The Dimensions and Modes of Facilitation (Heron)
The 18 Basic Options

1. The planning dimension: hierarchical mode
You plan for the group: you direct the planning of the group’s learning, deciding unilaterally on the content of the course program and making decisions for the learners.

2. The planning dimension: cooperative mode
You plan the program with the group: you are committed to negotiate, to take into account and seek agreement with the views of group members in constructing the timetable.

3. The planning dimension: autonomous mode
You delegate the planning of the program to the group: you are getting out of the way, affirming the group’s need to work out its course design.

4. The meaning dimension: hierarchical mode
You make sense of what is going on for the group: you give meaning to events and illuminate them: you are the source of understanding what is going on.

5. The meaning dimension: cooperative mode
You invite group members to participate with you in the generation of understanding: you prompt them to give their own meaning to what is happening in the group, then add your view, as one idea among others, and collaborate in making sense.

6. The meaning dimension: autonomous mode
You choose to delegate interpretation, feedback, reflection and review to the group: making sense of what is going on is autonomous, entirely self-generated within the group.

7. The confronting dimension: hierarchical mode
You interrupt the rigid behaviour, point to what is being avoided, and do this directly to people and for people – in such a way that those concerned may take up the issue and thereby show some awareness of their avoidance.

8. The confronting dimension: cooperative mode
You work with the group and its members to raise consciousness about avoided issues and defensive behaviour: you prompt, invite and ask people, consult them, compare and share views with them. Consciousness-raising is collaborative.

9. The confronting dimension: autonomous mode
You now hand over all consciousness-raising about defensive, avoidance behaviour to the group: you create a climate and learning structures which enable group members to practice self and peer confrontation.

10. The feeling dimension: hierarchical mode
You take full charge of the emotional dynamic of the group for the group, directing its process and deciding how it will be handled: you think for group members, judging what methods of managing feelings will best suit them and their purposes.
11. The feeling dimension: cooperative mode
You work with the group, eliciting, prompting, and encouraging views, discussing with members different ways of handling feelings: you practice collaborative management of the emotional dynamic of the group.

12. The feeling dimension: autonomous mode
You give the group space for and delegate to it – the process of managing its own emotional dynamic.

13. The structuring dimension: hierarchical mode
You structure learning activities for the group: you design the exercises and directively supervise their use by the group.

14. The structuring dimension: cooperative mode
You structure learning methods with the group, cooperating with them in devising how the learning shall proceed: they collaborate with you in designing the structured exercises, and in supervising the running of them.

15. The structuring dimension: autonomous mode
You delegate to group members control over their own learning process: they are entirely self and peer directed in the design of structured exercises, and in supervising the running of them.

16. The valuing dimension: hierarchical mode
You take strong initiatives to care for group members: you manifest directly to them, in word and deed, your commitment to their fundamental worth as persons.

17. The valuing dimension: cooperative mode
You create a community of value and mutual respect with group members: you are inclusive and interactive, collaborating with them as all emerge as self – creating persons.

18. The valuing dimension: autonomous mode
You choose to delegate the affirmation of self-worth to group members, giving them space to celebrate the value of personal identity and emergence in their own way.