



FACILITATOR GUIDE

2018-2019

FACILITATOR KEYS TO SUCCESS

What is facilitation?

Facilitation is making things easier and includes:

- Supporting the curriculum through discussion and activities.
- Creating connections of shared information and experiences.
- Helping participants get good information and affirmation.
- Providing focus and direction.
- Appropriately challenging and questioning participants.

Effective Facilitation

Effective facilitation requires that facilitators are:

- Natural and genuine.
- Interested in all participants.
- Engaged in a series of conversations with a variety of participants.
- Clear and non-judgmental in their communication.
- Flexible and able to adapt to different situations.
- Focused on the participant's experiences and struggles.
- Developing appropriate relationships with participants.

Facilitator Tips

- **Be prepared.** Know and review the information and activities you are leading completely prior to the session.
- **Focus on the process, not the content.** Allow participants time and opportunity to discover important learning points for themselves, don't automatically give away all the answers.
- **Don't dominate the discussion.** Don't feel responsible to respond or comment on each idea or question they discuss. You are not the focus of the session. The participants should drive the process, you just make sure they stay on track and focus and stick to the schedule.
- **Don't be afraid of silence.** Give them time to think about the questions you ask and respond. They may be hesitant when you first start but don't rescue any of them by answering the questions for them. Make eye contact with participants and walk around to encourage discussions. You may need to repeat questions.
- **Practice active listening.** As someone is speaking show your interest through your body language and facial expressions. Maintain good eye contact and nod your head to let participants know they are being heard.
- **Deal quickly and assertively with disrupters.** Don't let them control the group or dominate discussion. Avoid arguments with disruptive people but don't be afraid to address it after the session is over.
- **Turn questions back to the group.** If participants ask questions deflect them back to the group and see what they think. Be sure to answer questions yourself eventually.

FACILITATOR KEY

SESSION TITLE (Session Time)

Set-Up/Supplies Needed

- If any special set-up is needed for the session it will be listed here
- Any supplies needed will also be listed

Section Title - amount of time (# minutes)

Questions to ask and points to make verbatim

- Notes & Instructions for facilitators

PART I: RECRUITMENT MECHANICS (60 minutes)

Set-Up/Supplies Needed

- Provide workbooks on tables or in chairs when participants arrive. It is full of resources and places for them to take notes.

Introduction - 5 minutes

- Lead Facilitator(s) welcome participants with an upbeat, genuine, and positive welcome. Let them know you are glad they are here and you're glad to be there too!
- Share the objectives of Part I of the workshop:
 - To understand how the chapter's recruitment goal was established
 - To clearly identify the values of Pi Kappa Phi and The Ability Experience
 - To understand the chapter's recruitment process
 - To identify the ideal recruit
 - To identify where we can find the ideal recruit on our campus

- Have each member of the recruitment team introduce themselves. Have each one share:
 - Name
 - Position/Role
 - Recruitment responsibilities

Our Chapter's Recruitment Goal - 5 minutes

- Review the following information about your chapter's recruitment goal and how it is set each year.

Each year the national headquarters utilizes the recruitment data from previous years to determine how many new members each chapter should be recruiting.

Our leadership consultant takes a look at the chapter's previous three year recruitment average and then adds five to that number. The outcome of this formula is the amount of men our chapter should recruit throughout the academic year. The number can be divided amongst the terms of the academic year in whatever way works best for our chapter on our campus.

The national office recognizes that each campus is different and that is why they give our chapter the freedom to choose how to divide that number up throughout the academic year. So long as the end result is the chapter reaching the overall predetermined goal set forth by the national office.

- Note: This is usually the formula used and is intended to assist chapters in planning for successful growth, but you should follow up with your consultant for specific questions related to your growth goal for the year.

With that said, our recruitment goal for this academic year is _____.

- If you do not know your goal, be sure to reach out to your Leadership Consultant prior to the workshop to find out so you can share it.

We will now discuss how to reach this goal by understanding the values of our fraternity, how to identify our ideal new member and where to find the ideal new member on our campus.

Understanding Pi Kappa Phi - 15 minutes

- Ask the participants to identify the values, mission and vision of Pi Kappa Phi. They call fill these in on page 2 in their participant guide.

- Student Creed Values
 - Common Loyalty, Personal Responsibility, Achievement, Accountability, Campus Involvement, Responsible Citizenship, Lifelong Commitment
- Pi Kappa Phi's Mission Statement
 - To create an uncommon and lifelong brotherhood that develops leaders and encourages service to others for the betterment of our communities.
- Pi Kappa Phi's Vision Statement
 - A future where every Pi Kappa Phi embraces his role as a leader, puts service before self and improves the world around him.
- Pi Kappa Phi's Tagline
 - Exceptional Leaders. Uncommon Opportunities.
- Ask participants identify the values, mission, and vision of The Ability Experience
 - Core Values of The Ability Experience
 - Empathy, Integrity, Abilities, and Teamwork
 - The Ability Experience's Mission Statement
 - We use shared experiences to support people with disabilities and develop the men of Pi Kappa Phi into servant leaders.
 - The Ability Experience's Vision Statement
 - Create a community, one relationship at a time, where the abilities of all people are recognized and valued.
- Ask the following discussion questions:

Why would we start a recruitment skills program with a discussion about our national values?

How do they tie into our fraternity's identity?

How does this relate to recruitment?

The goal of recruitment is to find men whose talents, achievements, and activities mirror our fraternity values and what The Ability Experience believes in. The better that you can communicate our identity and values, the more successful our efforts will be.

Identifying the Ideal Recruit - 15 minutes

We have just discussed the importance of making sure that we are recruiting men who embody the values and mission of Pi Kappa Phi. Additionally, it is important to make sure we are recruiting men that help us fill needs in areas where the chapter may not be as strong.

- Ask participants to name some winning sports team. Once they have named a few, ask them what makes them successful as teams?
- If not hit on during the answers, point out that teams who win are successful because they have the right players, with the right skills and talents balancing out all of the positions on the team.

Fraternity recruitment should be like scouting for a sports team. We should be recruiting men that will help address our chapter's problems and/or weak areas to help strengthen our chapter. For example, if chapter members don't pay dues, we need to be recruiting men who understand financial responsibility. Or if chapter members are not involved in campus activities, we need to recruit men who are already involved on campus or have strong leadership/involvement experience.

If we want to change the caliber of the member you have, we need to change a). the way we recruit and b). the men we are targeting.

With this concept in mind, let's take a few minutes to identify the areas and/or values of Pi Kappa Phi that need to be strengthened in our chapter.

- Have participants turn to page 3 in their workbook and take a few minutes to identify the gaps and values that they need to focus on strengthening in the chapter. Encourage them to refer back to the mission, vision and values discussed earlier if they need to. Give them 3-4 minutes to work on this.

If we are looking for recruits to fill our chapter needs and who have qualities and characteristics that align with Pi Kappa Phi values, how do we tell if that person possesses these things? Let's take a few minutes to discuss how we can learn about each of the values from the Student Creed when meeting recruits.

- Have participants get into 7 groups. You can do less groups and assign each group more than one value if needed. You make the call based on the group size.
- Have each group come up with 2-3 questions or measurable ways to identify if a recruit possesses their assigned value. They can use page 3 in their workbook to write down their answers.

- Give them 3-4 minutes to work as a group. Give each group 1 minute to report out what they discussed. They should all fill in the suggestions in the workbook on page 3.
- If needed, you can fill in the following questions they may consider for each tenant if they did not hit on it when they share.
 - Common Loyalty
 - Tell me about a time that you had to place the needs of others before yourself.
 - Tell me about a group or organization you have been a member of and the role you played in supporting the goals and mission of that organization.
 - What do you believe is the basis for a strong, trusting relationship?
 - Personal Responsibility
 - What's one quality your friends would say the like most about you?
 - What factors/principles do you take into consideration when making a big life decision?
 - Have you had financial obligations before? How have you dealt with the responsibility of these obligations?
 - Achievement
 - What has been your greatest accomplishment?
 - What's the thing you are most proud of?
 - What's been your greatest challenge so far with your school work? What resources are you utilizing to assist you?
 - Accountability
 - How would you describe accountability?
 - Tell me about a time when you've held someone accountable.
 - Campus Involvement
 - What was your involvement in high school?
 - What organizations have you gotten involved with since coming to college? If none, what do you want to get involved in?
 - Responsible Citizenship
 - What role does community play in your life?
 - What volunteer work have you done in college or in high school?
 - What kind of community involvement or service work would you be interested in doing?
 - Lifelong Commitment
 - What do you think it means to be part of an organization that is much bigger than yourself?
 - What role do you hope a fraternity will play in your life after college?

Now we have identified the needs we have to fill in our chapter and how to identify these characteristics in the ideal recruit.

Finding the Ideal Recruit - 10 minutes

- Ask participants identify places on your campus where they might find the ideal recruit. Write this list down so all participants can see it.
- Some examples of what could be included are:
 - In student organizations you are a member of
 - At orientation events
 - Referrals - high school, sorority women, professors, family members, chapter alumni, legacies
 - At campus-wide events
 - In your classes
 - At volunteer events or participating in philanthropy events
 - On the opposing intramural team
 - Academic, Scholarship & Leadership Awards given by the University
- Provide participants with your preferred process on how to share an ideal recruit's information with the recruitment team.

Wrap Up - 5 minutes

- Review the topics discussed and the conclusions drawn from Part I of the workshop
- Answer any questions participants have
- Share an overview of what will be covered in Part II of the workshop and when it will be held

PART II: RECRUITMENT CONVERSATIONS (2 hours)

Set-Up/Supplies Needed

- Make sure participants have their workbooks with them from Part 1 of the workshop.

Introduction - 15 minutes

- Share the objective of this part of the workshop: To identify ways to start conversations with new people, ask questions leading to an engaging conversation, introduce Pi Kappa Phi to the conversation and determine a person's interest in joining the organization.
- Have each participant standup and give a short introduction. Have each one share:
 - Name
 - What's your favorite place to go in your hometown?
 - What do you enjoy most about your major?
 - What's your campus involvement?
 - What is a defining moment in your life since joining Pi Kappa Phi?

Three Goals of Effective Recruitment Conversations - 15 minutes

There are three main goals that we want to achieve in order to have effective recruitment conversations.

- Have participants turn to page 4 in their workbook and have a volunteer read the three goals before you get started:
 - Goal #1: Recruit Feels...
 - Comfortable
 - Important
 - Understood
 - Goal #2: Recruit understands Pi Kappa Phi
 - Goal #3: Recruit wants to be a Pi Kappa Phi

One of the hardest things for us to do in recruitment is approach people we don't know and start a conversation. When you approach someone new they consider you a stranger, and our entire lives we have been taught not to talk to strangers. So when a stranger approaches our instincts tell us to be on the defensive and get out of the conversation and away from the person as quickly as possible.

As recruiters it is our job to make the person feel comfortable as quickly as possible. The way we make initial contact and our first impression are extremely important to keep the person engaged in conversation.

- Select one person to stand in the front of the room. Ask all participants to raise their hand and name one thing they notice about this person they could use to start a conversation.

What physical attributes do you notice about a person?

- Allow a few participants to share, then ask the following discussion question:

How would you use these observations to start a conversation?

- Remember to compliment them! Giving a free compliment is a great way to open the door to further conversations. Ask them questions to gain information on their interests and make connections.

Okay, let's go beyond a person's physical appearance. Can you think of a time when you saw someone who simply impressed you? Do you remember what they did that made an impression on you? What actions impressed you? Maybe it's seeing a guy open a door for a lady.

Follow-up your initial conversation on their behavior or personal style with why that particular item/ behavior impressed you. Remember to open and close the initial contact with a free compliment.

Making Conversation - 10 minutes

Let's test your conversation skills. Find a partner, ideally that you do not know that well. Pretend this gentleman is a potential recruit that you are targeting. You will have two minutes to recruit them. After two minutes, you will switch and he will try to recruit you.

- Make sure to watch the time so that each side is not going over two minutes. At the two-minute mark, alert them to switch. When they are done, have them return to their seats and ask the following discussion questions:

How was that experience like for you?

What did you talk about?

How did the conversation flow? Was it one-sided or did both parties participate equally?

Did anyone talk about Fraternity?

We are going to do this activity again. This time find new partners. You will have another two minutes to recruit this person. However; this time you can not talk about Pi Kappa

Phi, your majors, hometowns, or brotherhood events. Don't forget you are trying to make a connection with this man.

- Make sure to watch the time so that each side is not going over two minutes. At the two-minute mark, alert them to switch. Once both pairs have gone, bring the group back together and ask the following discussion questions:

How was that experience for you? How was this different the second time around?

What did you talk about?

Did you make the connection with any of their physical attributes? How did you lead or close the conversation with a free compliment?

Whether you are striking up a conversation with a guy in one of your classes or talking to a prospective member at a formal recruitment event, the conversation tools we are about to review will be crucial to your success.

To truly master the art of conversation you do not need to become more articulate or witty or informed of current events. The primary keys to good conversation skills are:

1 - Knowing how to use open ended questions to guide the conversation and

2- Getting the other person to talk about themselves and their interests.

In recruitment the conversation should always be about the recruit. Every recruit you meet should be treated like a VIP.

Open-Ended Questions - 10 minutes

Once you have a conversation started the key is to keep it going. You do this by asking open-ended questions, which are questions that cannot be answered with a "yes" or "no."

"What do you like about living in _____?" is better than "Where are you from?"

"What sort of things are you interested in doing after college?" is better than "What is your major?"

"What other activities are you interested in on campus?"

“I hear you’re on the football team. How did you start playing football?”

“What kind of volunteer projects do you like to work on?”

“What interests you in joining a fraternity?”

An open ended question compels the person to volunteer more information. They keep the conversation moving and invite more topics of discussion. It’s also important that you actually listen to what they are saying so that you have something to follow-up with.

If you just have to use an “old standby” question, make it a two-part question.

“Where are you from?”... “What was it like growing up there?”

“What’s your major?” ...”Why did you choose _____?”

You never know when you are going to meet a potential recruit. It’s good to always have a few questions in your back pocket ready.

“If you had to pick one song to be played every time you entered a room, what would it be?”

“What are three things you must have in your man cave?”

- Give participants a few minutes to write their own open ended questions on page 6 in their workbooks.
- Have a few participants share their response.

Active Listening Skills - 5 minutes

Making Eye Contact - Appropriate amounts, don’t stare, it’s rude and creepy

Having a Pleasant Vocal Quality - Don’t sound bored, pessimistic, or abrupt

Practicing Attentive/Authentic Body Language - No crossed arms, slouching, etc.

Verbal/Non-verbal Encouragers - Nodding your head, saying “uh huh”, etc.

What is the underlying emotional tone conveyed through eye contact, tone and body language?

If they seem excited while talking about a Habitat for Humanity project they participated in, you might follow-up by saying that they seem to have a real passion for the organization. What about it speaks to them?

Follow-Up Questions - 5 minutes

These questions are used to acquire additional information about a story or fact someone has just said. Generally speaking they start with:

How, Why, Where, When

- Example:
 - Recruit: My dad is a lawyer so I always wanted to go to law school, so we'll see what happens.”
 - Brother: “Why would you enjoy being a lawyer?”
- Example:
 - Recruit: “I am an Eagle Scout and really enjoy being outdoors.”
 - Brother: How did you get involved in Boy Scouts and become an Eagle Scout?

Goal #2: Recruit Understands Pi Kappa Phi - 5 minutes

What's your Pi Kappa Phi sales pitch? What are the top five things you would tell a potential recruit? Help the recruit see what his experience would be like in Pi Kappa Phi. Inform the listener of the salient facts of Pi Kappa Phi.

- Give the group 60 seconds to come up with their top five facts or selling points related to Pi Kapp and have them write in their workbooks. Encourage them to include the facts and information about Pi Kappa Phi reviewed at the beginning of the workshop. They can use the space at the top of page 10 to write these out.
- Select a few participants to share their top five.
- Ask participants to pair up and give each person one minute to give their sales pitch. After each person's turn, have their partner give them 30 seconds for feedback.

Sharing Your Story - 5 minutes

What are some words that remind you of your favorite memories and experiences as a member of Pi Kappa Phi?

- Give participants a few minutes to write in their workbooks on page 7. Have a few participants share their responses.

When you share your meaningful experiences, people who believe in the same things will connect with you. It's proven that when you explain what you believe and why you do what you do that people will want to connect with you.

Additionally, effectively communicating our values along with a story allows members to determine a potential member's genuine interest in the organization.

Sharing leadership success draws leaders. Highlighting academic achievements appeals to scholars. Displaying the strength of brotherhood attracts men who are supportive, fun, and whom you will never forget. Showcasing a commitment of time and energy to serve will attract those who want to give back. Talking about your drunkenness attracts drunks.

Return to your meaningful experiences. What is a story you can share about your experience that has been meaningful in your life?

- Give participants a few minutes to think about their story. Have a few participants share with the group.

Take it to the Deep Zone - 5 minutes

Share what you believe the recruit can bring to Pi Kappa Phi. Revealing your personal thoughts is essential for the relationship to grow and deepen.

If you know the recruit would be a strong leader in the chapter or would be an academic asset to the chapter, tell them. Also tell them how Pi Kappa Phi can help strengthen them. You need to connect their interests back to chapter opportunities.

Goal #3: Recruit Wants to be a Pi Kappa Phi

Making the recruit want to be a Pi Kapp is a key piece of recruitment, which is often times overlooked. Now that we've created a meaningful relationship with a recruit it is our responsibility as brothers to follow-up from our first meeting and ask them to hang out again.

Once you get to hang out again, you can determine their interest level in the fraternity by using one of the following methods.

Feature, Advantage, Benefit (F.A.B.) - 10 minutes

One way to influence a recruit to join Pi Kappa Phi is by sharing the features, advantages, and benefits of the organization. Let's talk for a minute about what that looks like.

- Participants may follow along on page 11 in their workbook.

A **feature** is a distinctive characteristic of a product or service that sets it apart from any other.

An **advantage** is any trait or feature that gives a product or service a more favorable opportunity for success.

A **benefit** is a desirable attribute of any product or service which a customer perceives they will get from purchasing.

- Example:
 - **Feature:** Pi Kappa Phi's national non-profit, The Ability Experience.
 - **Advantage:** Pi Kappa Phi is the only fraternity to own and operate its own national non-profit.
 - **Benefit:** Members can participate in numerous servant leadership opportunities, including a cross country cycling trip called the Journey of Hope.
- Example:
 - **Feature:** Pi Kappa Phi's scholarship program.
 - **Advantage:** Access to the chapter's academic advisor and individual support from the chapter's scholarship chair.
 - **Benefit:** The opportunity to succeed academically and achieve your desired GPA.
- Describing the feature, advantage and benefit of an organization can sometimes be difficult. When we look at an object or product the characteristics can become clearer.

For example, if I was to describe the feature, advantage and benefit of my pen I would say, "This pen has waterproof and fade proof ink, which is a distinct feature of this brand that other pens do not have, ensuring the notes that I take will remain legible over time so that I can come back to remember them."

- Select an object in the room and describe the feature, advantage and benefit of that item. Ask 2-3 participants to repeat this activity for the group using different objects.

When we describe Pi Kappa Phi, what are the features, advantages and benefits?

- Have the group identify these and record their responses for each one in their workbook on page 8.

Trial Close - 10 minutes

A trial close is an opportunity for you to find out if a recruit is ready to accept a bid to membership without formally offering one. If you fear rejection this is a great tactic to see where you stand. Ask one of the following questions:

“If I were to give you a bid to join Pi Kappa Phi right now, is there any reason you would not accept it?”

“If I were to offer you a bid to join Pi Kappa Phi right now, on a scale of 1-10, 10 being “I’m ready to join” and 1 being “no way,” where would you rank yourself?”

This allows you to identify the reasons a person may not want to join and help answer any concerns they may have. Be prepared to answer questions about dues, academics and what to say to parents.

Understand that fraternity is a big commitment and not for everyone. You may spend time with a potential recruit who decides not to join Pi Kappa Phi and that is okay. As long as he had a positive interaction with the fraternity he may refer another man to us at a later date/time.

- Walk participants through the following common objections that recruits have to joining the fraternity (they can be found in their workbooks on page 9). For each objection, ask for a few volunteers to share how they would respond, and then share the following options for responses if not covered.
 - **I don’t have the time to join.**
 - How much time do you think it will take?
 - What are your other time commitments?
 - How much time could you commit?
 - I could like to introduce you to _____. He works part time, plays a sport, and maintains a 3.5 GPA.
 - **I can’t afford it right now.**
 - Do you know how much it costs?

- May I show you exactly how much it costs and how that compares to other college expenses?
- If we could arrange a payment plan, would that make a difference?
- **I need to focus on my grades.**
 - What are your concerns?
 - Did you know the chapter has minimum standards for maintaining membership in the organization, an academic excellence program, and a program to reward scholastic achievement?
 - May I introduce you to our scholarship chairman?
- **I'd like to wait until next semester.**
 - What is it you think will change between now and then?
 - Would you help me understand the benefits of putting off the experience for a whole semester?
 - What would need to change for you to feel comfortable moving forward joining this semester?
- **My parents don't want me to join a fraternity.**
 - What is it they do not approve of?
 - Why do you think they feel that way?
 - Have they met any of the members of this fraternity?
 - Would you be willing to help me arrange an opportunity for them to meet/talk to some of the member's parents or our chapter advisor?

Did You Accomplish Your Goals? - 10 minutes

We have gone through a lot of different exercises to help us master effective recruitment conversations, does everyone feel comfortable with being about to achieve the goals we set when we started?

- Does the recruit feel...
 - Comfortable;
 - Important; and
 - Understood?
- Does the recruit understand Pi Kappa Phi?
- Does the recruit want to be a Pi Kappa Phi?
- Select two people from the group to role play a conversation with a new person who they'd like to recruit. Ask the audience to watch and see what aspects of the conversation they used.
 - Making initial contact through a connection
 - Asking an open-ended question
 - Asking a follow up question

- Providing information
 - Sharing a story
 - Taking it to the deep zone
 - Providing three feature, advantage and benefits to get three affirmative answers
 - Using a trial close
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- Thank the volunteers and ask the audience to identify what conversation strategies were used and what were missed.

Wrap Up - 5 minutes

- Have participants take a few moments and reflect on the workshop in their workbooks. Remind participants of the material covered today and the three goals of becoming a better recruiter. The first few times you practice these techniques, it may be tough and at times, a bit awkward. The more you practice having these conversations the better you will get and the conversation will flow easier.
- Thank the participants for coming and dismiss them!