Facilitator Observation Assessment
Client Observation Survey

Candidate: _____

Observer: _____ Date Today _____

Brief description of the occasion(s) and date(s) of client's observations: _____
_____
_____

Introduction and Instruction:

The intent of this survey is to gather the perspective on the proposed candidate for certification from clients who have witnessed and experienced the candidate's work. Additional input will be gathered from colleagues and mentors. The questions are organized by competencies to highlight facets of the competencies upon which certification in the Technology of Participation (ToP) is based.

For each question there is an option for a numerical representation of what has been observed. **Please indicate at least an answer for each facet indicating N/A (not applicable) for those that are not relevant to the work that was observed.** At the end of each competency there is small **space for examples** of what was seen as illustrative of the competency and a space for suggestions of improvement from your perspective as a client.

Similarly, there is **space at the end for comments** on the overall impressions of the candidate or for other thoughts to be expressed. If more space is desired for examples or elaboration on the candidates capacities Please use the backs of the sheets indicating to which competency it was meant to pertain. Such elaboration would be welcomed.

It is intended that the observation surveys be kept confidential. During the assessment event the candidate will receive a summary of the observations and comments from client and mentor observers prepared by the assessment team without the identification with particular observers. When completed, please send the forms to:

The Certification Coordinator, ICA-USA Phoenix, 4020 N. 25th Street, Phoenix AZ, 85016.

It is estimated that this survey might require between 45-75 minutes to complete. We thank you for participating in this candidates assessment process.

Rating Scale
1 = deficient & actually made the situation worse, **2** = poor, needs improvement, help or training, **3** = adequate, **4** = good, **5** = excellent **N/A** = not applicable, no experience with candidate in this.

Competency 1.0 Managing Positive Client Relationships	Rating on scale of 1 - 5
How Well does the candidate:	
1.1 Understand Client Needs • Assess and understand your needs? • Clarify mutual understanding and commitment?	1 2 3 4 5 NA
1.2 Create appropriate Designs • Design appropriate process for focused intent in groups?	1 2 3 4 5 NA
1.3 Communicate Client Needs • Communicate an understanding of the needs? • Communicate plans, method, or process in written summary or in contract?	1 2 3 4 5 NA
1.4 Manage Projects Effectively • Manage facilitation projects Complete the work on time and within budget? • Conduct participant and client debriefings?	1 2 3 4 5 NA
Examples of any of the above competencies in relation to the candidate	**Suggestions for improvement:**

Competency 2.0 Create a Participatory Environment	Rating on scale of 1 - 5
How well does the candidate:	
2.1 Communicate Effectively • Verbally communicate? • Actively Listen to and respond to whole group?	1 2 3 4 5 NA
2.2 Create a Positive Atmosphere • Create a place for all participants and perceptions and opinions? • Create a climate of safety, trust, and respect in the sessions and process?	1 2 3 4 5 NA
2.3 Resolve group conflicts • Manage disruptive group behavior? • Recognize, allow, and mediate group conflict?	1 2 3 4 5 NA
2.4 Implement Plans Effectively • Clarify meeting context and purposes and operating norms? • Provide clear procedures and instructions and engage the group?	1 2 3 4 5 NA
Examples of any of the above competency in relation to the candidate	**Suggestions for improvement:**

3.0 Evoke the Creativity of the Group	Rating on scale of 1 - 5
How well does the candidate:	
3.1 Understand Learning Needs How well does the candidate: • Draw out and incorporate the variety of learning and thinking styles in the group?	1 2 3 4 5 NA
3.2 Apply appropriate approaches How well does the candidate: • Provide for and incorporate multiple ways of participation for the variety of styles? • Record visibly & legibly on flip chart or half sheets?	1 2 3 4 5 NA
3.3 Elicit group Creativity How well did the candidate: • Encourage creative thinking and discern and respond to stalled creativity? • Adapt his or her style to the group?	1 2 3 4 5 NA
3.4 Utilize Space and Time How well does the candidate: • Set up the space and use visuals in accord with the purpose of the meeting? • Monitor the effective use of time?	1 2 3 4 5 NA
Examples of any of the above competencies in relation to the candidate	**Suggestions for improvement:**

4.0 Effective Use of ToP Methods	Rating on scale of 1 - 5
Indicate N/A f or terms not observed or understood, but elaborate observations in examples box :	
4.1.Focused conversation	1 2 3 4 5 NA
4.2 Consensus Workshop	1 2 3 4 5 NA
4.3 Strategic Planning	1 2 3 4 5 NA
4.4 Action Planning	1 2 3 4 5 NA
4.5 Historical Scan – Wall of Wonder	1 2 3 4 5 NA
Examples of any of the above competencies in relation to the candidate	**Suggestions for improvement:**

5.0 Model A Positive and Professional Attitude	Rating on scale of 1 - 5
How well does the candidate:	
5.1 Evoke Depth and Substance from Group Potential • Draw out and honor the group's wisdom • Help the group reveal or discover its root issues? • Enable the group to take ownership and responsibility for generating its own results	1 2 3 4 5 NA
5.2 Care for Group Journey • Understand the dynamics of change in the group? • Ability to enable the group to face challenges? • Ability to enable the group to deal with difficult or non-discussable topics?	1 2 3 4 5 NA
5.3 Practice Self- assessment, Self-awareness and integrity • Walking her/his talk -- congruence between actions and values? • Flexing in her/his personal style to fit the group? • Clarity on their own personal and professional values, boundaries, and ethics.	1 2 3 4 5 NA
5.4 Model neutrality • Model an objective, neutral, non-defensive, non-defensive stance? • Vigilant to maximize the groups investment in their outcomes.	1 2 3 4 5 NA
Examples of any of the above competencies in relation to the candidate	**Suggestions for improvement:**

6.0 Orchestrate Quality Events	Rating on scale of 1 - 5
How well does the candidate:	
6.1 Manage over-all process • Establishing clear contexts and transitions between process steps? • Managing the large and small group process? • Integrating a variety of participatory processes?	1 2 3 4 5 NA
6.2. Ensure Dynamic Process • Keep the group and conversation focusing on the task • Redirect tangents toward the focus? • Listen and help the group to reflect on their experience?	1 2 3 4 5 NA
6.3 Adapt to group needs • Flexibility - Adapting the process to meet the needs of the situation and group energy? • Help the group to develop an identity & purpose?	1 2 3 4 5 NA
6.4 Work effectively with a team Enabling teamwork? • Develop design in cooperation with the organizing team? • Develop team work among the participants?	1 2 3 4 5 NA
Examples of any of the above competencies in relation to the candidate	**Suggestions for improvement:**

7.0 Produce Effective Results	*Rating on scale of 1 - 5*
How well does the candidate:	
7.1 Apply Appropriate Methods • Determine or clarify the results desired or required? • Enabling task completion and to secure the results desired?	1 2 3 4 5 NA
7.2 Clearly Document Results • Providing clear coherent documentation or notes from meetings? • Producing quality functional usable reference document for action and follow-up?	1 2 3 4 5 NA
7.3 Develop Authentic Consensus • Enabling the group to develop an appropriate consensus for their situation? • Enabling effective articulation of the consensus and decisions?	1 2 3 4 5 NA
7.4 Prepare foe Solid Implementation • The ability to determine the kind and level of Implementation planning needed? • Honor and prepare the organization's implementation & accountability structures • Enable ownership, commitment, and follow through	1 2 3 4 5 NA
Examples of any of the above competencies in relation to the candidate	**Suggestions for improvement:**

General and Additional Reflections: **If you were to recommend this candidate to an associate**

What 2-3 strengths would you highlight	What cautions might you mention: