





Setting the scene  Facilitation skills  Creating a learning environment  Dealing with difficult parts of the course  Avoid 'death by slides'



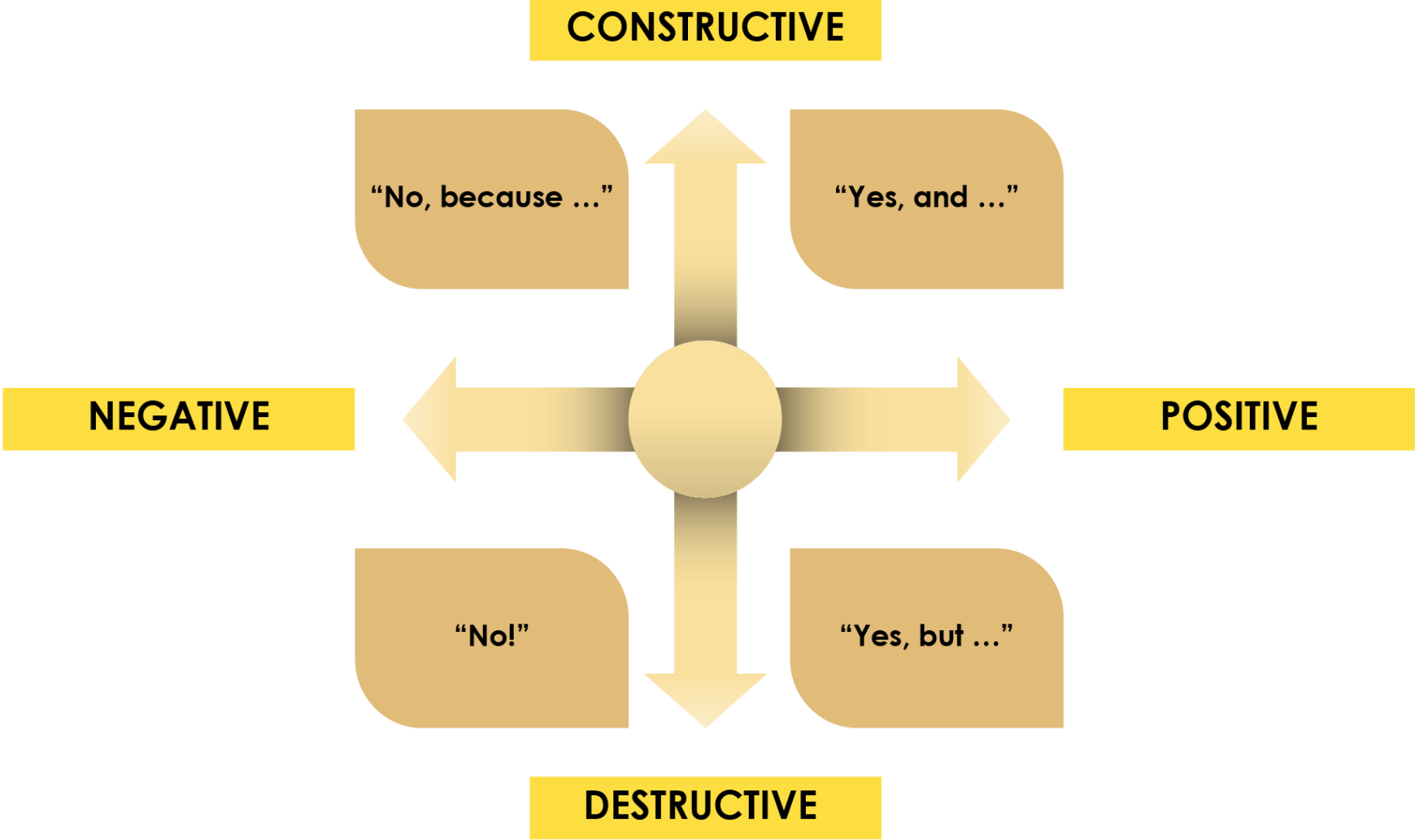
Authentic facilitation  Consider risks in facilitation  Your 'bag of tricks'  Start with what we know – our African context  Developing your own unique style

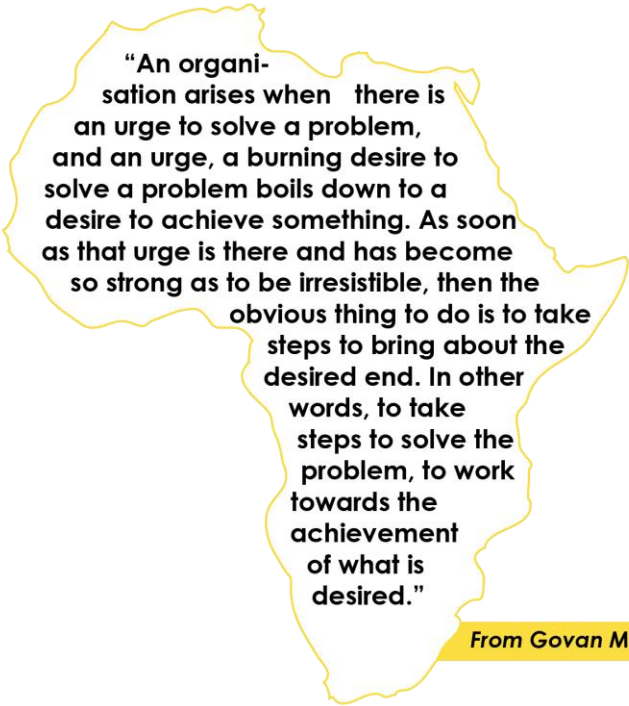


Approach to use  Asking the right question at the right time  Cognitive dissonance  Trouble shooting  Debriefing and bringing it all together



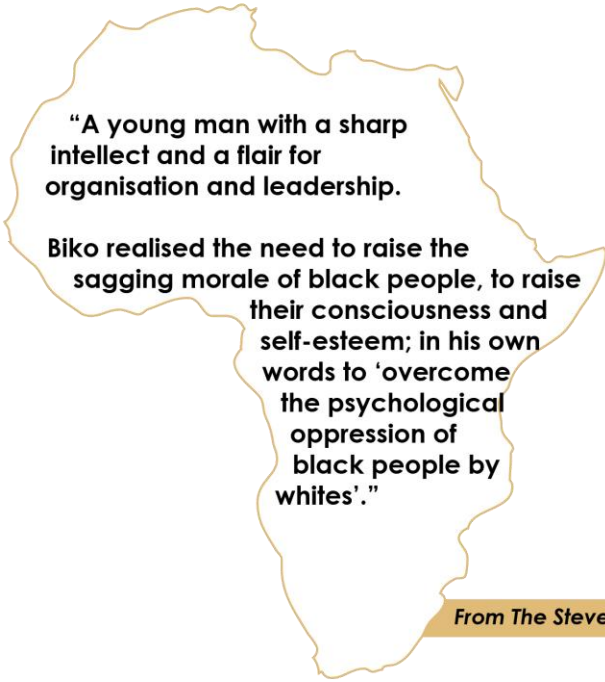
Double loop thinking  Developing thinking





“An organisation arises when there is an urge to solve a problem, and an urge, a burning desire to solve a problem boils down to a desire to achieve something. As soon as that urge is there and has become so strong as to be irresistible, then the obvious thing to do is to take steps to bring about the desired end. In other words, to take steps to solve the problem, to work towards the achievement of what is desired.”

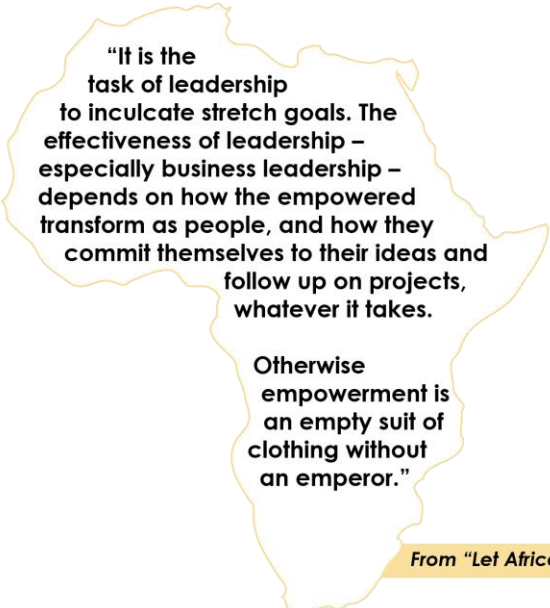
From Govan Mbeki, Learning from Robben Island, p.132.



“A young man with a sharp intellect and a flair for organisation and leadership.

Biko realised the need to raise the sagging morale of black people, to raise their consciousness and self-esteem; in his own words to ‘overcome the psychological oppression of black people by whites’.”

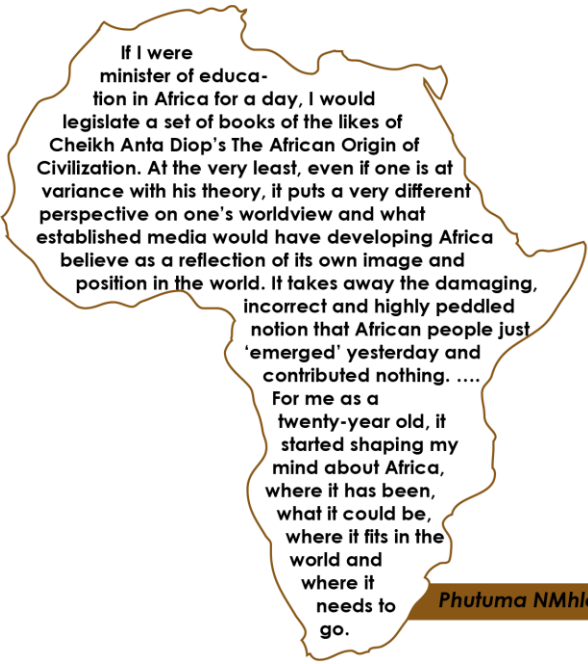
From The Steve Biko memorial lectures, p.41.



"It is the task of leadership to inculcate stretch goals. The effectiveness of leadership – especially business leadership – depends on how the empowered transform as people, and how they commit themselves to their ideas and follow up on projects, whatever it takes.

Otherwise empowerment is an empty suit of clothing without an emperor."

From "Let Africa Lead," Reuel Khoza, p.200.



If I were minister of education in Africa for a day, I would legislate a set of books of the likes of Cheikh Anta Diop's The African Origin of Civilization. At the very least, even if one is at variance with his theory, it puts a very different perspective on one's worldview and what established media would have developing Africa believe as a reflection of its own image and position in the world. It takes away the damaging, incorrect and highly peddled notion that African people just 'emerged' yesterday and contributed nothing. For me as a twenty-year old, it started shaping my mind about Africa, where it has been, what it could be, where it fits in the world and where it needs to go.

Phutuma NMhleko (MTN), quoted in Berman, Success in Africa, pp.68-9.