

# Becoming a Lead Facilitator for The LeaderShape® Institute

We appreciate your interest in the Lead Facilitator position and hope you'll **take a few minutes to review this material**. We think it will help you as you prepare your application and have included information to:

- further familiarize you with the role and responsibilities;
- highlight some of the core values and qualities associated with effective Leads; and
- allow you to reflect on your own skills and self-assess your readiness.

## Requirements

In order to be considered for a Lead Facilitator position, we require that you first serve as a Cluster Facilitator at either a campus-based or national session. For more information on applying to be a Cluster Facilitator for a national session, please see our [website](#).

## Responsibilities

Lead Facilitators are responsible for managing all aspects of a given session of The LeaderShape Institute. Part of this responsibility is logistical—making sure details are taken care of and materials are ready. The second primary responsibility during the week is the actual teaching/facilitating within the Learning Community (our term for the fully assembled group of faculty and participants at a session).

In addition to management and teaching responsibilities, Lead Facilitators are a support/resource/role model for the other facilitators. Lead Facilitators train Cluster Facilitators on the day prior to the session and in nightly faculty meetings during the Institute. The effectiveness of The LeaderShape Institute is, in large measure, determined by how the faculty works together and attention to team building is also important.

The behaviors of all facilitators, irrespective of role, include:

- Modeling leadership behavior and acting with integrity
- Serving as a catalyst for others' learning
- Encouraging risk taking
- Establishing a climate conducive to learning
- Supporting changes in participants' attitudes and behaviors
- Presenting, clarifying, and summarizing curriculum content.

## The Lead Facilitator Selection Process

No matter how many sessions of The LeaderShape Institute are offered each year, one law of mathematics will always be true: the total number of Cluster Facilitators exceeds the total number of Lead Facilitators by a



*A not-for-profit organization  
committed to developing young  
adults to lead with integrity.*

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ratio of almost 3:1. In addition, more than 50 percent of the Lead Facilitators each year are returning Leads. Having individuals serve as Leads for more than one year helps maintain The LeaderShape Institute's high level of quality as well as provides continuity.

The implications of these facts? Simply that choosing Lead Facilitators is a highly selective process, and the vast majority of past Cluster Facilitators never serve in the Lead role.

### So, You Would Like to Be a Lead

In most organizations, we are used to "moving up the ladder," from member to committee member to committee chair to officer, etc. But with LeaderShape, you are a vital part of our family no matter what formal role you are playing: Cluster Facilitator, Lead Facilitator, Quality Team, Program Coordinator, Guest Leader, etc. Thus, the Lead Facilitator role should not be seen as a "promotion" for Cluster Facilitators or something all Cluster Facilitators should automatically want to do.

Serving as a Lead is a different job than serving as a Cluster Facilitator. While the skills and talents required certainly overlap, some differences are also quite evident. Briefly, the Lead requires greater strength in the following areas:

- large group presentation and facilitation
- program management
- faculty management and coaching
- preserving the integrity of the LeaderShape experience and curriculum
- focusing on "what comes next?" in The LeaderShape Institute experience for participants.

While all Lead Facilitators participate in a weekend curriculum certification experience, essentially you must have solid skills in the areas outlined above at the time of your selection.

Also, Leads spend their time differently than Clusters and often connect with participants in very different ways. In many ways the Cluster Facilitators become the Family Cluster for Leads, and they must make more of an effort to seek out participants and to establish meaningful interaction with them.

*You are an important part of our family... and always will be.* Because the Lead role isn't an automatic next step for most of our Cluster Facilitators, we try to keep you connected and contributing to the success of The LeaderShape Institute through a variety of other forums and opportunities. You will always be an important part of the LeaderShape family and our success.

### Sixteen Competencies of Effective Lead Facilitators

**Approachability** — Is easy to approach and talk to; spends the extra effort to put others at ease; can be warm, pleasant, and gracious; is sensitive to and patient with the interpersonal anxieties of others; builds rapport well.

## Becoming a Lead Facilitator, continued

**Presentation Skills** — Is effective in formal presentation settings to groups and in small informal group settings; effective with cool data and controversial topics; commands attention and can manage group process during the presentation; asks thought-provoking questions; effectively uses metaphors and personal stories to illustrate learning points; is able to read the group to make necessary changes to increase learning.

**Building Team Spirit** — Creates strong morale and spirit in team; shares wins and successes; fosters open dialogue; creates a feeling of belonging in the team; shows personal care and concern for the development of team members.

**Compassion** — Genuinely cares about people; is concerned about their challenges; is available and ready to help; demonstrates real empathy with the joys and pains of others; is a giving person.

**Perspective/Range of Interests** — Looks toward the broadest possible view of an issue or challenge; has broad-ranging personal and business interests and pursuits; is visionary; relates perspective and experience to discussions and presentation of material.

**Integrity and Trust** — Is widely trusted; is seen as a direct, truthful individual; can present the unvarnished truth in an appropriate and helpful manner; doesn't blame others for his/her own mistakes or misrepresent him/herself for personal gain or protection; walks the talk; is a role model of our program's message.

**Listening** — Practices attentive and active listening; has the patience to hear people out; can accurately restate the opinions of others even when he/she disagrees.

**Ethics and Values** — Adheres to an appropriate and effective set of core values and beliefs during both good and tough times; acts in line with those values; rewards the right values and disapproves of others; practices what he/she preaches.

**Self-Knowledge/Development** — Knows personal strengths, weaknesses, opportunities, and limits; seeks feedback; gains insights from mistakes; is open to criticism; isn't defensive; is receptive to talking about shortcomings; wants to improve self.

**Managing Diversity** — Manages all kinds and classes of people equitably; can work effectively with all races, nationalities, cultures, abilities, ages, and genders; supports equity and fair treatment and opportunity for all; appreciates and respects differences.

**Composure** — Is cool under pressure; does not become cynical, moody, or hostile when difficult issues are presented; is considered mature; can be counted on to hold things together during tough times; works to manage personal stress; is not knocked off balance by the unexpected; doesn't show frustration when resisted or blocked; poised.

**Humor** — Has a positive and constructive sense of humor; can laugh at him/herself and with others; is appropriately funny and can use humor to ease tension.