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## Guide, don't decide

You're the navigator on a ship,  
somebody else should be the captain.

- You're not responsible for the outcome.
- Your goal is to enable the group to the best of their abilities to achieve a decision (a desired goal) in a timely manner.
- Don't be a participant, stay neutral.

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## Encourage

Allow participants to speak or to express themselves by giving equal opportunities.

- Create a safe space to speak up.
- Give everybody that joins the session a voice.
- Be a good listener.

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## Be clear & transparent

Don't leave too much space for interpretation in the strictness of time and responsibility.

- Set the expectations for timing up front.
- Create 'rules' for the session together with your participants in the beginning of the session.

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## Be resourceful

Be well prepared but also ready to change course depending on factors you have no control over.

- Use what you've prepared and be creative when needed
- Be responsive and adaptable to external factors
- Consider the group size, dynamics, roles
- Be prepared to stretch or compress a method

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## Be confident

You are the one that people want guidance from. Step in the role and bring a leadership mentality even if it doesn't come naturally to you.

- Announce your role in the beginning of a session.
- Ask if everybody agrees that you will facilitate the session.
- If you signal resistance, emphasise the need for participation for the team's and proces' sake.

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## Inspire

Bring the outcome of your team to the next level in process and content.

- Show starting points
- Give creative lead
- Keep a fine balance between exploration of ideas and making choices to pin down success
- End on a high note with clear actions.

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## Eyes on the prize

Everything is in service of the goal. Be sure to get your team, where they want to be in the end.

- Discuss the main goal in the beginning of the meeting.
- Reflect on the goal in the end of the meeting.
- Try to have clear what purpose every individual technique has in your session in relation to the main goal.