduate qualifications

The Diploma is designed for people who use group facilitation processes as one part of their everyday roles to manage collaboration, consultation or engagement e.g. executive officers, community development officers, relationship managers, extension officers, and coordinators.

The Graduate Diploma is designed for people for whom facilitative leadership is a major part of their roles e.g. high-level change agents, senior managers and consultants, who may have a high level of responsibility and accountability for leading change interventions.

ENTRY REQUIREMENTS

Learners may enter a course by demonstrating their potential to undertake study at the relevant level.

For either the Diploma or Graduate Diploma, learners should have a relevant qualification *and/or* relevant vocational experience, e.g. in facilitation, management, leadership, organisational development, human resource management, or training.

Learners should also have sound skills in written and oral communication, literacy and numeracy.

COURSE REQUIREMENTS AND ASSESSMENT

Face-to-face training requirements are different for each award, with the Diploma requiring completion of Modules 1 to 5 of the ToP Facilitative Leadership Program, and the Graduate Diploma requiring completion of Modules 1 to 7.

Units of competency are different for each award, and assessment for the Graduate Diploma requires more project work to be undertaken, and at a higher level, than for the Diploma.

Assessment processes require a portfolio of evidence to demonstrate competence, and may comprise activities and exercises based on actual and/or simulated scenarios. Assessment may be conducted holistically on multiple units to enable candidates to demonstrate integration of learning in their facilitation practice and development. This is preferred for the Graduate Diploma, and recommended for the Diploma.

Those who are assessed as meeting the requirements of one unit or multiple units of competency will be provided with a Statement of Attainment for completed units.

Learners can anticipate (on average) volumes of learning of 1010 hours for the Diploma or 1370 hours for the Graduate Diploma.

Those who complete all required units and assessments will be provided with the relevant award:

10443NAT Diploma of Facilitative Management or *10444NAT Graduate Diploma of Facilitative Leadership*.

Award of the Graduate Diploma also qualifies the graduate to apply to become a Certified ToP Facilitator, with international recognition.

RECOGNITION OF PRIOR LEARNING

Recognition of Prior Learning (RPL) is offered to people who have previously completed ToP Facilitative Leadership Program modules as non-vocational learning e.g. prior to availability of these awards, or prior to enrolment in an award. A portfolio of evidence is required for assessment.

STRATEGIC OVERVIEW OF PATHWAY REQUIREMENTS

People may choose to follow different pathways through learning and assessment - non-vocational, CToPF, one of the awards, by assessment or by RPL.

For consistency, ToP FLP modules may not be presented in different ways to reflect these different pathways.

Distinctions arise from each award requiring different levels of face-to-face learning, and demonstration of competence in different units of competency. In turn this requires different levels of project work to be undertaken and associated evidence to be compiled, and this may require different levels of mentoring.

The strategic overview figure below shows titles only – prospective CToPF candidates need to refer to criteria and standards for CToPF assessment, and award candidates need to refer to performance criteria for assessment / RPL against units of competency.

Non-vocational learning including CToPF	10443NAT Diploma of Facilitative Management	10444NAT Graduate Diploma of Facilitative Leadership
ToP FLP Modules	Units of competency	Units of competency
Module 1 Group Facilitation Methods	DFMGFM501A Manage ToP facilitation processes	GFLGFI801A Lead ToP facilitation interventions
Module 2 Facilitation Expansion and Integration		
Module 3 Strategic Thinking and Planning	DFMSTP502A Manage ToP strategic thinking and planning processes	GFLSTP802A Lead ToP strategic thinking and planning
Module 4 Working with Diverse Value Systems	DFMDVS503A Facilitate within diverse value systems	GFLDVS803A Lead within diverse value systems
Module 5 Principled Influencing and Negotiating	DFMPIN504A Facilitate principled influencing and negotiating	GFLPIN804A Lead through principled influencing and negotiating
Module 6 Understanding and Leading Change		GFLSOC805A Lead social and organisational change
Module 7 Being a Facilitative Leader		GFLFVE806A Model the values and ethos of facilitative leadership

ENQUIRIES:



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See www.ToP-GIFL.com for more information, including details and locations of ToP providers