



Group Counseling
Lecture 5
Group Facilitation
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Introduction

Group facilitation refers to the smooth running of a group process marked by intentional interactions made possible by the group leader.

Group facilitation refers to the way group interactions and processes are organized to give the best output. Effective facilitation makes learning from each other, from the leader and the group dynamics easy.

The group leader who is referred to as the facilitator in this lecture plays different roles and functions to ensure that the group achieves the set goals and objectives and that all members feel a sense of belonging and purpose.

Expected Learning Outcomes

Be	At the end of this lecture, you will be able to:
Define	Define group facilitation.
Explain	Explain the roles and responsibilities of a group facilitator.
Examine	Examine the functions of a group facilitator during the group process.



Defining Facilitation

This is a process of providing directions to a specific group by a leader by making the communication within the group smooth and clear; finally making all members aware of themselves, their roles and responsibilities as they all achieve the common goal of the group within and outside of the group.

Core Leader's Functions



Teaching



Support



Challenge



Mentor

Leader's Functions

- Coach
- Facilitate
- Mediate
- Empower
- Protect





Foundation of Group Trust

Trust is important in the group process. Without trust, the group interaction will be:

- Superficial
- Little self-exploration.
- Constructive challenging of one another will not occur.
- Group will operate under a handicap of hidden feelings.

Ways of Establishing Trust by the Leader



First Impressions by the leader



How well the leader is prepared



Leader should *show interest in welfare of individual members and whole group.*



Structure



**Warmth
Social skills.**



Maintenance of *confidentiality* is key.

A close-up photograph of a hand holding a set of keys. The hand is positioned on the left side of the frame, with the keys hanging from the fingers. The background is blurred, showing another person's hand reaching up towards the keys. The overall scene suggests a transfer of trust or responsibility.

Building Trust

- The key to building and maintaining trust is being trustworthy. The more accepting and supportive you are of others, the more likely they will disclose their thoughts, ideas, theories, conclusions, feelings and reactions to you.
- Trust needs to be appropriate- never trusting and always trusting are inappropriate.
- Cooperation increases trust, competition decreases trust- trust is higher among collaborators than among competitors.
- Initial trusting and trustworthy actions within a relationship can create a self-fulfilling prophecy- the expectations you project about often influence the action of other people towards you.

Behaviors that Decrease Trust

- Rejection- ridicule or disrespect
- Failure to reciprocate openness- it leaves the other party feeling overexposed and vulnerable.
- Refusal to disclose thoughts, information, conclusions, feelings and reactions after the other person has indicated acceptance, support and cooperativeness.



Re-establishing Trust After it Has Been Broken



Co-ownership in
the process



Resource
interdependence .



Foster unity



Reestablish
credibility



Consistency



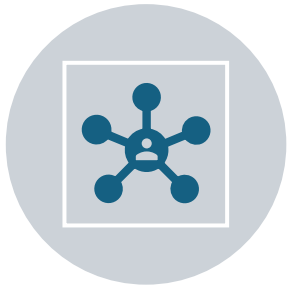
Test the waters
regularly

Pillars of Trust

- Philosophically- trust has to do with ethically and morally justifiable behavior.
- Economically- trust is a rational calculation of costs and benefits.
- Organizationally- trust is a collective judgment that another group will act honestly and make a good faith effort to behave in accordance with commitments.
- Individually- trust is people relying on others and making themselves vulnerable.



Elements of Trust



There is a risk involved in trusting.



A beneficial or harmful consequences result depends on the actions of another person.



One suffers more if harmful consequences results than if beneficial consequences results.



One feels relatively confident that the other person will behave in such a way that beneficial consequences will follow.

Benefits of Trust

Joy and affirmation.

Builds caring and productive relationship.

Boosts open communication

Sharing of our thoughts, feelings and ideas.

Confidence

Trust creates a desire for interaction with others.

Trust is necessary for the complex existing societal interactions.

Trust allows people to take risks without seeking protection.

Trust increases spontaneity, increases friendliness, makes us feel easy, less anxious and secure.



Characteristics of Trust

- Trust is a complex concept to fully understand.
- Trust exists in relationships not in one's personality- it occurs between people not within people.
- Trust is constantly changing as two people interact.
- Trust is hard to build and easy to destroy.
- Trustworthiness
- Appropriateness-
- Cooperation increases trust, competition decreases trust
- Initial trusting and trustworthy actions within a relationship can create a self-fulfilling prophesy



Facilitating Trust in the Group

A person is said to be trusting if:-

- They are willing to risk beneficial or harmful consequences by making themselves vulnerable to other people.
- Self disclosing.
- Being supportive
- Accepting of others
- Being open- sharing information, ideas, thoughts, feelings and reactions to the issues being discussed.
- Sharing.
- Having co-operative intentions
- Expression of warmth, accurate understanding.
- Reciprocating other person's self disclosure.

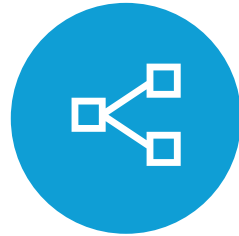
Guidelines on Trusting



TRUSTING SHOULD BE
APPROPRIATE .



TRUSTING SHOULD NOT
BE A SELF - FULFILLING
PROPHECY



WILLINGNESS TO TRUST
OTHERS.

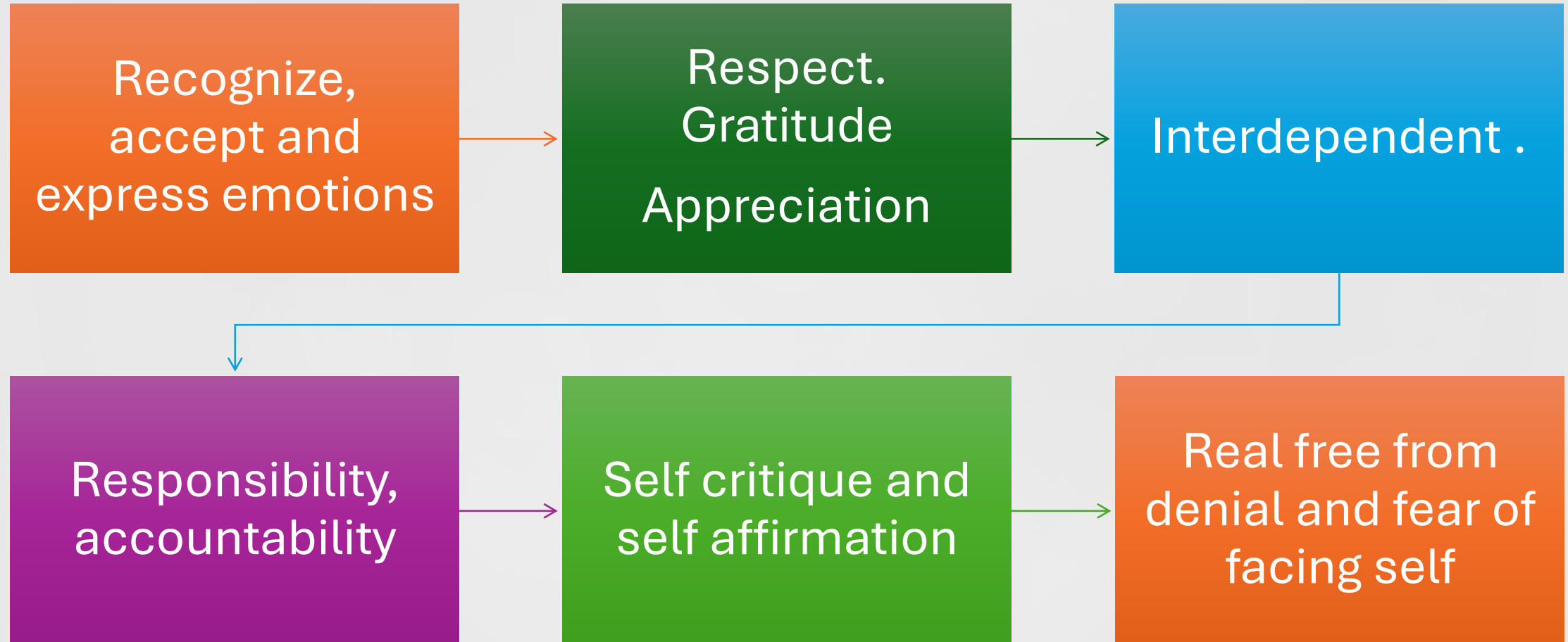


TRUST IN FRIENDSHIPS –
RELIABILITY.



LOYALTY

Trusting & Active Members





A Leader as a Facilitator

- Encourage expression of negative feelings, anxieties, and conflicts.
- Help deal with defense mechanisms
- Creating a climate where they can deal with their resistance openly.
- Teach members conflict resolution
- Encourage support and shared responsibilities.
- Freedom of choice
- Role modelling
- Monitor self behavior (emotional intelligence)

Group Stages and Leader's Functions



Different stages of the group process will call for different approaches from the leader.



Facilitation of the interactions may be dynamic



A leader needs to monitor the changes and the demands from each stage

Facilitating the Initial Stage

Set clear goals and objectives.

Set meeting time, venue and frequency.

Screen and recruit

Plan for implementation

Facilitating Group Stages

Stage 2: Initial/Transition

Relax members

Build trust

Develop group
norms and rules

Build life skills

Structure the
process and
assign roles and
responsibilities

Stage 3 : Working/Performing

- Build cohesion.
- Offer high challenge and support.
- Promote peer support.
- Cognitive reconstruction
- Evaluate behavior change.
- Keep prompting personal and interpersonal relationships.
- Start preparing for future after the group

Facilitating Final Stage



Prepare for
termination.



Deal with separation
anxiety.



Make plans for exit

Competence Based Facilitation



Effective Communication Skills

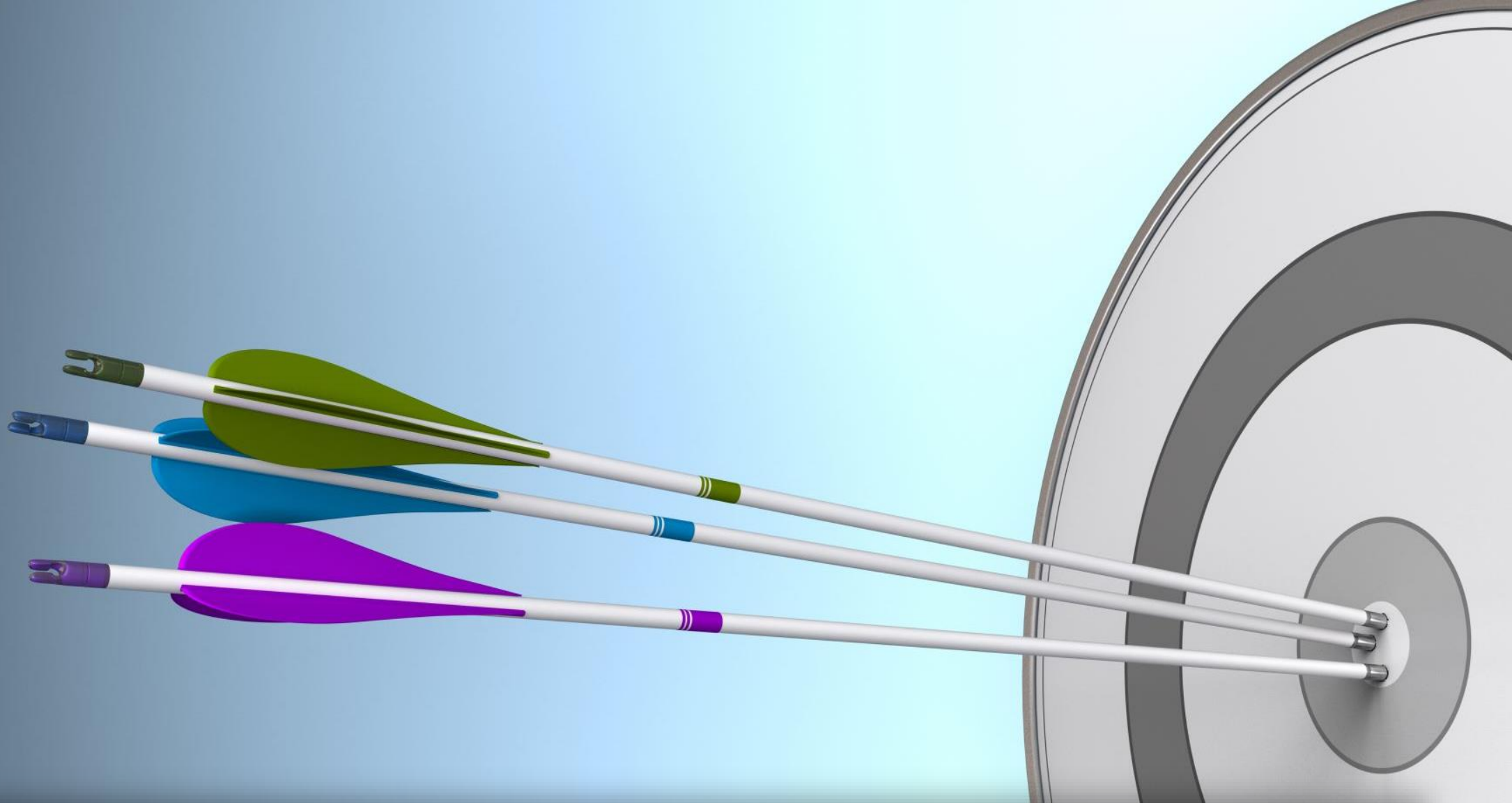
- Listening
- Empathy
- Compassion
- Delegation
- Emotional Intelligence
- Other Basic Counseling Skills





Train Life skills

- Problem solving
- Creativity
- Self awareness
- Group work
- Experiential learning
- Critical thinking
- Emotional intelligence
- Social skills



Feedback & Evaluation



Self Care

Conclusion

In this lecture we have discussed the facilitator's roles, responsibilities, and functions in a group process. We have looked at trust as a foundational building block and how as a facilitator one can build trust, enhance trust, and rebuild broken trust.



Together with skills and techniques in managing group dynamics and the functions we have covered in this lecture; the facilitator can enhance effective group facilitation and achieve optimum group performance and outcomes.



In our follow up lecture, we shall discuss group techniques using psychoanalytic theory and dynamics

References

1. Department of Counseling Psychology Faculty (2015). *Group counseling manual*. Nairobi: ANU Library.
2. Gitau, S (2024). Personal Class Notes
3. Corey, G. (2009). *Theory and practice of group counseling*. New York: SAGE