

Facilitator's meta-skills & meta-routines

Meta-skills
- what? why?

Meta-routines
- what? why?

How can we
learn and
improve?

What are meta-skills?

“ master skills that magnify and activate other skills. A meta-skill is a high order skill that allows you to engage with *functional expertise* more effectively. It’s a catalyst for learning and building new skills faster.”





**Why these matter now
even more than before?**

The world has changed

- **Uncertainty**
 - **Discontinuity**
 - **Disruption**
- > more needs to adapt, more
needs to make sense, more needs
to transform**

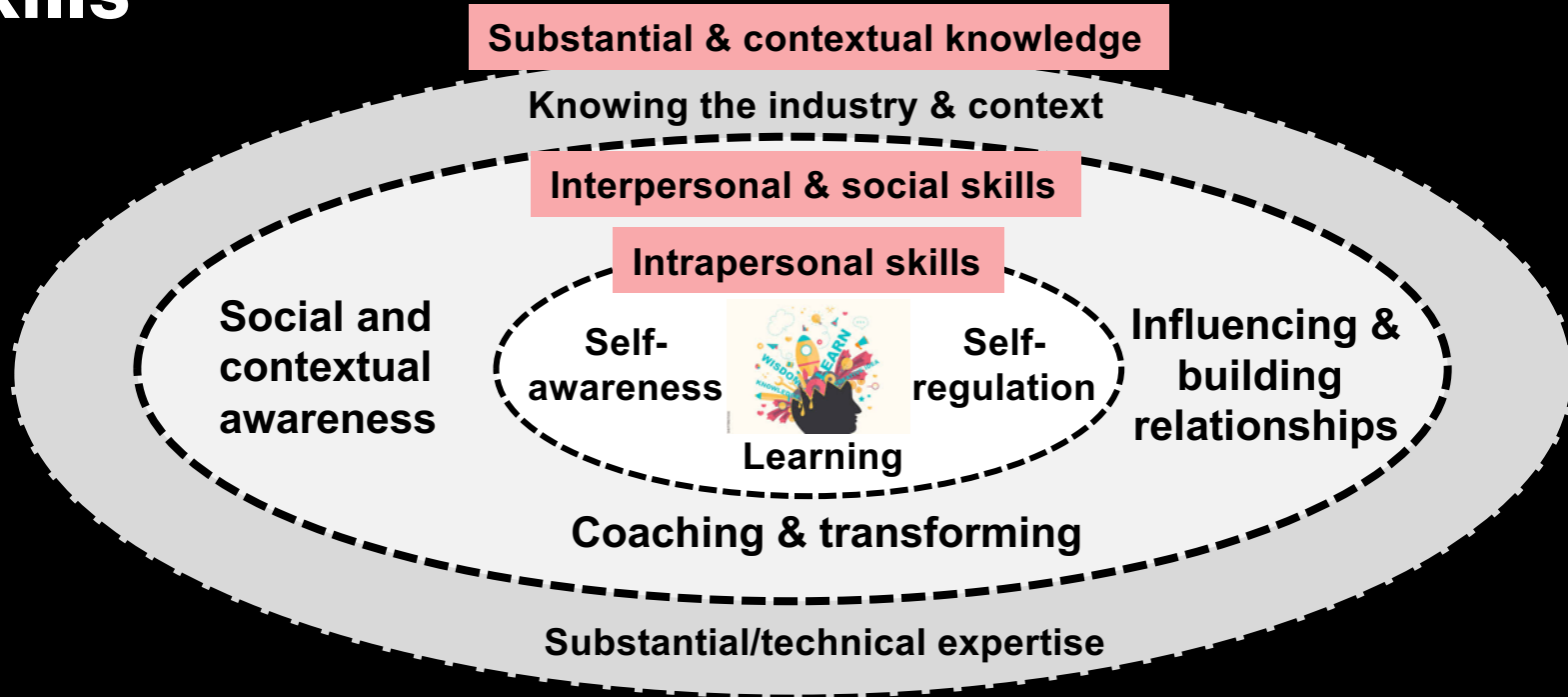
We all have reached certain level of these skills through our life experience – some more, some less

They have traditionally not been part of our (university) education – fortunately more attention paid to this lately

Generic and meta-skills are more and more decisive in all professions and in all organizations now and in the future



Facilitator's/Leader's generic/meta-skills



World view, view of human nature
– theory-in-use, my lenses
Personal values, identities,
purpose, mission – who am I?
Personal aims - what do I want?
And why?
Motives and drivers – why
leading, why facilitation/coaching?
Strengths, developmental needs
Emotions, temper
Do I know how others perceive
and experience me?

Enabling and maintaining mutual goals and
purpose – why are we doing this?
Maintaining roles, structures, and boundaries
Enabling and building relations and community,
trusting, encountering emotions in an
appreciative way, inclusive way of interacting
Contributive communication and interaction,
positivity & constructivity, reciprocity & dialogue
Understanding relational dynamics

Managing own agenda;
practices, tasks, time,
and energy – short term,
long term
Adjusting own emotions,
thoughts, and behavior
Following our principles
and values
Keeping the role
boundaries
Being reflexive, being
present

**contextual
awareness**

Intrapersonal skills

**Self-
awareness**



**Self-
regulation**

Learning

**Influencing &
building
relationships**

Coaching & transforming

Ability to learn
continuously
from experience
Developmental readiness
Feedback receptivity
Reflective thinking and
routines
Having a critical stance

Social and organizational dynamics
Systems thinking, as-practice view
Power and political dimensions
Nature of developmental processes
Emotionality in organizations
Culture and cultural processes
Specific features of own context

Expertise

Empowering and facilitating
behavior, and dialoging
Supporting learning and
development
Helpful and emancipatory stance
Understanding transformative
dynamics in systems
Ability to promote transformation

Meta-routines – what are those?

Routines, practices, habits that enable us to keep ourselves on track, improve our performance, develop our capabilities, learn continuously, and grow as a person



Useful meta-routines for a change agent

- Keeping up your curiosity
- Deliberate experimentation and experiencing
- Continuous reflexivity
- Regular reflection on experiences



How can we learn and improve?

- Polish your lenses; explicate your personal values, principles and “theory” of facilitation/leadership – build you personalized style and practice
- Get experiences; we learn through real experiences, in real situations and roles, new situations, new tools, and challenges expand our facilitative repertoire
- Ask feedback; others perceive our performance and interactions differently, getting feedback reduce our biases and give more diverse views
- Reflect on experiences; evaluate your experiences, assumptions, and principles continuously, update your personal “theory”
- Get a reflection partner; having a partner in reflection makes our learning more efficient, a helping other can be a significant resource in our personal growth
- Commit to continuity; we have sustained opportunities to learn and improve – make small step changes a habit and routine