



Facilitation Skills	<i>Strongly Disagree</i>	<i>Disagree</i>	<i>Neither Disagree or Agree</i>	<i>Agree</i>	<i>Strongly Agree</i>
Level 1 - Emerging	1	2	3	4	5
I can demonstrate the belief in the Learning Team process and its possibilities.					
I can approach the Learning Team process with authenticity and a positive attitude.					
I can understand the purpose and the scope of Learning Teams in defining the context of the problem and working towards viable solutions.					
I can set the context for the Learning Team, set clear ground rules and support individuals in understanding their common objectives.					
I can encourage all participants in the room to feel like they are in a group with a shared interest; I can keep up the momentum and energy of the group.					
I can foster participation and encourage individuals to come up with ideas, thoughts and perspectives that add value.					
I can record results, agreements made, points of consensus, decisions and action items and keep these visible for all participants.					

Facilitation Skills	<i>Strongly Disagree</i>	<i>Disagree</i>	<i>Neither Disagree or Agree</i>	<i>Agree</i>	<i>Strongly Agree</i>
Level 2 - Competent	1	2	3	4	5
I create a climate of safety and trust; clarify mutual commitment of participants to the Learning Team process.					
I develop and sustain collaborative relationships within the group; create an inclusive environment where all participants feel encouraged to share their opinions and their contributions are considered and included in the ideas, solutions and decisions that emerge.					



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Level 2 - Competent	1	2	3	4	5
I guide the group in timely conversations and decisions; manage time effectively; recognize tangents and redirect the group to the task (parks topics that cannot be concluded and ensure that action time is scheduled to address these issues).					
I use approaches that best fit the needs and abilities of the group.					
I capture and highlight key messages – whether this is via visual recording (i.e. arranging post-it notes, sketches, etc. made by participants), or written records (i.e. writing up conclusions), or insights recorded to provide a useful baseline for action-setting and follow-up.					

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Level 3 – Mastery of Skill	1	2	3	4	5
I consistently maintain the momentum of the session and adjust the process as required; apply different facilitation techniques and approaches that best fit the group.					
I consistently stay neutral on content while being an expert on the Learning Team process.					
I consistently structure conversations and apply appropriate group facilitation techniques to keep discussions; can explain why certain activities are useful and the steps participants will take.					
I consistently create opportunities for participants to benefit from the diversity of the group; I am conscious of individuals who aren't participating and use a range of strategies to bring them into the conversation.					



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Level 3 – Mastery of Skill	1	2	3	4	5
I consistently cultivate cultural awareness within the group.					
I consistently maintain an objective, non-defensive, non-judgmental stance.					

Communication Skills	<i>Strongly Disagree</i>	<i>Disagree</i>	<i>Neither Disagree or Agree</i>	<i>Agree</i>	<i>Strongly Agree</i>
Level 1 - Emerging	1	2	3	4	5
I can communicate in a respectful tone and manner and I can listen and respect different viewpoints.					
I can deliver instructions that are accurate, clear and concise.					
I can listen to and acknowledge the feelings, concerns, opinions, and ideas of others.					
I can paraphrase and acknowledge another participant’s contribution.					
I can acknowledge diverse opinions and accept differences.					
I can refrain from judgement and criticism of others’ ideas, giving feedback in a way that demonstrates sensitivity to the feelings of others.					
I can demonstrate the desired communication behavior.					



Communication Skills	<i>Strongly Disagree</i>	<i>Disagree</i>	<i>Neither Disagree or Agree</i>	<i>Agree</i>	<i>Strongly Agree</i>
Level 2 - Competent	1	2	3	4	5
I am clear and articulate when speaking to participants and the group; I can adjust my communication style appropriate to the group.					
I monitor my own language and I am sensitive to other participant’s interpretations, unintended inferences, and the meanings others may construe.					
I recognize cultural differences in communication; I use effective cross-cultural communication skills.					
I use verbal and non-verbal expression to demonstrate my confidence and self-awareness while also conveying a high level of warmth and caring.					
I listen actively; I ask open-ended questions that encourage others to give their points of views.					
I use non-verbal cues such as nodding, pausing, maintaining eye contact; and verbal skills including summarizing, paraphrasing, reflecting, and mirroring.					

Communication Skills	<i>Strongly Disagree</i>	<i>Disagree</i>	<i>Neither Disagree or Agree</i>	<i>Agree</i>	<i>Strongly Agree</i>
Level 3 – Mastery of Skill	1	2	3	4	5
I consistently ‘present’ and give my full attention to the participants; I have an awareness of my emotional intelligence levels.					
I consistently ask appropriate focused questions that help the group to engage effectively with the topic.					
I consistently ask appropriate follow-up questions that clarify, probe and redirect.					
I consistently check for understanding; I use appropriate questioning techniques to open, delve more deeply or close a conversation to move on.					



Communication Skills	<i>Strongly Disagree</i>	<i>Disagree</i>	<i>Neither Disagree or Agree</i>	<i>Agree</i>	<i>Strongly Agree</i>
Level 3 – Mastery of Skill	1	2	3	4	5
I consistently use body language and physical space in ways that encourage participation or refocus discussions; I summarize main points and help the group clarify outcomes.					
I consistently state my own opinion clearly and concisely; I explain the reasons behind my own opinions, while allowing the group to reach their own consensus.					

Collaboration Skills	<i>Strongly Disagree</i>	<i>Disagree</i>	<i>Neither Disagree or Agree</i>	<i>Agree</i>	<i>Strongly Agree</i>
Level 1 - Emerging	1	2	3	4	5
I can build rapport by listening to, discussing, negotiating with, and motivating participants in the Learning Team experience.					
I can encourage and enable participants to work together to accomplish desired outcomes.					
I can acknowledge the variation in knowledge, skill, experience and contributions; I respect and value differing viewpoints.					
I can recognize that Learning Team sessions can differ; I can adapt their working style and method to achieve a successful outcome.					
I can gain participants’ trust in the Learning Team process by being honest and acting with integrity.					
I can create and sustain a positive environment where participants feel safe to contribute their opinions.					



Collaboration Skills	<i>Strongly Disagree</i>	<i>Disagree</i>	<i>Neither Disagree or Agree</i>	<i>Agree</i>	<i>Strongly Agree</i>
Level 1 - Emerging	1	2	3	4	5
I can demonstrate a willingness to remain open-minded and change my opinion if necessary based on new information.					

Collaboration Skills	<i>Strongly Disagree</i>	<i>Disagree</i>	<i>Neither Disagree or Agree</i>	<i>Agree</i>	<i>Strongly Agree</i>
Level 2 - Competent	1	2	3	4	5
I appreciate the differences between participants and the need to be flexible in accommodating other people’s point of views and preferred approaches.					
I maintain an open, approachable manner, and treat others fairly and respectfully; I preserve others’ self-confidence and demonstrate regard for their opinions.					
I find non-threatening ways to approach others about contentious issues; I make others feel comfortable by responding in ways that convey interest in what they have to contribute.					
I challenge others whose behaviors and actions do not show an acceptance of appreciation of diversity within the group.					
I create and sustain a positive environment where participants feel safe to contribute to the Learning Team experience; I have an understanding and knowledge of the importance of different cultural approaches to learning.					
I identify when the group is going off-track and can redirect the conversation towards productive channels; I am able to put forward suggestions to resolve differences of opinion.					



Collaboration Skills	<i>Strongly Disagree</i>	<i>Disagree</i>	<i>Neither Disagree or Agree</i>	<i>Agree</i>	<i>Strongly Agree</i>
Level 3 – Mastery of Skill	1	2	3	4	5
I consistently understand group processes and dynamics, and consistently maintain a safe and supportive learning environment.					
I consistently lead the group, outlining issues, communicating direction and desired outcomes; I assist participants in understanding their role and contributions to the process.					
I consistently encourage participants to contribute; I can build on the ideas of participants, while ensuring other members are not overwhelmed or discouraged from giving input.					
I consistently guide the discussion of complex issues to assist participants to develop insights and remain engaged with the task; I assess when issues cannot be resolved and refocus the discussion on the essential goals.					
I consistently allow ownership of the Learning Team process by participants; I promote a sense of shared accomplishment; I am comfortable with a lack of structure and the organic nature of co-constructed learning.					
I consistently and actively seek opportunities to share knowledge and transfer skills to others.					

Critical Thinking Skills	<i>Strongly Disagree</i>	<i>Disagree</i>	<i>Neither Disagree or Agree</i>	<i>Agree</i>	<i>Strongly Agree</i>
Level 1 - Emerging	1	2	3	4	5
I can challenge the status quo regarding the current state of knowledge and collective knowledge (Work-As-Imagined versus Work-As-Done).					
I can identify critical connections and patterns in information.					



Critical Thinking Skills	<i>Strongly Disagree</i>	<i>Disagree</i>	<i>Neither Disagree or Agree</i>	<i>Agree</i>	<i>Strongly Agree</i>
Level 1 - Emerging	1	2	3	4	5
I can consider problems from all new perspectives and can expand on the thinking or solutions proposed by others.					
I can be humble; I accept that there will be times when I am not the expert and don't have 'all the answers'; I can be tolerant when others are hesitant or express doubt in the Learning Teams process.					
I can take time to reflect after delivering a Learning Team; I can review prior learning and incorporate skillful reflections into self-appraisal and behaviors for future Learning Team experiences.					

Critical Thinking Skills	<i>Strongly Disagree</i>	<i>Disagree</i>	<i>Neither Disagree or Agree</i>	<i>Agree</i>	<i>Strongly Agree</i>
Level 2 - Competent	1	2	3	4	5
I use flexible thinking to shape and inform the direction of the Learning Team; I communicate rationale for decisions and recalibrate as required.					
I break down complex information into component parts, identifying underlying patterns or themes distinguishing between critical and irrelevant pieces of information.					
I demonstrate self-awareness and can recognize my own pressure points; I reflect on my own behavior (skills, knowledge and biases).					
I balance the needs and desires of the Learning Team with available resources and constraints.					
I consider the organizations priorities when making decisions or analyzing the costs and benefits of alternative solutions.					



Critical Thinking Skills	<i>Strongly Disagree</i>	<i>Disagree</i>	<i>Neither Disagree or Agree</i>	<i>Agree</i>	<i>Strongly Agree</i>
Level 3 – Mastery of Skill	1	2	3	4	5
I consistently integrate diverse themes and lines of reasoning to create new insights or levels of understanding.					
I consistently anticipate potential obstacles and develop contingency plans to overcome them.					
I consistently maintain congruence with my actions and role as a facilitator, professional standards and the organizational values.					
I consistently consider all the facts, constraints and risks associated with proposed outcomes; I make informed decisions that consider the wider stakeholder perspectives and impact.					

Technical Skills	<i>Strongly Disagree</i>	<i>Disagree</i>	<i>Neither Disagree or Agree</i>	<i>Agree</i>	<i>Strongly Agree</i>
Level 1 - Emerging	1	2	3	4	5
I can understand Learning Teams principles and how these are applied for everyday learning, event management and change management.					
I have experience in assisting a Learning Team across at least one delivery mode.					
I can understand the factors that influence the perceptions of risk and can use this understanding to make control mitigation decisions and action plans.					
I can make prudent decisions at a tactical level to improve health and safety at an operational level.					
I can recognize my own level of professional competence and practices within this level of competence; I facilitate improvement through meaningful and constructive feedback.					



Technical Skills	<i>Strongly Disagree</i>	<i>Disagree</i>	<i>Neither Disagree or Agree</i>	<i>Agree</i>	<i>Strongly Agree</i>
Level 1 - Emerging	1	2	3	4	5
I can model professional boundaries and ethical business practices.					

Technical Skills	<i>Strongly Disagree</i>	<i>Disagree</i>	<i>Neither Disagree or Agree</i>	<i>Agree</i>	<i>Strongly Agree</i>
Level 2 - Competent	1	2	3	4	5
I set clear contexts for a Learning Team; I use participatory processes and bring appropriate closure to the end of the session.					
I am able to produce quality outputs to capture organizational learning resulting from Learning Team sessions and disseminate this information to decision-makers within the organization.					
I understand adult learning principles and how these are applied to the facilitation of Learning Teams.					
I am proactive in seeking acceptance for change, challenging positively where required while maintaining respect for others.					
I have experience of leading a Learning Team across at least one delivery mode.					
I keep up-to-date on current research and trends and amend my practice; I apply new skills to improve my performance as a Learning Team facilitator.					



Technical Skills	<i>Strongly Disagree</i>	<i>Disagree</i>	<i>Neither Disagree or Agree</i>	<i>Agree</i>	<i>Strongly Agree</i>
Level 3 – Mastery of Skill	1	2	3	4	5
I have experience of leading Learning Teams across all three delivery modes (everyday, management of change and event-based Learning Teams).					
I consistently assess the group for optimal learning outcomes; I gauge the group’s level of knowledge and tailor the session to the needs of the group.					
I consistently take on the role as a ‘trusted advisor’ promoting, improving and enhancing safety in daily working operations and inspire others to maintain a positive safety climate.					
I consistently demonstrate the ability to make sound strategic decisions based on effective risk management principles; I demonstrate that appropriate judgement has been applied with the best outcome for the organization in mind.					
I consistently refresh my skills in-line with emerging trends and share knowledge with others.					
I consistently use professional networks and a cycle of continuous improvement to deliver technical excellence in promoting organizational learning using Learning Teams.					

My Plan For Moving Forward

My development needs

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Evaluation of current practice

My current practice can be described as:	Competency and level (1-3)	My level (1-5)



My reflections (What do I need)

My Action Plan

I plan to:	Competency	My Future Level(1-5)

To be completed by:

To be supported by: