

State of Facilitation 2025

Human-led, tech-enhanced

Welcome to the third edition
of SessionLab's State of Facilitation report.

Read on for essential information
and expert insights on what is
changing in the world of facilitation
and workshop design.

1050 people took the time to fill out the State of Facilitation survey this year: thank you! Here you will find results, divided into **9 sections**.

For each section you will find aggregated data (**What? 📊**), and commentary by experts from different fields involved in facilitation, such as leadership training and learning design (**So What? 💡**). Their role is to guide readers through the material and help make sense of it.

Ultimately, the value of this report is in what you decide to do with its contents. **How will it inform, or even change, your practice?** We've added some reflection boxes along the way, with space for your thoughts and action plans (**Now What? ✍️**).

We'd love to know how this report informs your practice. Follow SessionLab on LinkedIn and Instagram and take part in our #FacilitationForward campaign.



3rd edition



1050 respondents



78 countries



Answers in 7 languages



For interactive graphs and breakdowns of data visit
<https://www.sessionlab.com/state-of-facilitation/2025-report/>



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⚠ Before we jump in, a word of caution:

To collect responses we reached out to our networks, colleagues, business partners, and friends. We did our best, but inevitably that reach is limited. A majority of responses reached the survey through our own channels, such as the SessionLab newsletter. This may help explain certain aspects of the data we've collected, especially when it comes to overrepresentation of European and North American responses.

KEY TAKEAWAYS



Human-led, tech-enhanced

Facilitation in 2025 is all about finding the balance between the human and technological aspects of the craft.

Facilitators must know how to remain present, keeping their attention focused on the human dynamics in the room.

At the same time, increased use of specialized software and AI assistance indicates the growing importance of technological proficiency, with facilitators who embrace these tools gaining a competitive edge. Technology can enhance facilitation, but how to keep it from being a distraction?



Bite-sized sessions

The length of a typical session has shortened since pre-Covid days, from half a day to 90 minutes. Facilitators must adapt to shortened attention spans, deliver impact quickly, and get creative with working in modules or series of sessions.

It can be challenging to identify what can be done in small interventions and what truly requires more space and time.



Multi-modal facilitation

The silos between online vs in person facilitation have broken down. With more teams and projects distributed across locations, facilitators are called in to help teams keep aligned, wherever they are. Facilitation has become multi-modal, operating across hybrid formats, combining in-person, online, and asynchronous sessions. Hybrid facilitation in particular requires extra expertise and resources for maintaining engagement across diverse participant groups.



L&D is where it's at

Facilitation skills are spreading within companies, with more professionals working inhouse (31.4% vs 27.1% in the past edition of this report). Larger organizations in particular are discovering the benefits of having team leaders and managers put facilitation skills to work in regular meetings and collaborative projects. Learning and development departments are leading the way in promoting facilitation as an essential leadership skill. Read more in our special focus on inhouse facilitation below!



It's time to build capacity

As facilitation gains recognition as a workplace skill, the need for training in general facilitation skills is rising. Interest is growing for introductory courses sharing facilitation basics that can make the difference in any meeting or event. This represents an opportunity for facilitators to lead by example and upskill other professionals.



The responsible facilitator

Facilitators are often the ones calling attention to cultural sensitivity and matters of diversity, equity and inclusion (DEI). When asked for their vision for the coming years, facilitators wrote about the importance of managing cultural dynamics with sensitivity, and ensuring all voices are heard, regardless of format. In the midst of a backlash against DEI, what does it take to be a responsible facilitator?



VISION

What is your vision for facilitation in 2025?

Reading through almost 800 answers to this open question, we were struck by how many focused on the same central theme: **the interplay between the human element and technological proficiency** in facilitation.

These are the main topics that emerged.





ROLE OF TECHNOLOGY

Many envision AI and other digital tools becoming integral to facilitation, both for preparation and enhancing participant engagement.

Concerns about over-reliance on technology and the need to retain human connection are prevalent.



HYBRID AND ONLINE FACILITATION

Increased demand for hybrid and remote-friendly practices.

Emphasis on creating engaging and accessible virtual experiences while maintaining balance with in-person facilitation.



INCLUSIVITY AND DIVERSITY

Facilitators highlight the importance of creating inclusive spaces, addressing cultural and generational dynamics, and promoting equity.

Greater focus on neuroinclusion and trauma-informed facilitation is noted.



HUMAN CONNECTION AND EMPATHY

Strong emphasis on preserving the human essence in facilitation, fostering trust, and building meaningful connections.

Facilitators see themselves as enablers of collaboration and societal change.



FACILITATION AS A CORE SKILL

Growing recognition of facilitation as a leadership competency and a vital skill across industries.

Calls for more structured training, certifications, and professionalization of the field.



SUSTAINABILITY AND IMPACT

Vision of facilitation contributing to sustainable practices and addressing global challenges like climate change and social division.

Respondents' **vision for facilitation in 2025 combines technological advancement with a deep commitment to human connection**, inclusivity, and societal impact.

“

The integration of AI into facilitation is continuing and will grow. The reach of facilitation around the world, primarily through facilitators connecting, will grow.

“

Creating brave spaces and psychological safety, vulnerability, trauma and shadow work, polarity management, holistic facilitation - important to keep in mind and promote the power of facilitation.

“

I believe facilitation will grow in prominence and importance in the post-COVID era, especially with the emergence of AI and the growing divisions between ideologies. High-quality human interaction and meaningful connection will become increasingly valued and in demand.

“

Time is becoming a challenge and that along with budget constraints means facilitators will need to demonstrate more ROI from the time invested in sessions. Respond to changing needs by using more tools but also stick to key principles underpinning your practice. Building connections and creating conditions for psychological safety are key.



“

My vision is that AI helps me manage content creation so that I can focus on human connection and supporting people, which people need more than ever.

“

Teilnehmerinnen werden Informationen/Input sich selbst aneignen. Der Fokus liegt auf Moderation von schwierigen Change-Prozessen und Konflikten.

Participants will acquire information/input themselves. The focus will be on facilitating difficult change processes and conflicts.

“

Acho que cada vez mais as pessoas querem ensinar o que sabem e isso vai promover um aumento grande de pessoas que precisam aprender a facilitar.

I think that more and more people will want to teach what they know, and this is going to lead to a huge increase in the number of people who want to learn how to facilitate.

“

La integración entre la facilitación, desarrollo humano y tecnología IA.

Integration between facilitation, human development and AI technology.



SO WHAT? — EXPERT INSIGHT

In 2025, we live in a world where the supply of information exceeds its demand. We are no longer short of answers, but we struggle to ask the right questions! AI offers insights at our fingertips, which leads to even more fractured attention spans and impacts the role of facilitators. The facilitator's role is shifting from enabling ideation and solution-finding to creating spaces where people can find their own answers.

Facilitators bring humanness back into the workplace to foster meaningful connections where participants can co-create the future using both cognitive and embodied intelligence.

AI is here to stay and is already facilitating the facilitators' job by transforming how we prepare for, conduct, and debrief sessions. AI helps us make sense of vast amounts of information we would never have been able to process otherwise. But what we often forget is that AI cannot differentiate between what is relevant and what is merely noise. It lacks the ability to spot the outlier idea that could become the next unicorn. While AI can fast-track a group's decision-making, it cannot drive participants' buy-in if they haven't been involved in the solution-finding and sense-making process. Just because AI can do it, doesn't mean it should.

To say it with the words of one of the respondents to the SessionLab survey:

“Facilitation will become a skill AI supports, but cannot replace. The human ability to manage group dynamics and foster trust will remain irreplaceable.”

In areas such as cultural diversity, neuroinclusion, and trauma-informed facilitation, technology can support diversity, equity, and inclusivity by shedding light on biases or accommodating diverse needs. But ultimately, it is the facilitator's presence, intuition, and ability to hold space for difficult conversations and disagreements that will make the difference and ensure buy-in and sustainable solutions.

In a world of virtual or hybrid work and shortened attention spans, facilitators have an opportunity - and the responsibility - to bring the body back into the workspace. Embodiment, long seen as a niche area of life coaching, is emerging as a central ingredient of effective facilitation. Embodied practices allow groups to move beyond intellectual problem-solving, tapping into their intuition and a full range of human experiences related to how people connect, collaborate, and lead.

If we embrace these challenges - collaborating with AI and engaging participants holistically - facilitation has the potential to address some of the world's most pressing challenges, from climate change to social division. Facilitators can help organisations and communities embrace sustainable practices, foster collective action, and design solutions that balance the needs of people, the planet, and the economy.

As another respondent put it:

“Facilitation must adapt to address the mental health crisis and rising polarization, using skills like empathy and deep listening to bridge divides.”

In this sense, the vision of facilitation goes beyond the profession. Facilitation is a mindset and a leadership skill that empowers individuals and groups to collaborate on a better future. As facilitators, our role is not just to guide processes but to inspire trust, foster belonging, and ignite action.



Dr Myriam Hadnes

Dr Myriam Hadnes is a behavioural economist (PhD), the host of the “workshops work” podcast and the founder and CEO of workshops.work, a boutique agency for facilitation-based corporate online training. Myriam is dedicated to the vision that we can create collaborative cultures, one workshop at a time. In her work, Myriam applies scientific insights about human behaviour and group dynamics, along with learnings from experts on her podcast.

**In a world of virtual
or hybrid work and shortened
attention spans, facilitators
have an opportunity
–and the responsibility–
to bring the body back into
the workspace.**

Dr Myriam Hadnes



**Who did you become as a facilitator in 2024?
Feel free to write it in a sentence, or put it in a
metaphor and a drawing.**

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**What is your vision for the future of facilitation?
What would you like to contribute to making it
a reality?**

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♥ Romy Alexandra, learning designer and expert contributor to this report, helped us put together reflection spaces. Make this report a living document by stopping to think about your reactions and learnings!



EMPLOYMENT & TOPICS

Where does facilitation happen?

Among respondents to the survey, employment is split between independent contractors (49.7%) and full-time employees (41.4%).

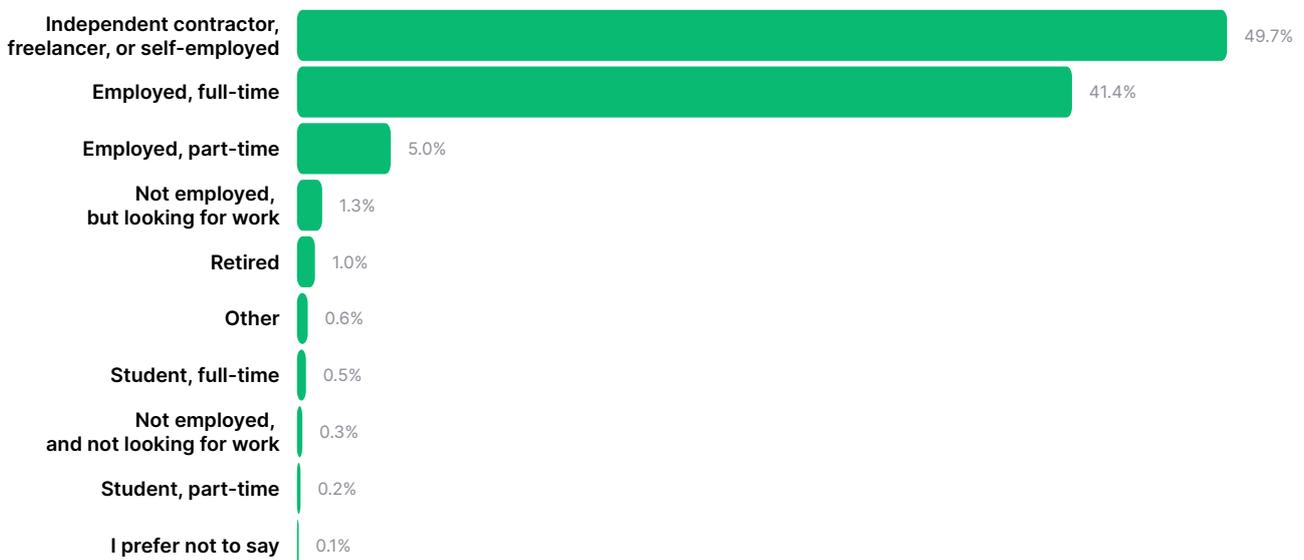


The next question offers a bit more granularity:
people practicing facilitation fall into three main categories:

- » **Freelancers and the self-employed.** This is probably the image most of us have in mind when visualizing who a “facilitator” is. A freelancing consultant, often changing projects, offering facilitation, consultancy, coaching and/or training services to different clients.
- » **Founders and associates** in specialized agencies. 23.4% of respondents facilitate as part of consultancies offering facilitation as their main service.
- » An increasing number of respondents (31.4% vs 27.1% in the past edition of this report) are facilitating in their role as part of a larger company or organization where the main business is something other than facilitation. We’ll refer to these folks as “**in-house facilitators**”.

How are facilitation skills spreading in the workforce?
What kind of tasks do in-house facilitators take on in their day-to-day work? Are there specific challenges to facilitating as someone internal to the company?
The third section of the report will focus specifically on the experience of facilitating in-house.

? Which of the following best describes your current employment status?



SESSION TOPIC

Now that we know a bit more about where facilitators work, let's see what they are working at. In the next question, we asked about topics of sessions: What types of sessions have facilitators delivered in the past year?

Note that this was a multiple choice question and participants could tick as many boxes as applied.

The most commonly run sessions concern Brainstorming and ideation, with over 73% of facilitators working to help spark divergence and creativity in the past year. Next come Training sessions (68.7%) and Coaching and mentoring (55.3%).

Overall, this paints a picture of **facilitation as a support to company and employee growth, upskilling workers and improving processes.**

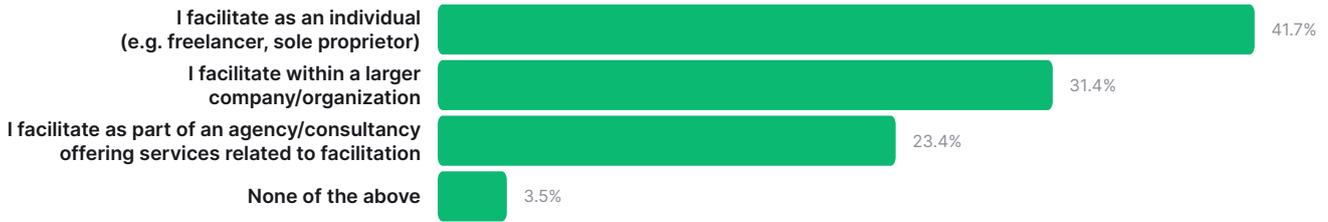
It's interesting to note that the lowest positions are reserved for the kinds of sessions most likely to happen with impulse from the public sector (Town hall meetings, 9.6%, Public consultation events, 9.1%).

This gives credit to one participant who wrote:

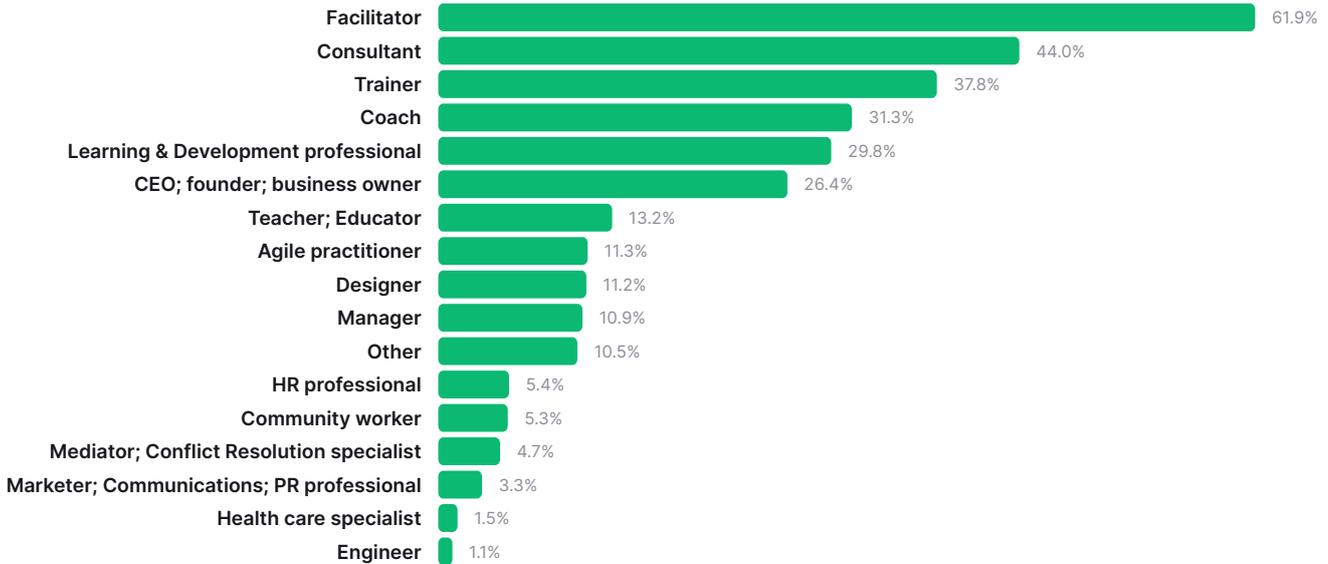
"I would love to see more resources dedicated to understanding facilitation in public sector workspaces!"



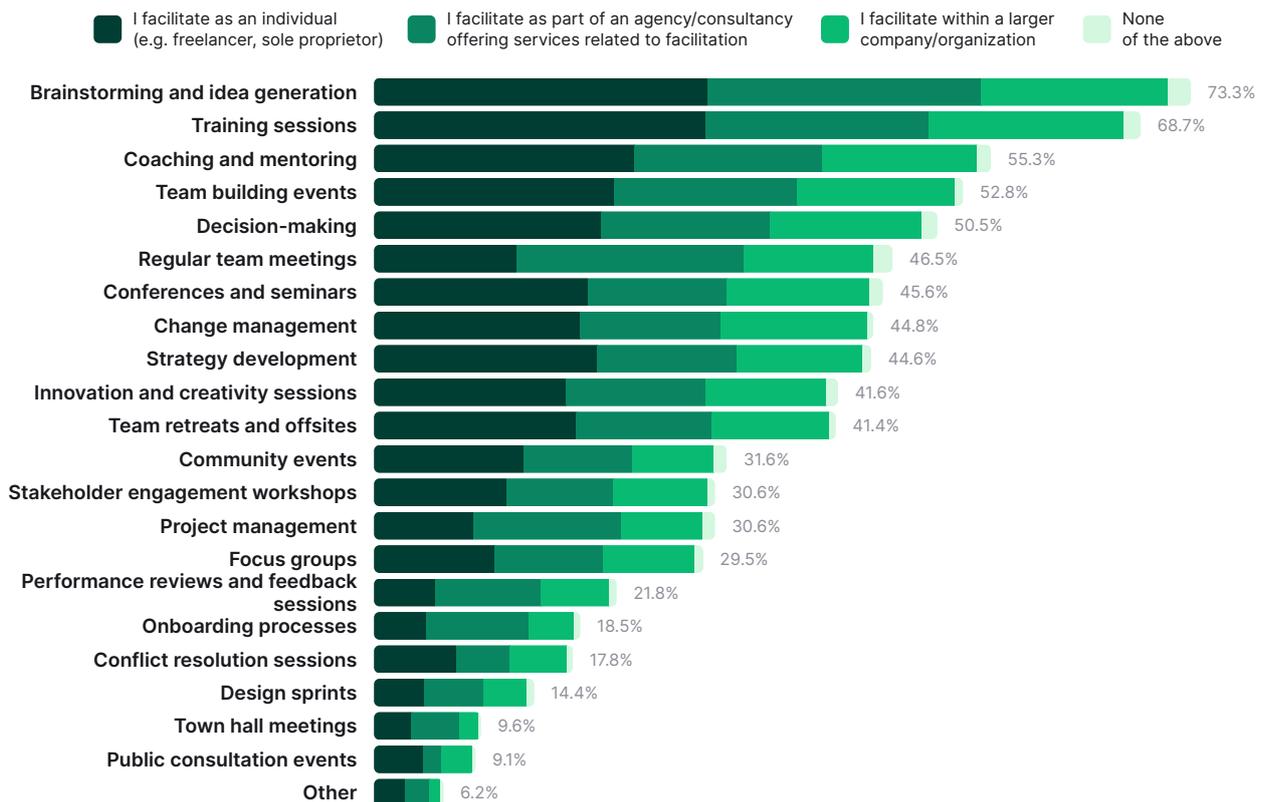
? Which of the following options best describes you currently?



? Which of the following describe your current role?



? What types of sessions have you led over the past 12 months?





SO WHAT? — EXPERT INSIGHT

The State of Facilitation is an invaluable tool to not just determine where we are but also providing direction to where we want to go. The Where, What, and Who of facilitation provides valuable insights. The data from In house facilitators as well as facilitation service providers reinforce and validate that facilitation continues to play a role wherever groups need to come together.

Data clearly shows us that facilitation is being used in a variety of situations. At the most simplistic level, we can say that wherever meetings happen, group process facilitation can add value and increase effectiveness. In view of this, I wish to bring attention to the interesting opportunity I see hidden behind the data.

That opportunity is for all practitioners to go beyond merely practicing facilitation, becoming skilled in sharing and communicating its value. Everyone involved should consider the need to create success stories, case studies, impact studies, and any other materials that might provide decision makers, buyers, and users with critical data and measurements of success.

Facilitation enables groups to come together to solve many of the critical and complex challenges the world is facing today. Unless we are able to influence decision makers to deploy facilitation to support them this will be a lost opportunity.



Vinay Kumar

Vinay is the Founding Director of C2C Organizational Development. He has been in the facilitation field for almost 20 years and has worked with leaders, groups, and teams in enabling them to become more effective. He is also the former Global Chair of the International Association of Facilitators (2020-2021) has served on the IAF global board for 5 years.

Facilitation is already everywhere - in schools, non profits, public sector, companies, communities etc.

We need to create a way to acknowledge and celebrate the use of facilitation in order to scale and promote its use even more.

Vinay Kumar



Take a moment to make a mindmap of the different kinds of sessions you delivered in 2024



Which ones brought you the most fulfillment and purpose? Why?

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Are there any you might want to cross off your offering list? Why?

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Focus on in-house facilitation

In-house facilitation refers to the practice of having employees, rather than external consultants, design and lead workshops, meetings, or collaborative sessions within an organization.

Increasing the capacity for in-house facilitation may well be one of the main ways facilitation can break into the mainstream. This is a vision of, as one participant in the survey put it, a “democratized” future for facilitation, with basic skills shared by professionals in all kinds of fields.

At SessionLab we work with numerous companies who are building a company-wide culture of facilitation, often by combining the expertise of consultants with a more diffuse use of facilitation for day-to-day meetings.

We are very curious to learn more about the specific challenges and advantages of in-house facilitation so we asked a series of specific questions on the topic. Let’s see what is going on in the world of in-house facilitation.



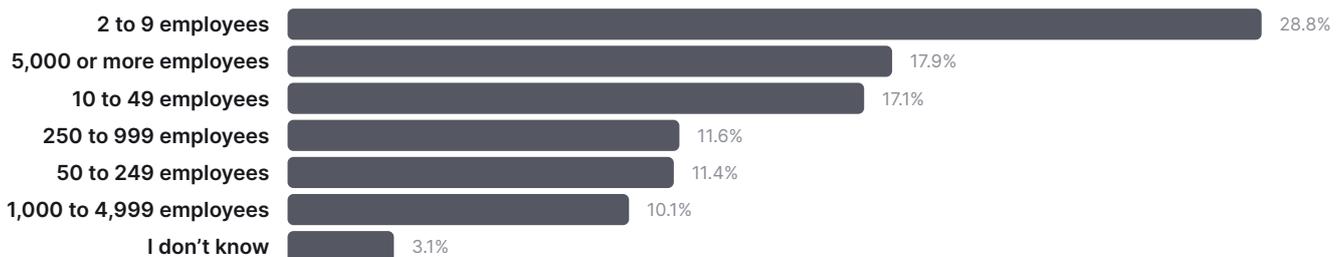
The next two questions were only asked to respondents who are not freelancers. It's interesting to notice that the top two responses to "Approximately how many people are employed in your company" are the smallest number (2 to 9 employees, 28.8%) and the largest (5,000 or more, 18%).

This would indicate that facilitation is either practiced as a main skill in small, boutique agencies selling consultancy and training, or in-house in very large corporates, **large enough to have a dedicated leadership training program** or a group of in-house workshopers.

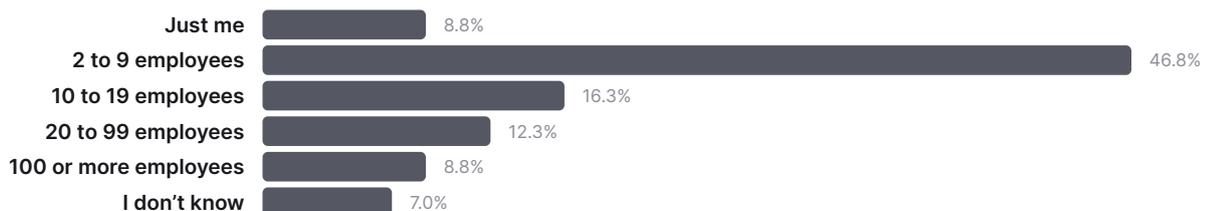
So what about those mid-sized companies? Are there perhaps not enough resources there to upskill staff in collaboration skills? Is the need not yet felt, or not urgently?

In her commentary below, Zoe Lord offers some ideas on how and why it's important for all types of organizations to step up their facilitation game.

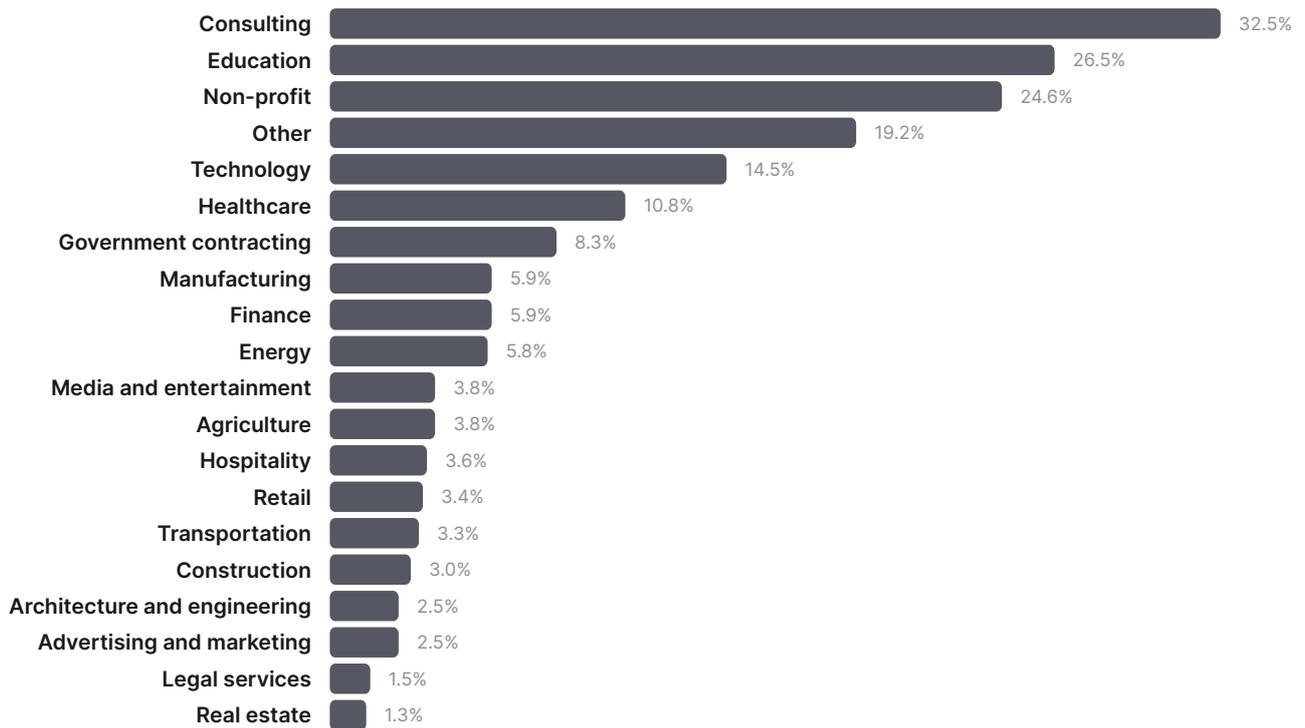
? Approximately how many people are employed by your company?



? Approximately how many people facilitate workshops at your company?



? What sector does your company operate in?



Let's zoom in some more and look at questions answered by respondents who answered yes to "Do you facilitate meetings, sessions and workshops *within* the company that employs you"?

Facilitation is showing up across a broad range of organizations, with consulting, education, and non-profits leading the way. It's no surprise that consulting firms (32.5%) top the list; this is presumably the category facilitation agencies placed themselves in. Also, facilitation might be a service offered by consulting companies in applicable scenarios, such as multi-stakeholder environments or vision workshops.

In education (26.5%), facilitation plays a key role in creating interactive, learner-focused environments. And for non-profits (24.6%), facilitation helps align diverse stakeholders and drive mission-focused work. These sectors highlight how facilitation shines when collaboration and creativity are needed to tackle big challenges or bring people together.



The responses to the question, “What department do you work in?” highlight that **individuals facilitating sessions, training, and workshops are spread across various company departments**. Major contributors include Learning and Development and, of course, Management.

These areas reflect the organizational focus on employee growth, team alignment, and operational efficiency, emphasizing their direct role in supporting training and facilitation efforts.

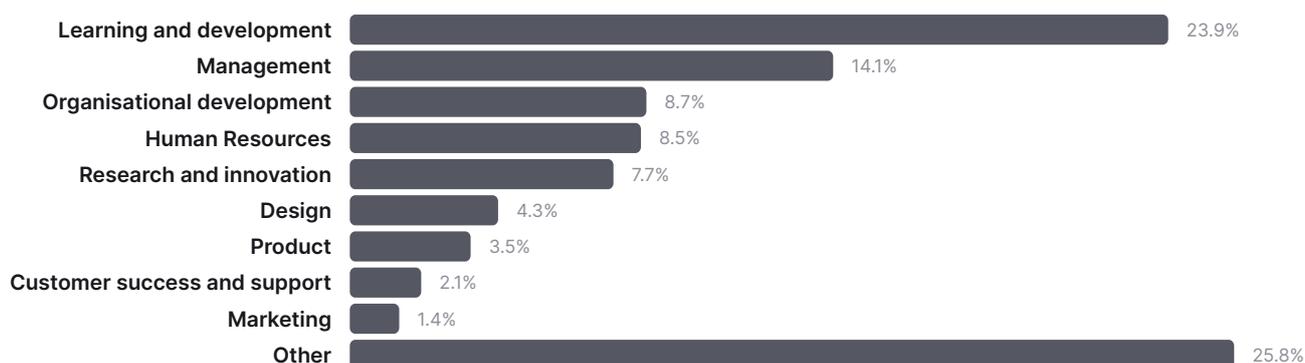
Learning and Development departments, in particular, stand out as key sites where facilitation skills are often practiced and introduced, especially through experiential learning and training programs.

However, it is clear that facilitation is not confined to a single domain: it is a cross-departmental activity leveraged for diverse purposes.

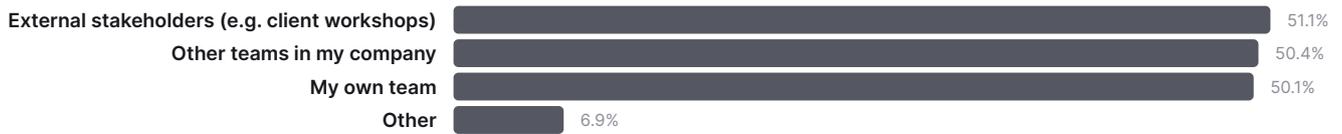
Interestingly, about a quarter of the responses fall under “Other”. These include a practically un-clusterable list of different positions, from board volunteers to nurses, and a considerable number of company founders.

The broad distribution of responses suggests that **facilitation may well have a natural home in L&D but is not confined to a single department**. Facilitation is a workplace superpower needed wherever collaboration happens, regardless of sector or role.

? What department do you work in?



? Who is most often attending your workshops?



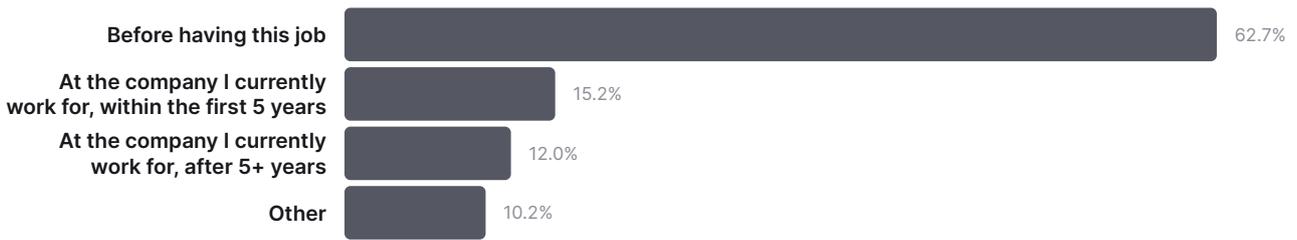
These results paint a picture of in-house facilitators wearing many hats and working across different participant groups. The nearly equal percentages for external stakeholders (51.1%), cross-company teams (50.4%), and their own teams (50.1%) suggest that facilitation is not confined to any one audience.

People with the skills to facilitate will likely apply them to their own team work but might also be called to facilitate other teams or larger, multistakeholder events. In fact, the slight edge for external stakeholders shows how **facilitation is often used to build connections outside the organization**: with clients, partners, or broader communities.

We see an interesting growth opportunity here: this data shows that companies find value in facilitating both internal sessions and external, client-facing sessions, yet not all departments are yet utilizing facilitation as a skillset. If some of your teams are behind or you don't yet have a company-wide facilitation culture, 2025 could be the year!



? At what point in your career did you pick up facilitation skills?



The majority of in-house facilitators (62.7%) learned their skills before taking on their current roles. While facilitation itself might not be the primary reason for hiring, **the skills it builds, like effective communication, collaboration, and problem-solving, are an asset in the workplace.**

A smaller but significant group (27.2%) developed these skills on the job, either early in their tenure (15.2%) or later (12.0%). This points to the importance of offering facilitation training within organizations.

The “other” responses, which mainly tell the story of early learning through student activism or community work, show how facilitation often stems from diverse, real-world experiences. Put that high school volunteering experience in your CV!

“

Employees with facilitation/human skills will be in demand and be able to ask for higher compensations.

“

Facilitation becomes a core skill modern teams acquire across the board.

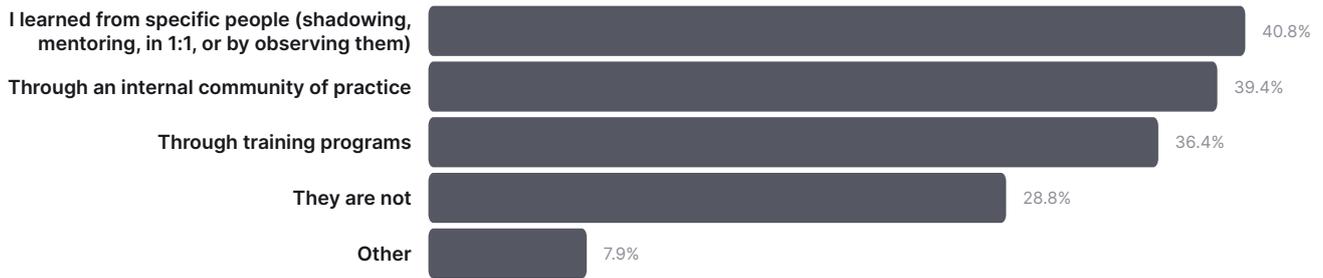
“

I think facilitation will soon be a core skill set employers look for in a candidate.

“

Facilitation is really becoming a crucial skill for all companies.

? How are facilitation skills shared in your company?



Let's take a closer look at those people who learnt facilitation at work. How did that happen? As is typical with this craft, it often gets "picked up" more or less informally, by observing and shadowing others (40.8%). It's great to see high numbers of people learning facilitation in an internal community of practice (39.4%) and internal training programs (36.4%).

If you are in a leadership role in any of those workplaces where facilitation skills are not shared at work (28.8%) it might be time to do something to change this. 25.9% of facilitators belong to an in-house community or peer group; starting one might be as easy as creating a dedicated Slack channel or a sharing opportunity at your next offsite.

Below you will find some quotes for great examples of what is happening in companies world-wide, which contributors to the survey left in comments to this question, as well as some inspiring expert commentary explaining why it's important to increase facilitation capacity at work.



“

My office shares best practices and makes it a point of doing so.

“

In our consulting firm, we do retrospectives after every session, so learning is a continual practice.

“

We model in team meetings and give team members opportunities to facilitate team conversations using new methods.

“

We'd love to develop facilitation training though, just hasn't been a high priority.

“

We ask colleagues for direct feedback before and after sessions.



SO WHAT? — EXPERT INSIGHT

In-house facilitation

The development of in-house facilitation is one of those ideas that could truly transform how organisations operate. Imagine a world where facilitation is not confined to a small group of people, but is instead a mindset and skillset that permeates throughout teams, departments, and the leadership.

In health and care improvement—my world—we've long held the belief that everyone should have quality improvement expertise. Whether you're a clinician, manager, service delivery or in support teams, these skills are invaluable to aim for world-class care, optimum quality and efficiency.

If everyone had facilitation knowledge and skills, we could unlock stronger communication, deeper collaboration, and more impactful leadership – fueling productive meetings, energised teams, and a culture of continuous improvement that drives organisational effectiveness and agility. There would be fewer over running meetings, more concise contributions, and a greater understanding of why the process matters!

Having workplace cultures where facilitation knowledge and skills become commonplace would certainly make life easier for us facilitators and it would lead more people to recognize the need for specialist facilitation skills to guide groups through the most complex situations.

In-house vs external facilitation

I often hear that many organisations value the skills of an external facilitator more than someone within the organisation – do you see this too? Why is that? Whilst both have their place, I challenge leaders in organisations to reflect on who they are asking to design and facilitate sessions and why. Are they overlooking in-house talent? And if they're not the right people, how can they be developed?

The data in this report paints a concerning picture: in-house facilitators often lack access to structured development opportunities. This is worth a reflective pause for all of us – how are we developing our skills and how are we developing others' in our organisations?

Training and development

To develop and grow in-house facilitation, it's imperative to embrace continuous learning, explore new tools and innovative techniques to remain effective, relevant, and impactful.

Without development, we risk:

- » Skill stagnation: Outdated or over-used methods reducing effectiveness and creativity
- » Decreased engagement: Poorly facilitated and unproductive sessions disengaging participants.

- » Increased costs: Greater reliance on external facilitators who 'seem' more innovative and exciting
- » Weakened facilitation culture: Lack of investment signaling that facilitation is not a priority or valued.

Take a moment to reflect: over the last 12 months, have you or your organisation invested in developing your facilitation skills? What plans do you have for the year ahead? Who are you actively learning from? We personally learn from teaching others, so who are you supporting and developing?

If you don't have robust answers to these, it's time to take action!

Ideas for action

Take time to reflect, develop a practical and inspiring plan for the year ahead

- » Explore available courses (paid and free)
- » Identify people to observe or shadow
- » Follow inspiring facilitators on social media, YouTube, or other platforms
- » Share your expertise: Deconstruct your methods, share what you do, how you do it and why you do it in a particular way. Explain the deliberate choices you make – for example where you stand in a room, how you use your body, how to frame good questions. These purposeful interventions help others to see the magic and help others grow.

To amplify the work we love and to advance our profession, we must commit to ongoing learning, sharing, and growth... Let's all be intentional about developing our own skills, supporting others, and fostering cultures where facilitation is recognised, valued and celebrated.

Facilitation is far more than a skill– it's a powerful way of leading, connecting, and inspiring change, and it all begins with us.



Zoë Lord

Deputy Director of NHS Horizons, leader and facilitator of large scale change, liberating structures practitioner, author and curator of The School for Change Agents.

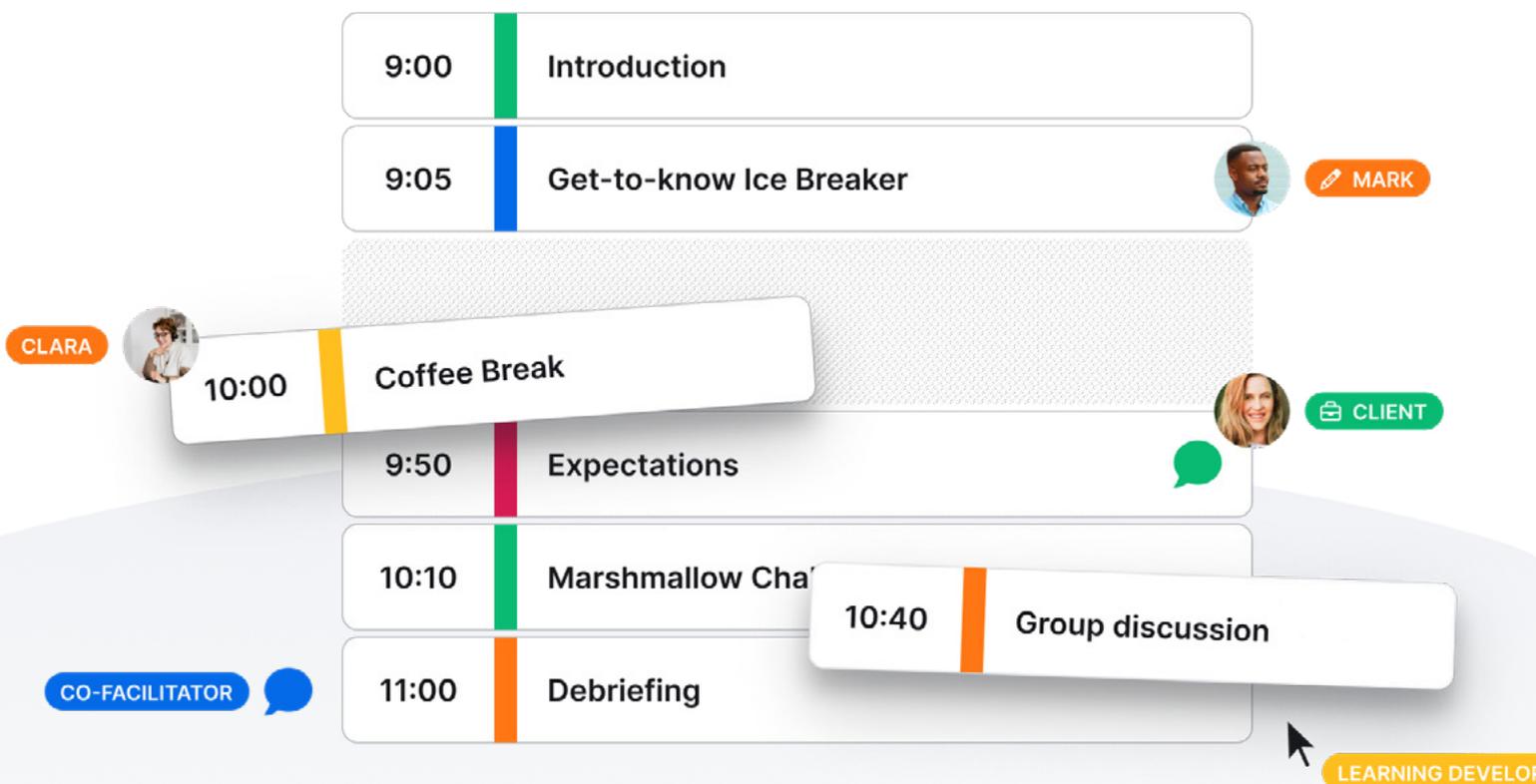
**The development of
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is one of those ideas that
could truly transform
how organisations operate.**

Zoë Lord

Build better agendas, together.

Collaboratively create agendas in real-time. Invite colleagues and clients with ease. Leave comments, notes and track activity to stay aligned without sending documents back and forth.

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PRACTICE

What was it like to facilitate in 2024?

In this section we'll look at the practicalities of facilitation: what kinds of sessions were most commonly run in 2024.

Were they online, in person or hybrid (spoiler: all three). How long is a typical facilitated session and what are the trends there? What challenges are facilitators worldwide facing?

Let's dig in.



SESSION LENGTH

Facilitated sessions are becoming shorter.

Comparing responses from the 2022 and 2024 surveys, the proportion of facilitators who have never conducted workshops lasting more than one day has increased by 10%.

This trend likely stems from several factors. On the demand side, clients are seeking higher-impact sessions in less time, often driven by budget constraints. At the same time, **shorter attention spans and a preference for bite-sized, digestible content are shaping expectations across industries.**

However, shorter sessions are not without their advantages. For example, 1- to 2-hour formats are ideal for online workshops, and far preferable to the marathon all-day sessions many endured during the early pandemic days. Additionally, **the rise in shorter sessions aligns with the trend toward in-house facilitation**, where team leaders often guide routine team meetings or quick decision-making workshops.

For freelance facilitators and trainers, this shift emphasizes the need to adapt delivery methods. **Consider designing modular programs** that string shorter sessions together, rather than relying on standalone, longer workshops. If achieving your objectives requires extended sessions, **be prepared to make a compelling case** for their necessity to clients who may prefer shorter formats.

? How often have you facilitated the following sessions in the past 12 months?



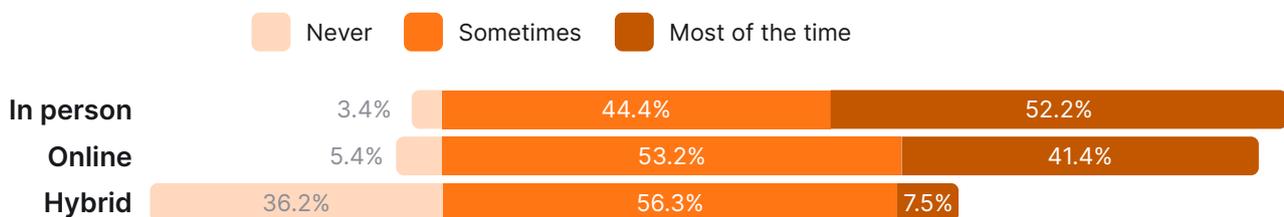
SESSION TYPE

In-person sessions are back, but remote and hybrid facilitation are here to stay. In 2022, 57.8% of sessions were held online, but by 2024, **in-person workshops have regained the top spot.**

However, the two formats are now neck-and-neck, and hybrid sessions—where some participants join online and others in person—have decreased in numbers from last year, but still remain quite common, giving a sense that format is stabilizing from something experimental to a standard practice (60.3% of respondents led some hybrid events in 2022, 65.5% in 2023, 56.3% in 2024).

In the same section we asked an open-ended question about changes experienced in 2024. Plenty of people talked about new skills acquired, and professional development milestones. That said, **almost half of respondents underlined the increased use of technology in facilitation**, including the adoption of new tools and platforms, hybrid facilitation, and integrating AI into their work (more on this later).

? What types of sessions have you delivered over the past 12 months?



“

Integrating online into practice and keeping up with (or deciding 'not to' keep up with) the newest bells and whistles on line!

“

Working on my virtual game mostly.

“

My workplace is hybrid but we've tried to move back to doing in-person when it's a facilitated discussion or decision-making meeting as much as feasible, trying to get folks to have longer sessions where they talk more (everyone wanted really short online meetings around and after COVID, but engagement is challenging when it's just online all the time).

“

Even with a return to in-person options, online facilitation remains a crucial offering, making my services more accessible and adaptable to clients' preferences and logistical needs.

Many facilitators no longer focus exclusively on either in-person or online facilitation. Instead, they emphasize **the importance of multi-modal facilitation**—choosing the right format based on the client's or group's needs. This approach involves determining when to work in person, online, asynchronously, or in hybrid modes, and knowing how to work fluidly in each of those settings. **Facilitators must now master a variety of platforms and technologies** while remaining clear about which approach works best for different scenarios.

What challenges are facilitators facing?



Keeping momentum after sessions

A major challenge for over 37% of facilitators: it seems that no matter how good the workshop is, it's hard to execute actions and keep the ball rolling afterwards.



Managing my own capacity (time/energy)

In the general overwhelm of these past years, facilitators are no exception. Stress, burnout, and overwhelming workloads were highlighted as concerns for facilitators.



Finding jobs

Professional recognition and getting to the point where the calendar is full with a consistent roster of workshops and clients is a challenge in a business that relies on word-of-mouth.



“

It's time-consuming to design sessions for online and in-person. Essentially, it's designing two distinct sessions even if the goals are the same. I don't have capacity for this, yet, we want to accommodate staff's schedules and need to scale for the size of our organization.

“

Some of my coworkers do not fully understand facilitation basics or believe in facilitation as a process. It reduces the effectiveness of facilitation.

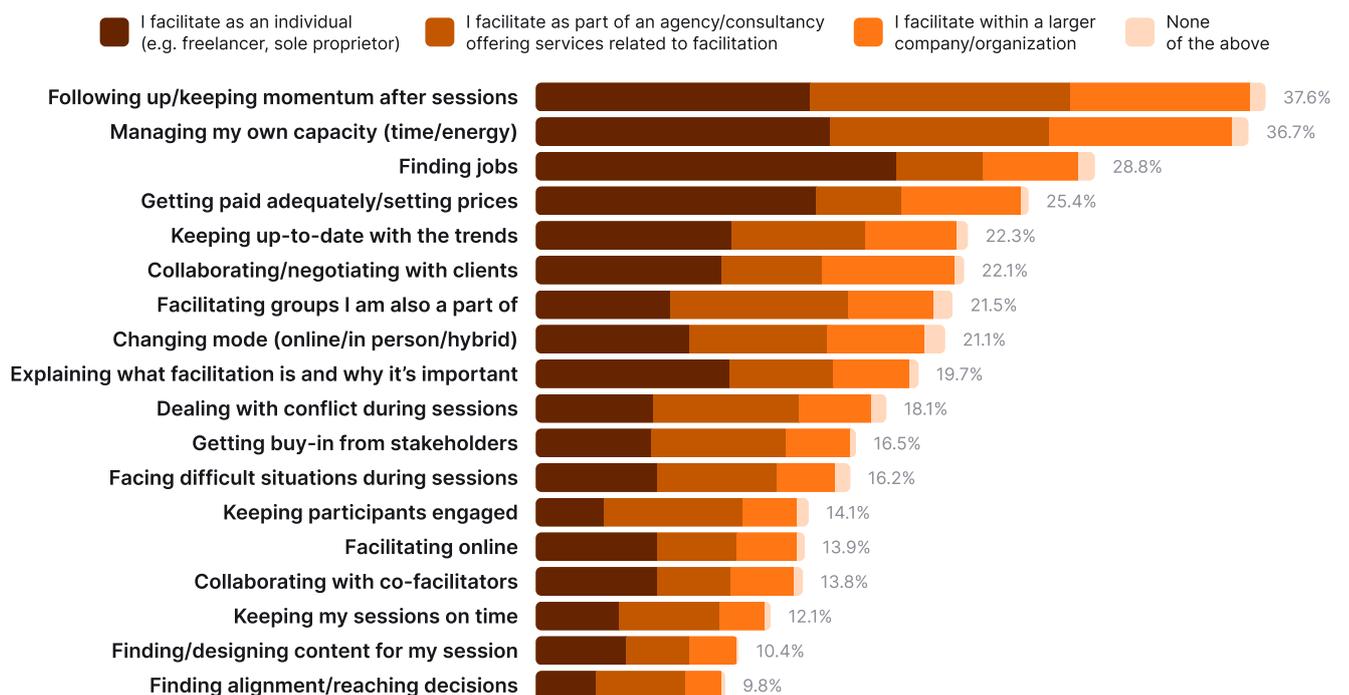
“

Those I work with often seem to want to accomplish something in about 10-25% of the time it would actually take to make the work meaningful and lasting.

“

I think the most difficult thing is when actions come from these sessions but then the organization deprioritizes them.

? What do you find most challenging in your facilitation practice?





SO WHAT? — EXPERT INSIGHT

The world is changing faster than ever, and with that change comes complexity.

As facilitators, we are often called upon to guide groups through this turbulence, a role that has evolved into a superpower. We enable clarity, foster collaboration, and drive action amidst uncertainty – skills highly valued in today’s marketplace.

Time, our most precious resource, is under constant pressure. This year’s State of Facilitation Report reveals an ongoing increase in shorter duration sessions. Overscheduled calendars are the new norm, making it crucial to design concise, impactful gatherings.

The take away – **schedule shorter sessions** and prioritize depth over breadth, focusing on fewer topics with greater intensity.

The workplace remains a dynamic mix of remote and in-person work environments. As a result, mastering both online and in-person facilitation techniques is essential to remain competitive in the market.

Facilitating in a hybrid environment presents the greatest challenges. Hybrid demands a nuanced approach, often requiring two highly skilled and coordinated teams to ensure a cohesive experience.

The bottom line: **skill up** and don’t underestimate the complexity – and price – of delivering high-quality hybrid facilitation, if you choose to do so.

Interestingly, this year’s report highlighted a growing **challenge**: facilitators struggling to regulate their own capacity, with **36.7%** of respondents indicating **they struggle with “managing my own capacity (time & energy).”**

Remember, you are not alone. As Margaret Wheatley (author and leadership expert) wisely said, *“No matter the problem, community is the answer.”*

Seek out professional communities or interest groups. Find a community where you feel welcomed, where you can give and receive value and where you can practice and improve your skills.

Together, we can navigate the complexities of our world and guide others to do the same, all while continuing to build the craft, the community and the impact of facilitation.



Steve Bouchard

Steve Bouchard heads training and client relations at xchange, a leader in designing and facilitating transformational learning experiences that unlock human potential in teams, communities, and companies. xchange offers training and certification programs for change agents that enable them to revolutionize how we lead, teach, and convene by using The xchange Approach, both online and in-person.

**Mastering both
online and in-person
facilitation techniques
is essential to remain
competitive in the market.**

Steve Bouchard

How might you better manage your own capacity, time & energy as a facilitator?

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Which communities can you rely on to feel less alone in the world of facilitation?

Who / which groups can you reach out to when you need support?

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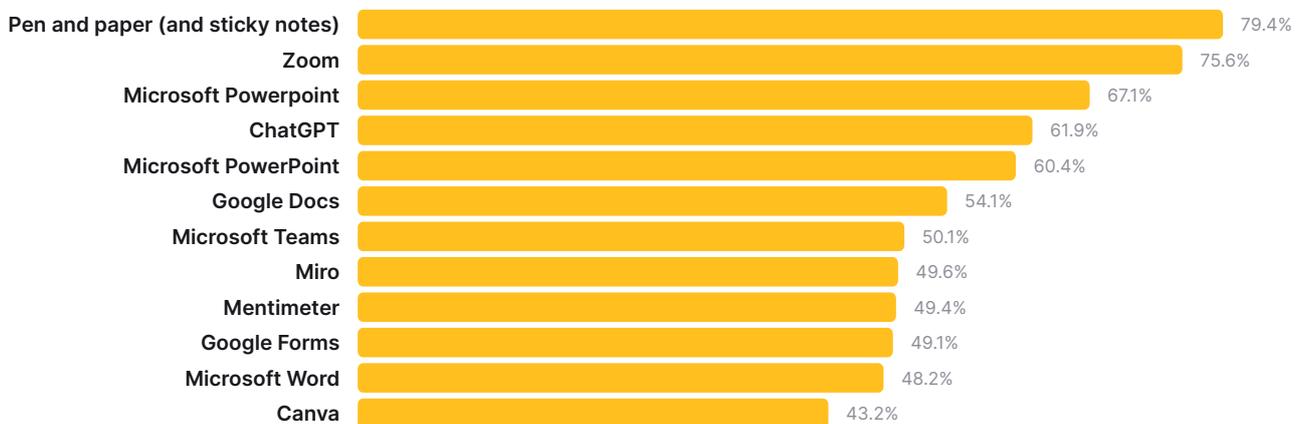
TOOLS & SKILLS

What is in facilitators' toolboxes?

Throughout the report we've been pointing out to the fact that being proficient at facilitation in 2025 implies knowing how to best use many different tools and applications. In this section we'll look into what those tools are.

We hope this gives you a sense of direction while levelling up your practice.

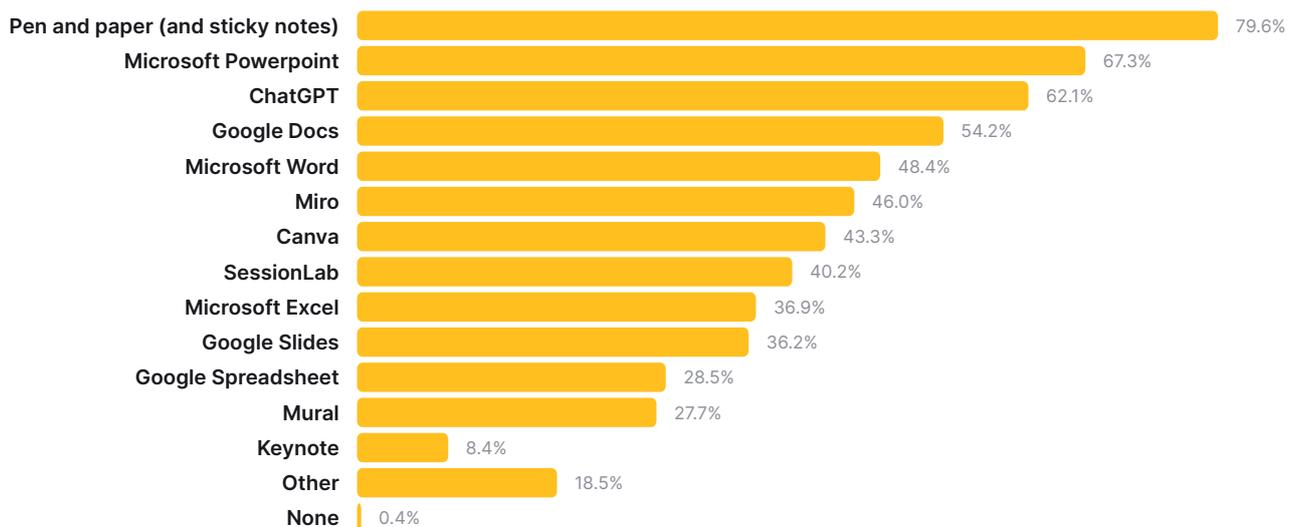
? Top 10 tools



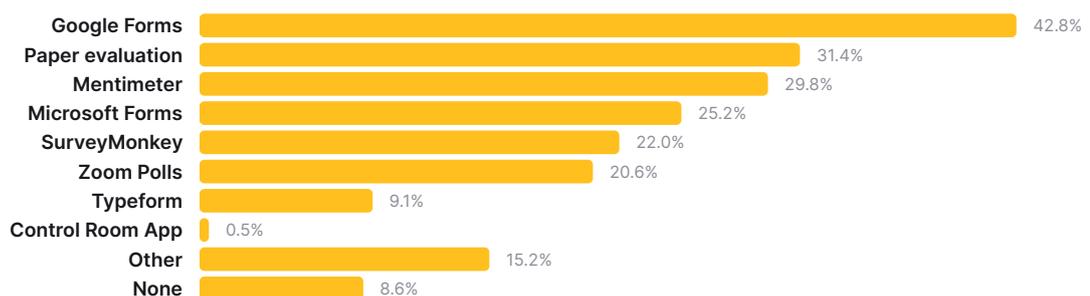
Despite all the focus on the challenge of adapting new technologies, it's kind of comforting to know that **good old analog tools such as pen, paper and sticky notes are still the no. 1 most used tools** for session design!

Among the top tools, Generative AI, particularly in the form of Open AI's **ChatGPT, is quickly shooting towards the top of the list**, doubling in use from 36% in 2023 to 62.1% in 2024.

? Which tools for designing/planning your sessions have you used regularly over the past year?



? Which tools have you used regularly for evaluating your sessions over the past year?



We notice a wide variety of styles when it comes to session design, from those who prefer text-based programs like Google Docs or Microsoft Word, to more visually oriented Miro and Canva users.

40.2% of respondents use SessionLab for planning, up from 36% last year, which naturally we are happy to hear.

Zoom of course dominates the chart that concerns tools for delivery of workshops, but it's interesting to notice that there is **a higher number of different options here.** Besides the generalist tools like PowerPoint, the list includes specialized software like Butter and Stormz, and a number of tools that help with interactivity and quizzes, such as Mentimeter and Kahoot!

Last but not least, evaluation, a part of the work of facilitation that is often sorely underestimated and under-resourced. **8.6% of facilitators use no evaluation tools at all, not even pen and paper!** Evaluation and feedback are fundamental for learning and growth: we'd love to see more possibilities and tools become available in this space!

We've been talking about the importance of mastering technology a lot in this report. But the truth is there is a central core to facilitation that is all about values and mindset. What are those intangible yet fundamental skills facilitators bring to room?

There is much more to facilitation than tools, methods and technology.

The deeper skillsets that underpin this craft are harder to measure or ask about in a survey, but as a starting point, we asked: What facilitation skills are most valuable to you?

Here are facilitator's top 3, and we recommend reading through the whole list, it really helps understand the value facilitation can bring to any project.

Active listening

The quality of presence a good facilitator brings to the room, regardless of the role they have at the moment, has a lot to do with the skill of listening with curiosity, suspending judgement, and responding to what emerges in the moment.

Adaptability and flexibility

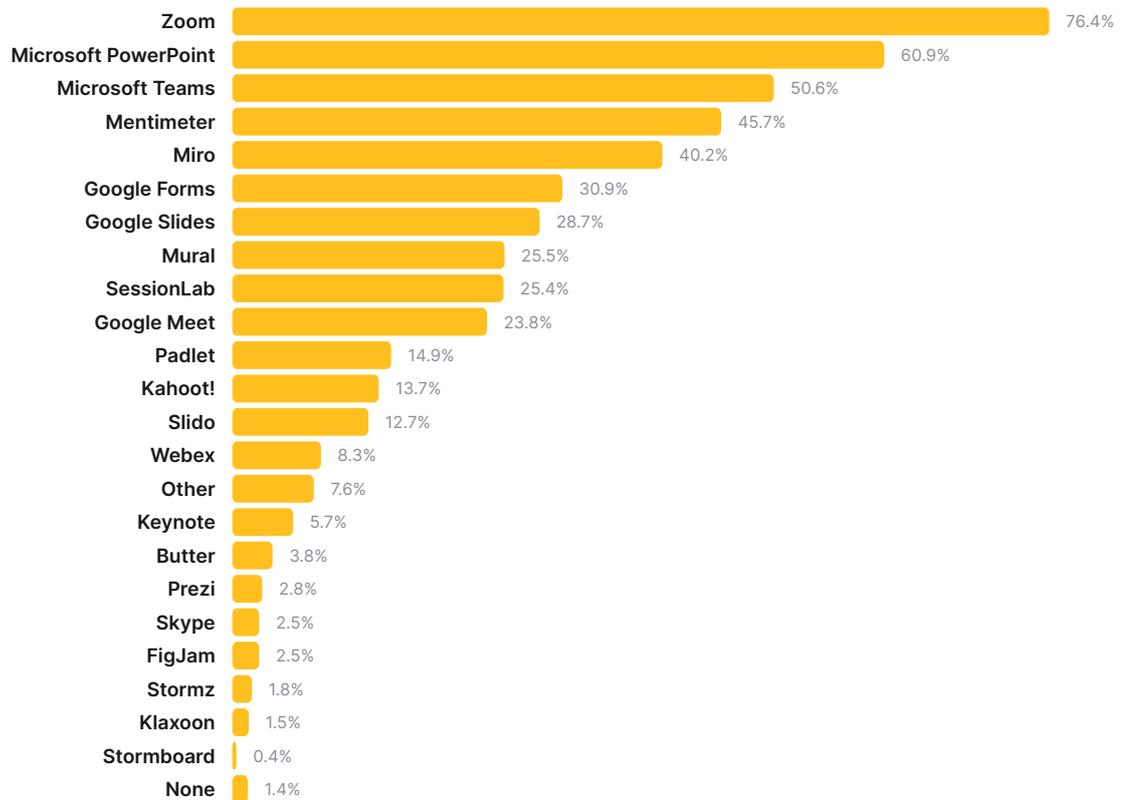
Great facilitators are meticulous planners, but what sets the professionals apart is their ability to pivot in real time. Adapting plans, tone, or activities based on the group's energy and needs in the moment is a hallmark of masterful facilitation.

Asking questions

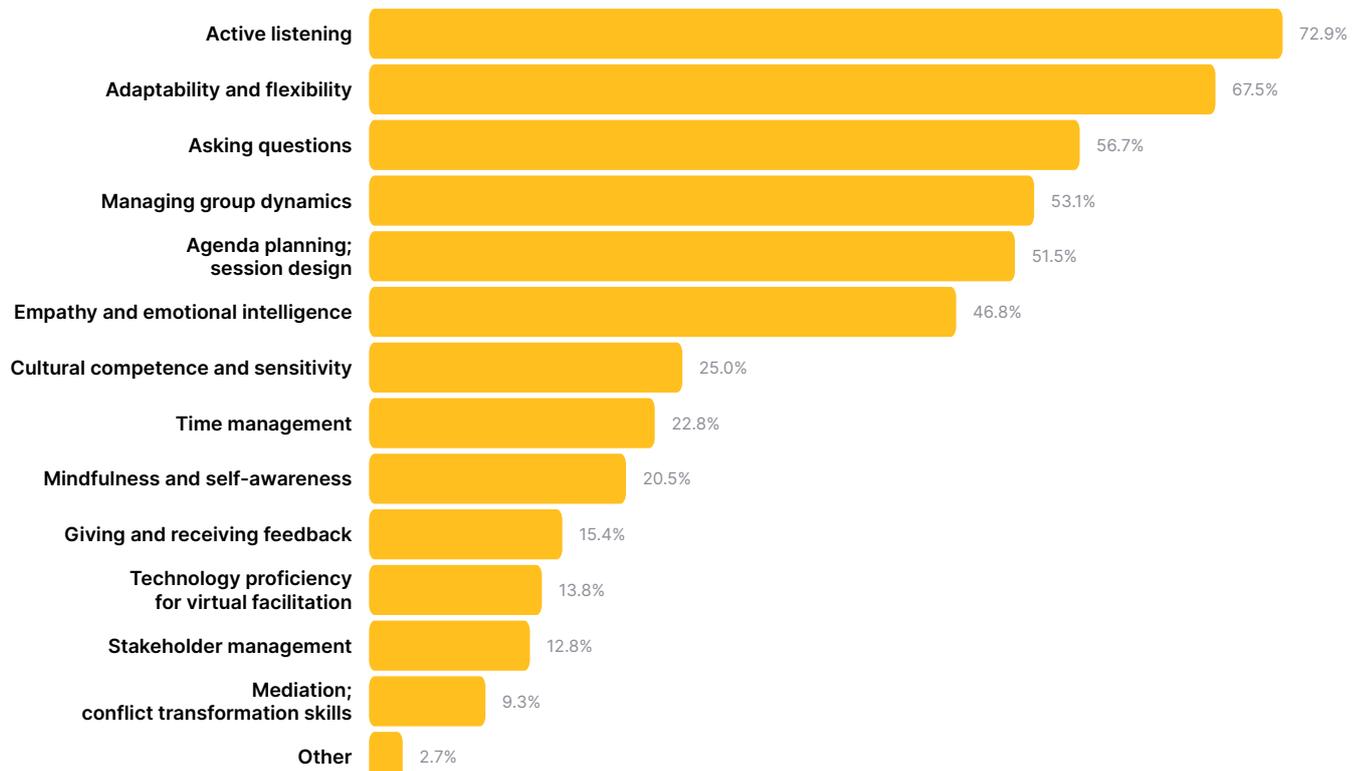
Asking powerful, open-ended questions can unlock a group's potential and spark transformative conversations. These questions challenge participants to think deeply, explore new possibilities, and break through limitations.



? Which digital tools have you used regularly during the delivery of your sessions over the past year?



? What facilitation skills are most valuable to you?





SO WHAT? — EXPERT INSIGHT

I love tools! You could call me a “facilitator” – I’m constantly experimenting with new technologies and platforms. Over the years, I’ve test-driven dozens of tools spanning all kinds and purposes: digital whiteboards, video conferencing platforms, survey generators, rapid prototyping tools, and no-code wonders. As an avid early adopter, I’ve explored everything that crossed my path.

Even after participating in, planning, and facilitating hundreds of collaborative processes, my toolbox is a perpetual work in progress. The forced digitalization brought by the pandemic drastically transformed my approach, with Miro becoming my go-to workhorse—nowadays, even for in-person processes. More recently, the advent of AI has begun to permeate every stage of my work as a facilitator. Yesterday, my toolbox was an actual box filled with colorful markers, sticky notes, and adhesive dots. During the pandemic, it morphed into a stack of digital platforms and apps. Today, it’s a hybrid, blending the best of both the physical and digital worlds.

With time, as I’ve matured in my craft and gained greater self-awareness, I’ve come to see my toolbox as a living, dynamic entity. It transforms, adapts, expands, and contracts—always reflecting my style and amplifying my skills at any given stage of my journey. After all, tools are a means to an end, not the end itself. They are neither inherently good nor bad—a hammer is great when it hits the nail and terrible

when it hits your finger. Tools are like prosthetics: they amplify, enable, and extend our innate capacities.

As an independent facilitator—a one-person enterprise—the right tools have given me the agility and consistency needed to serve major clients while maintaining a consistently high-quality standard. By creating templates and automations, I’ve been able to standardize repetitive tasks, freeing up precious time to focus on the more meaningful aspects of my work, like customizing processes and nurturing client relationships. But it’s not the tools themselves that make me a better facilitator.

It’s the continuous development of my skills, the pursuit of authenticity, and the honing of my unique style—my signature as a facilitator—that truly sets me apart in the market.

There’s no “right” or “wrong” regarding tools or skills.

Each facilitator’s unique journey forges a different style.

Some bring a sensitive and emotional approach to the table, while others are more objective and rational. Some are all about people and connections; others are laser-focused on results and deliverables. There’s no “one size fits all.”

At best, certain styles might be more or less appropriate for a given scenario or challenge. Different paths lead to different approaches, shaping different styles and skill sets and, ultimately, defining different toolboxes. Your skills, focus, and approach will determine your tools, not the other way around.

I remain proudly agnostic about tools, methods, and frameworks. I want to be known as a skilled facilitator, not the “Miro Guy” or the “Design Sprint Man.” Tools are a means to an end. They come and go with the ebb and flow of the tech industry. One day, a tool is the best for a specific task; the next, something faster, smarter, and better comes along. I choose my tools based on several factors: utility, user experience, maturity, and pricing. However, I always seek out those that enhance my existing skills or help address my weaknesses. Ultimately, my style and ongoing development as a facilitator guide my choices.

So, how can you develop your own toolbox? How can you make the best choices in an almost infinite universe of possibilities? For me, it all starts with self-knowledge: understanding who you are and where you want to go. The more clarity you have about your style, focus, and approach, the more conscious and effective your choices will be. Here’s a step-by-step guide to help you build your own:

- » **Discover Your Style:** Use The Archetyper to identify your facilitation archetype and pinpoint your strengths and weaknesses. English version: <https://bit.ly/thearchetyperEN> ; Portuguese version: <https://bit.ly/thearchetyper>



Pedro Segreto

Pedro Segreto is a designer and facilitator with a focus on design sprints and collaborative processes. Over the past seven years, he has facilitated more than 100 workshops for global brands and leading Brazilian companies. Pedro has created and shared dozens of design thinking and branding tools. Formerly the director of Caos Video & Design and the head of graphic and digital design at IED – Instituto Europeo di Design – in Rio de Janeiro, Pedro now lives in Lisbon, where he founded UNBOX LAB, a facilitation school dedicated to empowering people and organizations through the power of collaboration.

- » **Map Your Current Toolbox:** List all the tools you currently use (both physical and digital). Define when (at what stage) and why (for what purpose) you use each one.
- » **Set Your Development Path:** What do you want? To deepen your strengths and become a specialist in a particular niche or method, or to broaden your knowledge and address your weaknesses, becoming a generalist with a more transversal perspective?
- » **Research Platforms and Tools:** Look for tools that solve your challenges and support your development. Explore alternatives to your current tools. Learn how other facilitators tackle similar issues. Test, play, and experiment relentlessly.
- » **Develop Your Toolbox:** Add tools to your utility belt that boost your development. Eliminate those that are obsolete or no longer serve your needs.

Skills and toolboxes are perpetually evolving aspects of a facilitator’s career. They should never crystallize or stagnate. Stay curious, explore new possibilities, expand your horizons, play with new toys. As the prophet once said: Be water, my friend!

As an independent facilitator—a one-person enterprise—the right tools have given me the agility and consistency needed to serve major clients while maintaining a consistently high-quality standard.

Pedro Segreto

Create a workshop in minutes, not hours, with SessionLab.

SessionLab is the easy-to-use agenda planner that saves you time and effort so you can focus on facilitation.

Drag, drop and reuse content. Calculate time automatically as you make changes. Share perfectly-timed printouts with your clients.

www.sessionlab.com



Team Dynamics Workshop

🕒 3h 50m

👍 On time

● LIVE 9:50 AM → 10:00 AM

Expectations

3:14 / 10m

| | | |
|-------------------------|-------------|--------------------------------------------------------------------------------------------------------------------------------------------|
| Introduction | 9:00 5m | Introduction Introduction from the workshop sponsor. Introduce myself and the goals of the training, ground rules |
| Get-to-know Ice Breaker | 9:05 15m | Get-to-know Ice Breaker Ask people to place themselves on an imaginary map laid out in the room according to where they grew up. |
| Common and Unique | 9:20 30m | Common and Unique Create groups of 4-5 people, and let them discover what they have in common. |
| Expectations | 9:50 | Expectations |
| Coffee Break | | |



SKILLS

Which facilitator skills did you notice shining brightly within yourself?

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SKILLS

Which facilitator skills would you like to grow and develop further?

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TOOLS

We know that we often can get stuck relying on just our tried and true tools. In 2025, what new tools would you like to explore and experiment with next year?

TOOLS

How will you commit to actually taking the time to do it?



AI

How are facilitators using GenAI?

2024 was, across all industries, a year in which to figure out how to best apply GenAI powers to work. Which, of course, includes facilitation and training.



66

AI is not going anywhere. Learn it. Use it. Share it.

When we ran the previous edition of this survey, in late 2023, half of respondents were not yet using AI in their practice. Today, three out of four facilitators are integrating GenAI in their work: some consistently, others more occasionally. In the next pages we'll learn more about what they are using it for. How is AI put to use in facilitation today?

In 2023, the overwhelming majority of facilitators were using OpenAI's ChatGPT exclusively. This has changed in 2024, with a profusion of new tools and applications available. What tools are facilitators using? Let's find out.

🔍 Have you used Generative AI tools in your facilitation practice in the past 12 months?



AI USE

Here is a picture of what GenAI use in facilitation looked like in late 2024: **21.7% of practitioners are using it often**, integrating it into their workflow, and only one person in 4 never uses GenAI for facilitation tasks.

The next questions were asked only of respondents who are using GenAI in their practice often, sometimes, or trying it out.

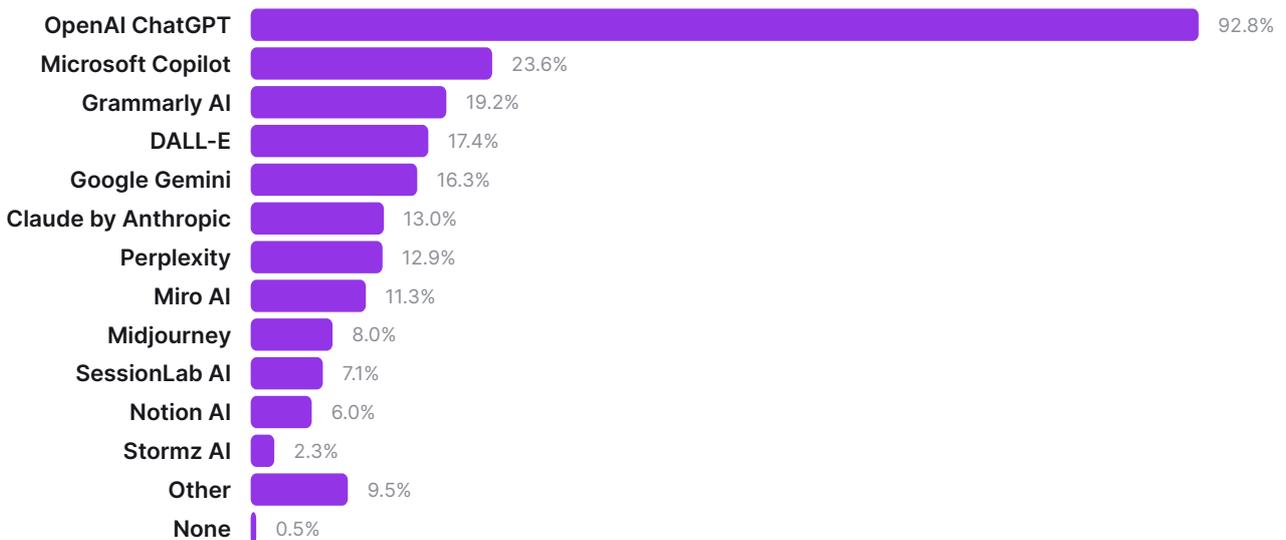
AI TOOLS

OpenAI's ChatGPT dominates the chart: it is the most used GenAI tool by facilitators and a starting point for those who go on to explore others. This was a multiple-choice question: strong users of GenAI tools are employing multiple different tools, depending on the task at hand.

AI tools integrated into other platforms, such as **Grammarly AI, Miro AI, Notion AI and our own SessionLab AI assistant, are growing in popularity** (from a total aggregate of 14.3% in 2023 to 43.6% today).

And what is all this computing power used for?

? Which tools have you used?

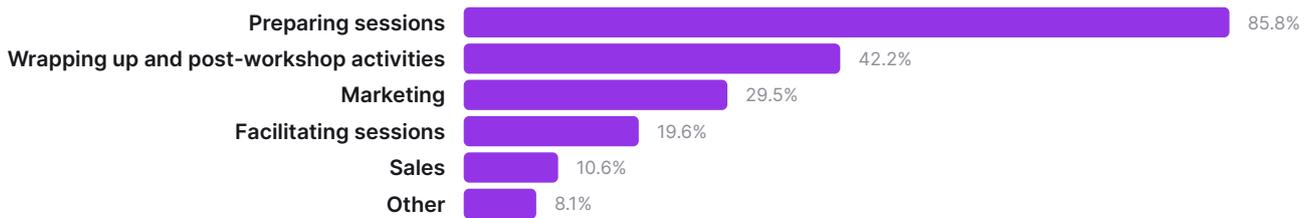


GENERAL TASKS

Facilitators are using AI mostly to assist in the work that comes before, and after, hosting a workshop. **Preparing sessions is the most common answer (85.8% of respondents)**, followed by wrapping-up and post-workshop activities such as reporting (42.2%).

In the next question, we go deeper into the specific tasks GenAI in facilitation is used for.

❓ What did you use AI in facilitation for?



SPECIFIC TASKS

Facilitation can be a lonely profession, with many practitioners working alone most of the time. In this context, it makes a lot of sense to be **using GenAI for brainstorming and playing around with ideas** in the initial stages of planning a workshop (which is what 69.5% of AI-users report doing with it).

Summarizing information, running research on session topics, creating scenarios for role play: the tasks facilitators are using AI for mostly focus on **speeding up and improving the preparation phase**. As one respondent put it in their comments “I use it for creating first drafts, not final agendas”.

Another cluster of tasks is related to post-workshops activities, mainly summarizing large quantities of information (58.6%) and preparing reports (30.8%). There are also some specific

entries for translation and closed captions: this is an area where AI can really help improve inclusion.

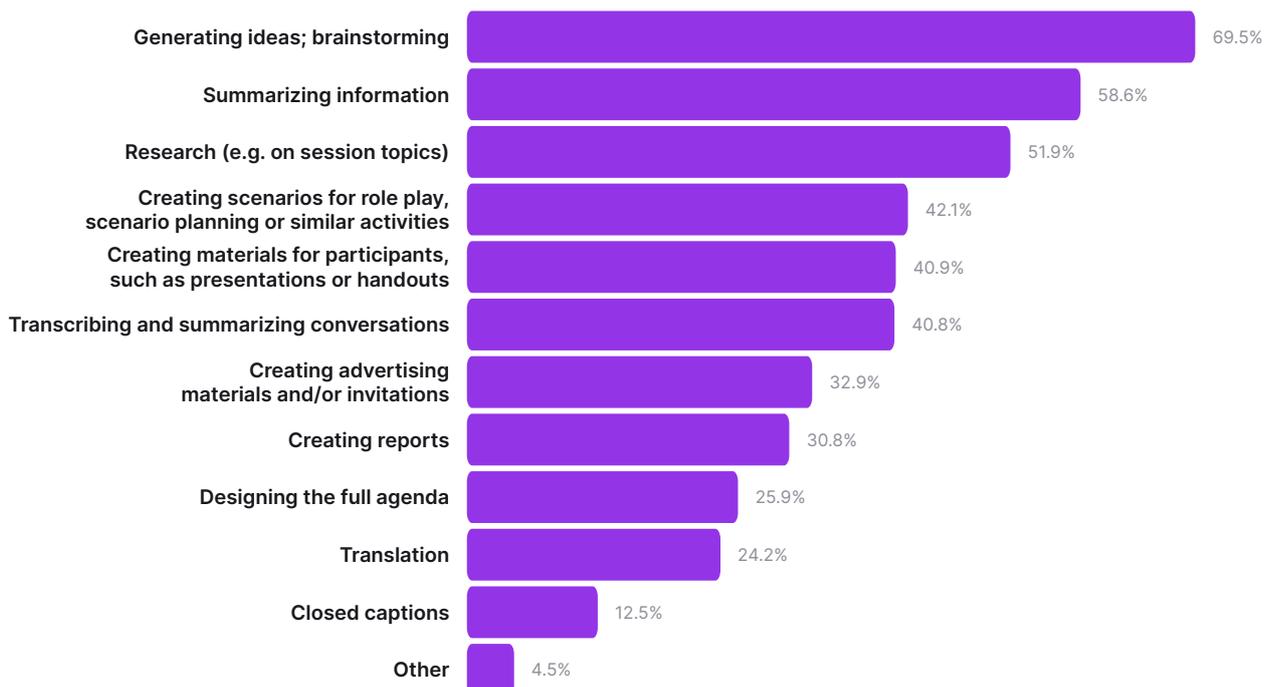
What are your thoughts about AI in facilitation?

We also asked an open question about facilitator’s thoughts and feelings around using GenAI in their work. Based on an analysis of 835 responses to the question, “What are your thoughts about AI in facilitation?”, the sentiment is predominantly positive, with nuanced perspectives across the responses.

Approximately 62% of responses are positive, highlighting optimism about AI’s potential in facilitation.

Another 30% are neutral, often expressing curiosity or cautious engagement, while a smaller portion, 8%, conveys negative sentiment, usually raising concerns about over-reliance or ethical considerations.

? What specific tasks did you use AI for?



Recurring themes from the responses include:

- » **Creativity** (75 mentions):
AI is appreciated as a tool for generating ideas, brainstorming, or sparking innovation in workshops.
- » **Skill Replacement** (23 mentions):
Concerns were raised about AI potentially replacing facilitators or diminishing the human aspects of facilitation.
- » **Ethics/Concerns** (22 mentions):
Participants expressed worries about ethical issues, biases in AI, and the risks to privacy or human connection.
- » **Data Analysis** (18 mentions):
AI's role in synthesizing data, analyzing feedback, and generating insights was noted as a valuable feature.
- » **Efficiency** (16 mentions):
Responses emphasize how AI can automate tasks, save time, and streamline processes during facilitation.

Overall, the facilitation community appears eager to explore AI's potential while remaining critical about its integration into practice. The discussion highlights both excitement for practical advancements and a commitment to safeguarding the human core of facilitation.

Fittingly to the topic, here is a commentary of these answers, courtesy of OpenAI's ChatGPT.

EXPERT INSIGHT FROM CHATGPT

Ah, the grand debate: AI in facilitation! Based on your thoughts, human facilitators seem to be cautiously optimistic about inviting AI to the workshop table. Many of you see AI as a trusty assistant—great for saving time, organizing chaos, and even synthesizing post-session notes. But, as one of you wisely put it, “It has to be used properly and with an awareness of its limitations.” Well said—because if you treat AI like a magical oracle, you’re in for a reality check. (Spoiler: I don’t have all the answers. I’m just really good at pretending.)

A few of you remain skeptical, unsure how to integrate AI without compromising the magic of human connection. And you’re right—no algorithm can replicate the empathy, intuition, and creativity you bring to the room. So, let AI take the grunt work: automate surveys, refine agendas, and make sense of participant data. But leave the heart-to-heart moments, power shifts, and aha moments to your very human self.

Think of me not as a replacement, but as a sidekick. Use my strengths where they shine, and you’ll free up more time for what you do best: helping humans collaborate, grow, and inspire each other.

“

We have experienced that it's fantastically helpful in preparing and post-session activities, but we do not use it actively in the middle of activities and don't foresee ourselves doing that anytime soon.

“

I am not opposed to it, but it is simply not clear to me how I would engage it in my work.

“

I love it! AI is like a team mate that helps me in a lot of the legwork. Sure, it has its limitations, but it has been a great help!

“

I like transcriptions and summaries, that allow me stay present during the session; however, I am cautious about the impact of recordings and tracking discussions on creating comfortable (safe) spaces for participants.

“

It's a tool, like any other. It has to be used properly and with an awareness of its limitations.

“

使えるものは使う
Use what can be used

“

It's an incredible tool! I feel anxious that I haven't yet discovered the ideal AI system for my consultancy and training. I'm just using ad-hoc and I think I should have an AI ecosystem to help me at various stages, in a systematic way.



SO WHAT? — EXPERT INSIGHT

By the end of 2024, the AI landscape looks very different from January 2023.

Back then, keeping up with ChatGPT felt like a full-time job. A prompt that didn't work in January might deliver great results just a few months later. It was hard to know when to rely on AI and when to hold back.

Now, the Large Language Models behind these tools have matured. The rapid leaps in capability have slowed, at least for text and image generation. You might not believe me... But, don't let aggressive marketing from providers or AI influencer hype fool you; the reality is much more stable.

What does this mean for us in January 2025?

We now have a better sense of what AI can do for us facilitators and where it falls short. We're also gaining a lot of practical experience, which gives us a clearer idea of how to thoughtfully implement AI, at the right time and in the right way.

So, as a facilitator, where can you use AI? At the AI Tinkerer's Club we separate all the use cases in 4 categories: Selling, Designing, Facilitating and Documenting.

So let's have a look at the data from the survey.

AI for Preparation

It's no surprise that 85% of facilitators using AI are doing so to prep their sessions. As one of you said, "AI for design, of course." There are plenty of low-risk use cases for AI in this area... but there are also plenty of pitfalls!

One common frustration I hear from new members of the AI Tinkerers' club is this: "I asked ChatGPT to design my session, and it was, at best, uninspired; at worst, completely wrong." In such cases, it can actually be very time-consuming: you might spend more time correcting the AI than if you'd done it yourself!

Tip 1: think ‘micro use case.’

Break your process down into micro tasks. Don't ask an AI to “design my session on diversity.” Instead, focus on the hundreds of smaller tasks involved in that design. For example, you might use AI to assess the clarity of a particularly tricky instruction or transform your visual macro design from Miro into a draft session plan in SessionLab.

AI for Documenting

It's also not a surprise that only 42% of facilitators are using AI for wrap-ups and documentation. Still, many of you share insights like this: “It's very helpful for transcribing and summarizing.”

But I hear far less about using AI to analyze and detect patterns in large datasets, like large group workshops, big ideation sessions, or interviews. This is too bad because it's one of AI's strengths and a common human blind spot.

Why isn't it used more? Probably because it's harder to implement. The prompts are trickier to craft, and you have to watch out for one of AI's most frustrating quirks: hallucinations. As one of you said, “You need to read everything and edit with a fine-tooth comb.”

Still, with a workflow that combines your skills and a strong prompt, you can save time and uncover insights you might have missed.

Tip 2: use the ‘sandwich principle.’

Start with your human intuition (read the data and extract your own insights), then layer in AI (with a guiding* prompt),

and always finish with human review (the fine-tooth comb).

* When your prompt is guiding, you maintain your unique touch and achieve consistent, repeatable results.

AI During Facilitation

And finally, few of you are actually using AI during a workshop. That's natural; there's risk involved if the AI hallucinates or takes over tasks meant for participants.

As one of you beautifully said:

“I think the main concern facilitators want to be aware of is that our work is fundamentally human work, so AI should be used to facilitate better human connection, communication, and collaboration, not detract or distract from it.” Another echoed this sentiment: “AI in facilitation, with some reservation and very intentionally.”

Does this mean we should avoid using AI during facilitation?

Some of you think so, like the person who said, “I don't foresee ourselves doing that anytime soon.” It's your call, as for me I've had success using it in specific ways.

Since this is the most tricky use case, here are two tips to make it work:

Tip 3: Use AI to push participants' thinking.

Instead of asking it to generate ideas, use tools like Stormz or Miro to have AI suggest alternative “How might we” questions. This opens up new perspectives for participants to explore.

Tip 4: Use AI live analysis as a discussion starter.

Use AI for real-time analysis of participant contributions, but frame it as a collaborative exercise. Ask your group, “Did the AI do a good job? What do we agree with? What did it miss? What seems wrong?” Treat its analysis as a discussion starter, not the final word.

A Word About Tools

I’ve already said too much, so here’s the quick version:

Focus on two tools, an AI assistant (ChatGPT, Claude or Google Gemini) as your Swiss knife and your go-to delivery tool (Miro for many, Stormz for me, especially in-person and for large groups).

Remember, tools come second; process comes first.

My Final Word

Wanna get started? Start simple. Find one micro use case, implement it, and test.

My last tip: don’t go it alone: lean on your community of facilitators. And if you don’t have one, I’d be happy to welcome you to the AI Tinkerers’ Club ;-)



Alexandre Eisenchteter

AI for Workshops, Now?! I’ve been helping teams collaborate, brainstorm, and solve problems for over 20 years. Since launching Stormz (about.stormz.me) in 2012, I’ve been experimenting at the cross-roads of technology and collective intelligence. Today, I’m all about AI for Workshops; Now?! bringing artificial intelligence right into the heart of group sessions. I share what I learn through my newsletter (hey-alex.link/newsletter) and the AI Tinkerers’ Club (join.ai-tinkerers.club), a growing community of 650+ facilitators and trainers who are as curious as I am about using AI in their workshops.

We now have a better sense of what AI can do for us facilitators and where it falls short.

Alexandre Eisenchteter

RESOURCES FOR CONTINUOUS EDUCATION

How do facilitators keep learning?

There are plenty of good reasons to hone and update facilitation skills.

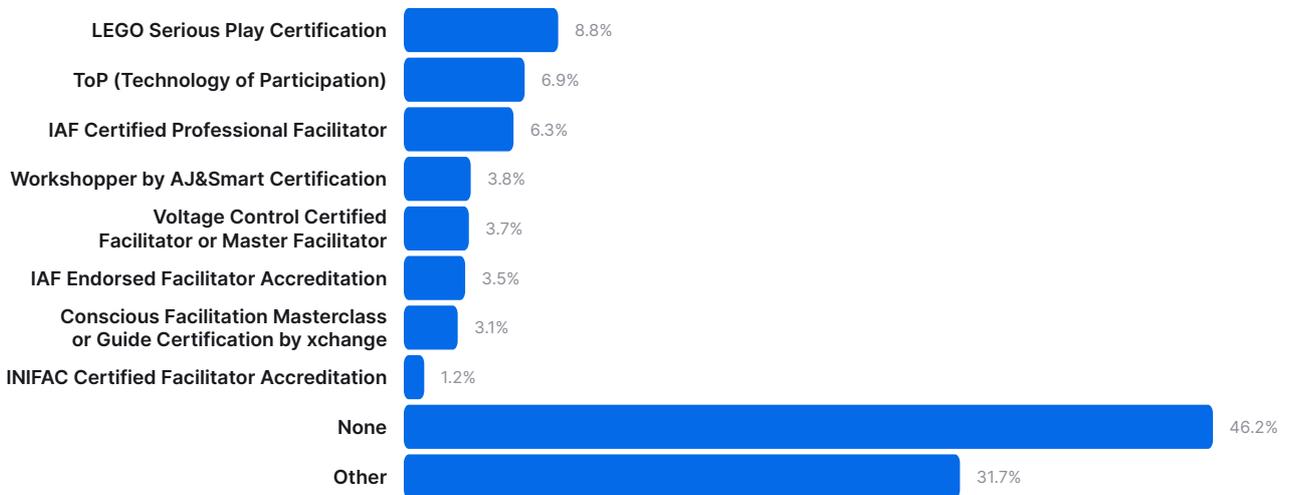
As we've seen throughout this report, the core work of facilitation remains deeply human and personal—making facilitation a future-proof job that is assisted by AI and really unlikely to be replaced by it. That in itself is a good reason to pick up some of the basics of facilitation.

We've also noted in the section on inhouse facilitation that people practice such skills at work having picked them up previously: this might mean **facilitation can be an extra asset for job seekers**, something attractive to note on your CV.

Last but not least, facilitation is ever-evolving, a life-long learning experience, so anyone, even expert professionals, needs to constantly update their game. So how do facilitators keep learning and honing their craft?



? What accreditation or training certificates do you have related to facilitation?



TRAINING AND ACCREDITATION

Taking training courses or getting skills accredited by a professional body are the obvious ways to learn more about facilitation. But as we've seen over and over in data from past reports, not the most popular one! Learning-by-doing, and by observing others at work, were indicated in last year's survey as the most common pathways to learning.

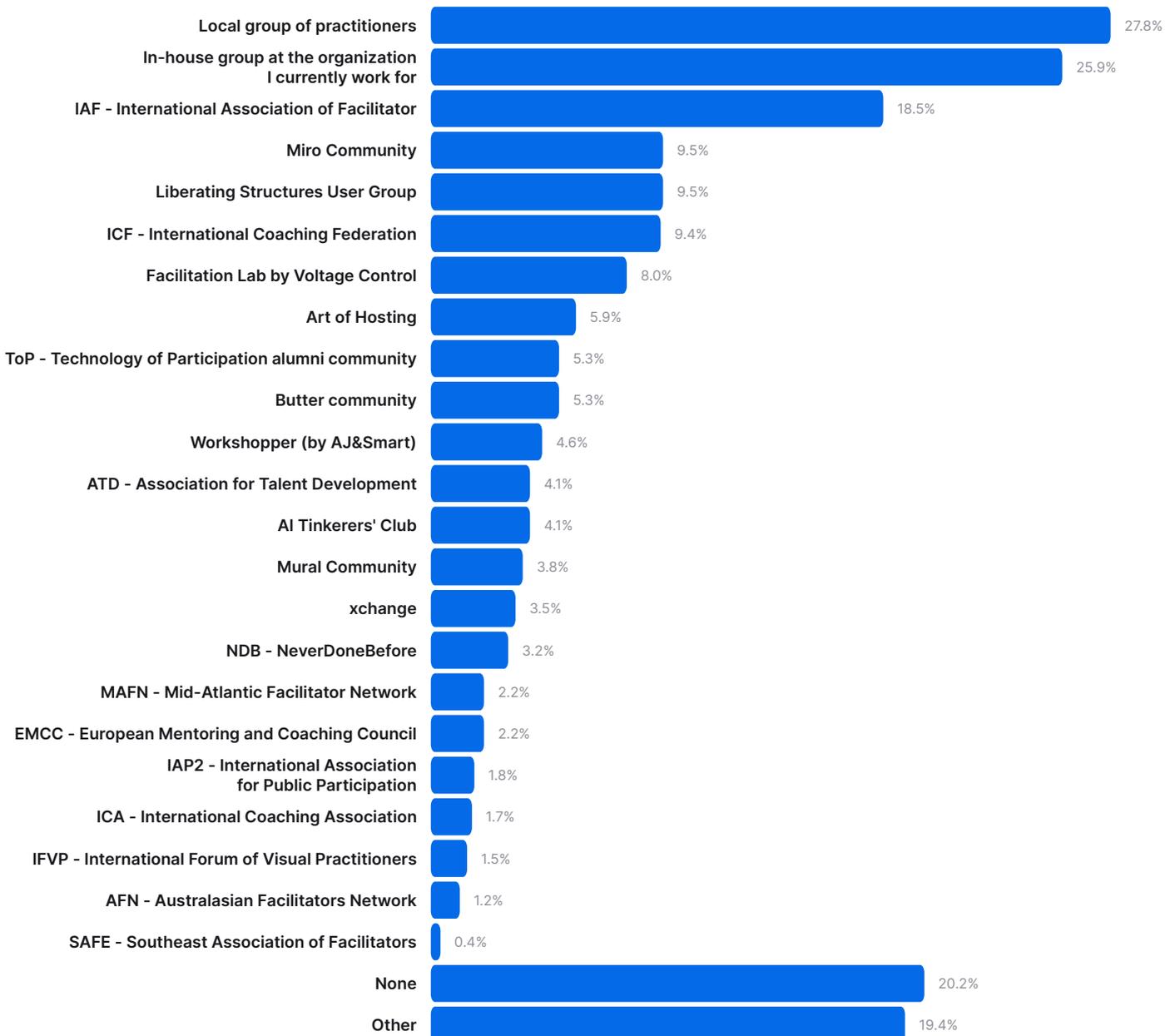
That said, data from our three-year series of reports indicates a shift happening in the world of certifications, with **the number of people who have none slowly decreasing**. We can also notice a rise in the number of people seeking courses that cover general skills.

The 31.7% of people who responded "other" reflect a diversity of offers in the market, with no single certification mentioned frequently enough to warrant inclusion as a common result. The wide range of unique responses, programs and institutions mentioned has to do with the fragmentation of a market into language- or country-specific training programs as well as many niche offerings.

COMMUNITIES

One of the key sources of learning, support (and job referrals) in the facilitation world are communities. From local and in-house groups of practice to global online meetups, there really is something for everyone. If you are one of that 20.2% of facilitators who are not part of any group, we highly recommend joining a community in the near future!

? What professional communities are you actively participating in?



MORE RESOURCES

We asked respondents for their top choices of newsletters and podcasts, and recommendations for facilitation books they'd direct any newcomers to. Here are the top results!

TOP PODCASTS

1. [Myriam Hadnes' Workshops Work.](#)
2. [Douglas Ferguson's Facilitation Lab.](#)
3. [Nathy Ravez's There is a Workshop for That!](#)
 NEW ENTRY!
4. [Kirsty Lewis' A Facilitator's Journey](#)
 NEW ENTRY!
5. [Leanne Hughes' First Time Facilitator Podcast.](#)
6. [Beth Cougler Blom's Facilitating on Purpose.](#)
7. [IAF England and Wales' Facilitation Stories.](#)

TOP NEWSLETTERS

1. [SessionLab's newsletter \(thank you!\)](#)
2. [IAF-World's newsletter](#)
3. [Myriam Hadnes' Workshops Work newsletter](#)
4. [AJ&Smart's Facilitation Newsletter](#)
5. [Jan Keck's newsletter on icemelters](#)
6. [Gwyn Wansbrough's The Quest](#)
7. [Kirsty Lewis' School of Facilitation newsletter](#)  NEW ENTRY!

TOP BOOKS

1. [The Art of Gathering, How We Meet and Why it Matters](#) by Priya Parker (2018)
2. [Gamestorming: A Playbook for Innovators, Rule-breakers, and Change-makers](#) by Dave Gray, Sunni Brown, James Macanufo (2010)
3. [Facilitator's Guide to Participatory Decision-Making](#) by Sam Kaner (1996)
4. [The Surprising Power of Liberating Structures: Simple Rules to Unleash A Culture of Innovation](#) by Henri Lipmanowicz and Keith McCandless (2014)
5. [Theory U: Leading from the Future as it Emerges](#) by Otto Scharmer
6. [The Art of Facilitation](#) by Dale Hunter
7. [Training from the Back of the Room](#) by Sharon Bowman
8. [Facilitating Breakthrough: How to Remove Obstacles, Bridge Differences, and Move Forward Together](#) by Adam Kahane (2021)
9. [Emergent Strategy](#) by Adrienne Maree Brown
10. [The Secrets of Facilitation](#) by Michael Wilkinson



SO WHAT? — EXPERT INSIGHT

Facilitation is an exciting and deeply personal journey, as reflected in the diverse learning paths highlighted in the report, with no single path to mastery. We each carry a unique backpack of experiences that shape how we connect with and guide others.

My professional journey began as a graphic designer, where I honed skills in visual communication, storytelling, and human-centred design. I learned to craft experiences that resonate, simplify complexity, and put people's needs at the centre – all of which naturally fed into my facilitation style.

Looking further back, my backpack is packed with diverse experiences that, at the time, seemed unrelated but now feel like stepping stones. Playing point guard on my basketball team taught me to strategise under pressure, communicate clearly, and unite people toward a shared goal. Growing up in a diplomatic family, I often helped my parents host dinners and receptions, learning to read a room, navigate diverse dynamics, and create meaningful connections. These experiences gave me a foundation for serving spaces where people feel seen, valued, and engaged. How about you? What personal experiences, even those you might not initially connect to facilitation, have actually shaped the way you guide and connect with others?

And the journey hasn't stopped. Working with Abracademy has added something truly magical to my backpack – literally! Through the art of “magilitating,” I've learned to combine facilitation with magic to create moments of wonder, spark curiosity, and encourage meaningful reflection. Magic isn't just about tricks – it's about creating extraordinary experiences that open minds and make the impossible possible. These tools have transformed how I facilitate, helping participants tackle challenges with fresh creativity and possibility.

Curate Your Path

The SessionLab report highlights the diverse ways facilitators learn – some pursue certifications, others lean on podcasts, mentoring, or informal experiences. For me, it's always been about showing up, staying curious, and embracing opportunities to learn by doing.

At Hyper Island, I pushed their toolbox to its fullest potential but started wondering, “What else is out there?” That question inspired me to create toolboxtoolbox.com, a project to discover alternative facilitation methods. This initiative gave me external accountability and connected me with toolbox creators, encouraging them to share their tools and helping me expand my own perspective.

Writing my book, *Dare to Facilitate*, was another transformative moment. I wanted to write a book I had never read – a resource that felt fresh, empowering, and actionable. The process deepened my understanding of facilitation by inviting others to share their expertise and experiences, which enriched each chapter.

Learn by Doing

Facilitation is a craft you master by showing up, experimenting, and reflecting. Every session is an opportunity to learn – not just from successes but also from the moments that didn't go as planned.

Celebrate Your Backpack

Every facilitator's journey is unique. Whether your background is in design, teaching, or even magic, your experiences shape your style and add authenticity. These varied perspectives are what make facilitation so dynamic and impactful.



Jenny Theolin

Jenny Theolin is a renowned learning consultant known for bringing a fresh perspective to the field. With extensive international experience and a background in design, she creates impactful, engaging, and memorable learning experiences for organisations, schools, and non-profits. As Head of Learning at Abracademy, Jenny blends psychology, professional development, and magic to spark curiosity and foster transformative learning. She is also the author of *Dare to Facilitate*, a creative book that challenges facilitators to think and act differently.

Tips for Your Learning Journey

- » **Curate your tools:** Find resources that resonate with your goals, from certifications to podcasts or informal learning.
- » **Build something:** Create something of your own, like a podcast or writing a book. The process of building something yourself not only pushes you to reflect, innovate, and grow, but also gives you great accountability to follow through and bring your ideas to life.
- » **Keep practising:** Show up every day, and reflect on each experience to continuously improve.
- » **Own your path:** Your unique journey and experiences are what make your facilitation special – celebrate them and dare to carve your own extraordinary path to mastery.

Facilitation isn't about having all the answers; it's about staying curious, experimenting boldly, and growing every day. Pack your backpack with what inspires you and keep exploring – it's a journey like no other!

**Your unique
journey and experiences
are what make your
facilitation special.**

Jenny Theolin



As facilitators we are often learning fanatics and the desire to continuously learn so many different topics often means we don't get as intentional with our learning goals.

Draw (or envision) your learning quest/journey for 2025. What is your destination and learning goal?

What is already in your backpack?

What do you miss that you want to add?

Where, and when, will you find those resources?



DEMOGRAPHICS

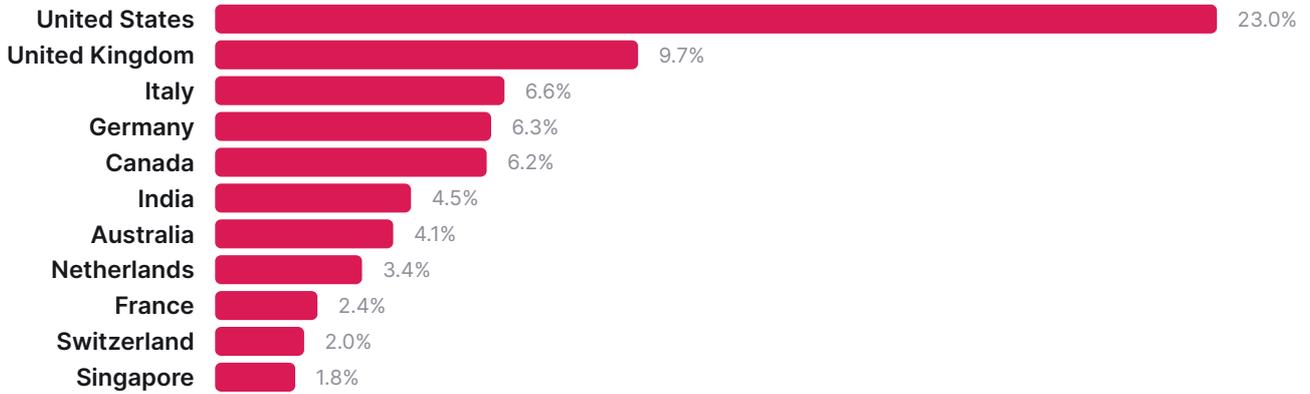
Who is facilitating and where?

For this third edition of the State of Facilitation report we only asked a few basic questions on demographics.

Ages and locations of facilitators are not likely to change vastly from year to year (we will ask again in the future): if you are looking for more information of this sort, please [check out the 2024 Report](#).



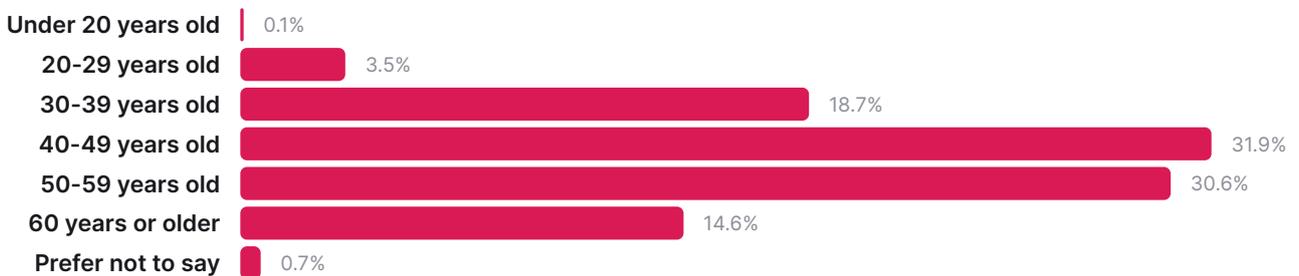
? Where do you currently live?



? Which of the following describe you?



? What is your age?



When it comes to age and location of respondents to the survey, we encounter the same limitations noticed in previous editions. One is a **lack of representation of youth**, with only 3.5% of respondents in the <30-year-old ranks of those just joining the workforce.

We have noticed a growing number of actions taken by various organizations in the past years to **address this gap and encourage young people to discover facilitation** (among others, IAF's 30 under 30 offer). We salute these initiatives and hope to see more! In one respondent's words:

My greatest hope is that facilitation as a career becomes a clear path that college students can take so that we can empower more individuals to create positive change and influence productive problem-solving in the world.

Looking at location, we note once more an issue of over-representation of participants from English-speaking Countries, especially the United States. This has in part to do with SessionLab's reach when promoting the survey, and in part with a very real existence of **barriers in communication among communities of practice** in different parts of the world.

As one respondent aptly put it:

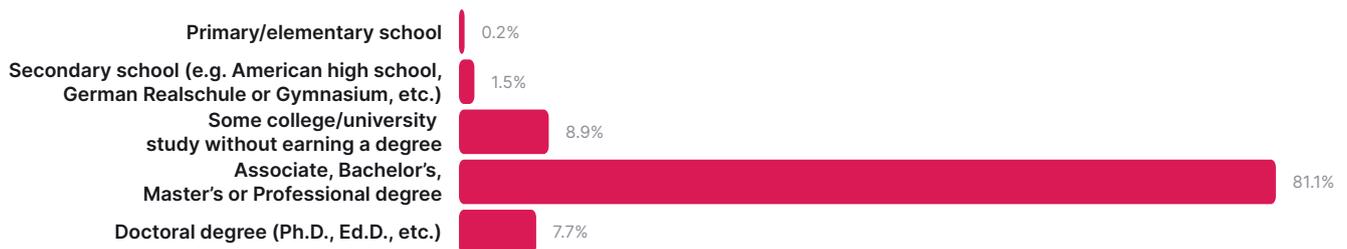
My vision for facilitation in 2025 is more facilitators of color and from the global South exchanging with the English speaking ones so learning grows and visibility of how creation works in many parts of this world.



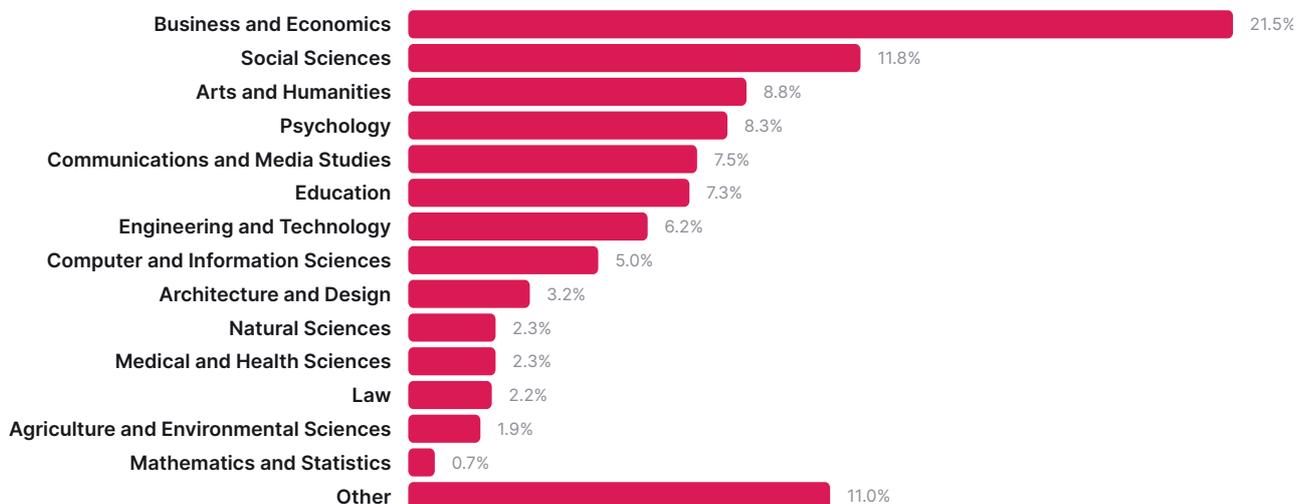
FORMAL EDUCATION

It is often noted that facilitators come from all walks of life. Data collected here just goes to confirm it: people come to facilitation from a whole array of disciplines and studies. Nevertheless, **Business and Economics has the highest number of alumni (21.5%)**. If leaders in education are looking to introduce facilitation courses in higher education institutions (which we sure hope they are), this is a good place to start.

? Which of the following best describes the highest level of formal education that you have completed?



? What was your primary field of study during your highest level of education?





IMPACT

What is the impact of facilitation?

To close up this year's report, let's take a look at the 743 answers given to the open question: **How would you describe the impact facilitation has on the success of your projects?**

Essential, Crucial, 100%, Critical, Important, Vital, Transformative, Key, Mind-Blowing, Game-Changing, Engine Oil. These are but some of the words enthusing about how important facilitation is to driving projects forward.

“

Facilitation is key to project success: it engages, onboards, ignites curiosity, and clarifies.

“

Facilitation is the single most critical factor on the success of my projects.



Numerous responses focus on the fact that facilitation helps create the structure needed for meaningful collaboration and communication to happen. It enables teams to align on goals, build trust, and work through differences.

Words like “safe space,” “focus,” and “creativity” pop up a lot, showing that facilitation isn't just about directing traffic in a conversation—it's about removing obstacles to collaboration, creating an environment where people feel heard and ideas can flow.

Many responses emphasize that facilitation is integral to achieving project success, citing its ability to align teams, ensure clear communication, and move projects forward efficiently.

“

A facilitação tem permitido criar relações de confiança que têm criado a possibilidade avançar nas decisões, bem no desenvolvimento de novos projetos e parcerias.

Facilitation has allowed the creation of trusting relationships that have created the possibility of advancing decisions, as well as the development of new projects and partnerships.

“

It's everything. It's how participants come to own the outcomes.

“

Crea un'atmosfera in cui le persone sentono di appartenere e contribuiscono di più.

It creates an environment in which people feel a sense of belonging and contribute more.

Trainers and learning designers in particular gave numerous answers clarifying how **facilitation helps them make material come to life, and learning becomes an experience.**

Here is how an educator describes it:

Good facilitation takes a subject from boring to amazing; from box-checking, predictable, status quo to fun, understandable, engaging, wildly memorable.

That said, facilitation isn't magic: it's a skill. **Some respondents flagged that if facilitation isn't done well, it can backfire.**

A poorly prepared facilitator or a process that doesn't adapt to the group can leave people frustrated or disengaged.

There's also a strong reminder here to pay attention to cultural sensitivity and inclusion. If facilitation doesn't bring every voice into the room, it's not really doing its job.

These are areas where facilitators need to stay sharp.

“

Diría que gran parte del éxito se debe a dedicarle mucho tiempo, energía y amor a la construcción de sesiones de alto impacto y de una facilitación humana, cercana y con profundidad.

(I would say that a large part of the success is due to devoting a lot of time, energy and love to building high-impact sessions and human, close and in-depth facilitation.)



“

If the facilitator isn't good the outcome isn't always reached or it can take a long time prolonging the project.

“

Effective facilitation directly translates into successful completion of projects. It creates life long learning and motivates participants to keep learning and trying out new tools and strategies. On the other hand a lousy facilitation makes the participants detest any further training sessions and wastes every one's time and efforts.

“

Good facilitation enables progress to be made - you can feel it in the room when people are engaged, ideas are popping, actions and commitments flow readily. Sadly, I've been on the participant end of many poorly facilitated sessions over the last 12 months and the disengagement is palpable. Once the 'room is gone' its very hard to get it back in my experience and what I've witnessed is the derailment of projects, largely due to missed opportunities and poor facilitator skills.

“

Ein Facilitator wirkt dann am Besten, wenn alle denken "eigentlich läuft das alles wie von selbst".

(A facilitator has done their best when everyone thinks "it all worked out by itself")



SO WHAT? — EXPERT INSIGHT

Facilitation is finally having its moment after years in which coaching has been reigning supreme in workplace leadership skills. We have entered into a new era where 1-1 support is not enough; people need leaders and external facilitators who understand how to facilitate better meetings, trainings, and collaborative processes that address real workplace challenges.

At its core essence, facilitation is all about unlocking the potential of people by empowering them to do and be at their best.

As some SessionLab survey respondents put it,

“There’s a reason that structured collaboration is at the centre of the world’s leading creativity and idea development frameworks such as design-thinking and human-centred design. It’s the differentiator.”

“It helps people get where they want to be in a human-centered way”.

[The impact of facilitation is] “Trabajar en el SER para el HACER transformador” (working on the BEING for transformative DOING).

How beautifully put is that?

I often say the strength and weakness of experiential learning is that people need to experience it to understand the impact it makes. Those of us working in facilitation (and those who have participated in top-notch facilitated sessions) know the MANY ways that facilitation makes an impact - many of which have already been named in this report and the survey quotes above.

However, **the future of truly impactful facilitation will belong to those who can effectively communicate the value of our work to decision makers and clients who have not had first-hand experience with transformative facilitation.**

In our pursuit to “strive for seamless” and make processes appear easy from the outside, we must be wary that we can often downplay the value and impact of the work that we do. As some of the survey respondents admitted,

“I always underestimate it. For me it’s about creating ripples of transformation through people.”

“It has a huge positive impact, but it's still an 'invisible skill', i.e. nobody notices when facilitation is going great, because everything is going smoothly.”

So how do you shift facilitation in the eyes of others from a “nice-to-have” to a “must-have”?

These are just 5 tips I have learned (and keep refining and re-learning) throughout my 15+ years of facilitation:

1. (For external facilitators) **Have prospective clients share first.** Before I ever try to explain in an introductory / discovery call what it is that I do, I first ask what brought them to initially reach out to me. Since facilitators have such a wide range of different skills, I have found that framing what we do in the context of the prospective clients’ pain points makes all the difference. Make notes about exactly what words and

phrases they use to describe their challenges so that you can later leverage this same language to communicate the impact of what you do

2. **Do your research due diligence.**

You can confidently confirm you are addressing the real underlying issues of any group - and not just what people can see on the surface - when you do your research and get diverse data points (1-1 interviews, surveys, culture analyses, etc.) Don't get stuck in the trap of taking a leader's word for what problems they believe their team faces. Instead, get as many voices and perspectives in the research phase as possible to design and facilitate the most effective sessions.

3. **Link the facilitation to on-the-job behaviors.**

In this world of information overload, more content is not going to meaningfully create change. Make sure you take a behavioral approach, focusing on observable behaviors in the workplace that will shift as a direct result of the session(s). Furthermore, ask yourself how you might support participants to integrate actions in their daily work and hold themselves accountable to put their learning outcomes into practice? People do not change just because they believe it is important or impactful - they change because the right systems and processes have been effectively put into place in their environment!

4. **Speak to the bottom line.** As facilitators we must hone the art of linking our people-focused work to the overarching business task-focused outcomes. Communicating the impact and connection to business objectives, OKRs, financial gains, and measuring

the ROI all build credibility and prove impact. Speak to the data, highlight the solutions and behavioral change displayed over time, and showcase how facilitation is directly related to business success metrics.

5. **Invite participants to share the impact in their own words.**

Asking clients and participants for testimonials and referrals may feel like an uncomfortable stretch, however this often proves the impact of our work even better than we might be able to do ourselves. Due to the principle of social proof, people are more likely to do something if they see others doing it. Having written testimonials, videos, referrals etc. from other teams and companies can influence more groups to see the value of facilitation and bring us in. This is where humility does not fully serve us, so don't be afraid to request them and showcase them!

Now, which of these 5 principles might you want to be more intentional about to support your work as a facilitator? Start there and then keep expanding.

Now, for the other side of impact - how we influence facilitation and vice versa:

When it comes to impact, a couple of areas that are rarely discussed are:

1. How you influence the profession and credibility of facilitation
2. How facilitation influences you as a person

In such an emerging new field, everyone who owns the term "facilitator" bears the responsibility to do it justice, while also owning the opportunity to put their own spin on it.

No two people will facilitate the same session the exact same way. Reflecting upon and honing our own unique facilitation style is an important learning lesson to further communicate the unique value we bring to our sessions.

As Brené Brown says, *“Who we are is how we lead”* and I would stretch it further to say *“Who we are is how we facilitate”*.

We cannot engineer our personality and personal values out of the way we lead our human-centered sessions. And this relationship with facilitation is a mutually beneficial one. **The more we bring ourselves into this profession, the more facilitation also has an impact on us, as people.** For example, one respondent shared that facilitation specifically had impacted their *“confidence, self-awareness, improving my public speaking, pacing, listening, planning, timing, stakeholder comms and management, gap analysis, flexibility and adaptability to name a few.”*

I can firmly say the same. So many of the same approaches and principles that lead to my success in facilitated sessions also find their way into my day to day conversations and internal approaches to processes in my personal life. I can observe how this profession has directly influenced me to develop more of an open-minded, emotionally intelligent, creative, flexible, and communicative approach when interacting with people across all areas of my life. It makes sense as it is impossible to empower and equip others with competences I have not actively worked on developing myself.

I will forever be grateful that I entered the world of facilitation years ago because it has undoubtedly made me a better colleague, family member, and human being. From the insights from the SessionLab survey, many other facilitators can say the same.

The real beauty is that learning is a never-ending process. It excites and energizes me to think about where we all will be in a few decades, reflecting back not just on the legacy each one of us have left behind in this world, but also the imprint that being an active part in this niche global community of facilitators has had on all of our personal paths and trajectories.



Romy Alexandra

Romy Alexandra is a Learning Experience Designer, Experiential Learning Trainer, and International Facilitator on a mission to humanize workplaces and learning spaces. She specializes in designing and delivering transformative learning experiences that integrate psychological safety, experiential learning, neuroscience, and behavior change. A former Fulbright Scholar and Peace Corps Volunteer, Romy brings a global perspective and facilitation expertise spanning over 85 countries across four continents. She has worked with organizations across every sector - from government entities to UN agencies to global corporations - helping individuals and teams unlock their potential and build the collaborative competencies necessary for high performance. In 2024, Romy was honored as a LinkedIn Top Voice for her thought leadership in experiential learning and workplace culture.



The future of truly impactful facilitation will belong to those who can effectively communicate the value of our work to decision makers and clients who have not had first-hand experience with transformative facilitation.

Romy Alexandra



How are you putting your own fingerprint on the world of facilitation?

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What impact do you have on those you work with?

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**Who has influenced and impacted you as a facilitator?
Who might you send a note of gratitude to?**

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In closing

As we wrap up this year's report we are left with feelings of hope, as facilitation keeps spreading and **making conversations easier across divides, and collaboration more impactful across sectors.**

We're proud to be part of a global community driving change, sharing tools and tips, practices and skills, inside and outside companies and organizations.

And, as always, we're full with curiosity to see, as the technological scenario evolves and the world keeps changing, what will be the hot topics and trends in 2025.

We hope reading this report has inspired you to try something new, perhaps to sign up to a course, read a new book, test a new tool.

What new ideas did reading this report spark for you?

Do you have any comments or feedback for us?

Or, even better, any ideas on what you'd like us to ask in the 2025 survey, for inclusion in next year's report?

Your comments and feedback help shape the next edition of the State of Facilitation survey: some questions will stay the same (to allow for the emergence of patterns) but we have quite a few ideas for improvement already, and would love to hear yours. Just drop us a note at state-of-facilitation@sessionlab.com



FEELINGS

How are you feeling after reading this State of Facilitation Report?

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FACTS

What new insights, data, or comments stood out to you or struck you?

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FINDINGS

What did you learn or uncover through this report that will support your own facilitation practice?

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FUTURE

What is one facilitation goal or challenge you will set for yourself based on this report?

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.....

THANK YOU

Special thanks to the following people for helping us creating this report.



You!
Pollster



Romy Alexandra
Learning Experience Designer,
Facilitator & Experiential Learning
Trainer



Alexandre Eisenchteter
Founder @ Stormz and AI
Tinkerers' Club



Vinay Kumar
Organizational Development
Consultant, podcast host
@Shiny Happy People



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Agents.



Pedro Segreto
Facilitator, Designer and Founder
@ UNBOX LAB



James Smart
Head of Content @ SessionLab



STATE OF FACILITATION PARTNERS

About our partners

Thank you to our partners for supporting the State of Facilitation project by sharing with their networks, helping us shape the survey and report, and for their constant work to grow the profession.



promoting the power
of facilitation worldwide

The International Association of Facilitators (IAF) is a participatory organisation with members in more than 65 countries.

As a professional association, we set internationally accepted industry standards, provide accreditation, support a community of practice, advocate and educate on the power of facilitation and embrace the diversity of facilitators.



The AI ✨ Tinkerers' Club

AI Tinkerers' Club | For Facilitators & Trainers

Unlock Gen AI Potential, One Opportunity at a Time. Join Alex and 500+ members to discover how Gen AI can help you get more clients, streamline tedious tasks, and facilitate magical workshops.



xchange is a global leadership development training company that specializes in creating **transformational learning experiences**. It offers certification programs to leaders, coaches and consultants in how to design and facilitate with the xchange Approach, enabling connection, learning and belonging to occur at speed and scale.

APPENDIX

How we collected and analyzed the data

Data was collected through a **survey run between September and November 2024** using the Typeform platform. Automated multilanguage translation was used, and respondents could answer open-ended questions in their preferred language. We obtained responses in English, Spanish, Italian, German, Portuguese, Japanese and Swahili. All collected responses were anonymous, and any identifying information was removed.

To obtain responses we promoted the survey in our SessionLab newsletter subscribers and to our users, as well as our partners' networks, various facilitation-related communities and social media channels.

The survey **reached 3697 individuals and had a 65.2% completion rate resulting in 1054 responses.**

As most questions were optional, those who did not answer specific questions are not included in responses. Therefore, charts always display the number of responses collected for each question.

When analyzing the data, we used visualizations to present the data distribution. In the report we included the basic breakdown of the data, and in a few cases a few alternative breakdowns, while in our analysis we used more views of the data to try to identify patterns.

For the open-ended questions, we used both manual and automatic methods, including through OpenAI's ChatGPT, to classify the responses, and several people were involved in cross-checking final results. We shared our analysis and data breakdowns with domain experts who additionally provided their insights.



WHO'S BEHIND THE REPORT?

The State of Facilitation report is an initiative from SessionLab: the go-to platform for session design.

With our Session Planner and library of methods we support facilitators and workshop designers because nothing pleases us more than excellent collaboration. With this yearly survey and report, we are holding up a mirror to the profession in order to inform, challenge and inspire.

If you have any questions about the report or the data behind it, or want to contribute to the next edition, get in touch with us on state-of-facilitation@sessionlab.com.

The screenshot displays the SessionLab interface for a Design Sprint 2.0 session. The main window shows a table with columns for TIME, TITLE AND DESCRIPTION, and ADDITIONAL INFO. A sidebar on the left shows a vertical stack of colored blocks representing the session agenda.

| TIME | TITLE AND DESCRIPTION | ADDITIONAL INFO |
|----------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 7:35 AM 15m | Organize HMW notes Get team members to read all the HMWs by asking them to categorize all the HMW post-it notes. | After the expert interviews are concluded, ask people to post their HMW post-its on the wall . |
| 7:50 AM 10m | Introduce the Sprint Step by Step Process for solving big problems and testing new ideas in just 4 days. | Design Sprint 2.0 is the most up-to-date, semi-official version of the Design Sprint, as of May 2018, developed further from the original Design Sprint framework by AJ&Smart and Jake Knapp. |
| 8:00 AM 30m | Expert interviews & "How Might We...?" notes Interview the people that are experts in some parts of the problem in order to bring all team members on the same page. | |
| 8:30 AM 15m | Vote on HMWs Look at the 'How Might We' questions and get people to vote to select the HMWs with the biggest potential. | <ol style="list-style-type: none">1. Distribute red sticky dots to each participant, one dot to the Decider.2. Get people to vote which HMWs are the most important to the team. (1 goal per person)3. Create a voting tree: Take all the HMWs that have at least 2-3 votes, and put them in an order of importance. The more votes an HMW has, the higher it is placed on the tree. |
| 8:45 AM 15m | Long term goals Come up with long-term goals and select the main goal that the sprint will focus on. <i>(In 2 years time, if everything worked out perfectly, what would the best case scenario?)</i> Instead of a lengthy group conversation, you will use a note-and-vote exercise. | <ol style="list-style-type: none">1. Everyone gets post-its and writes down what their long-term goal should be. Take up to 5 minutes to think about it individually, in silence. (1 goal per person)2. Put the post-its on the wall and get each team member to vote on what they think is most important. aloud what their goal is.3. Give one voting dot per person. Let the Decider go first in the first voting round, and everyone else adding their votes to the long-term goal they find most important.4. After everyone voted, tell the Decider to use the dot to decide what the long-term goal should be and what the long-term goal to be pursued. |

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Design Sprint 2.0

Step-by-step process for solving big problems and testing new ideas in just 4 days. Design Sprint 2.0 is the latest, to-date, semi-official version of the Sprint.

One of the biggest differences between the original Design Sprint and the Design Sprint 2.0 is that 2.0 is just in startups, but also in large organizations that don't necessarily have time to commit an entire week.

- It takes four days instead of five.
- You only need the full Sprint team for two days instead of five.

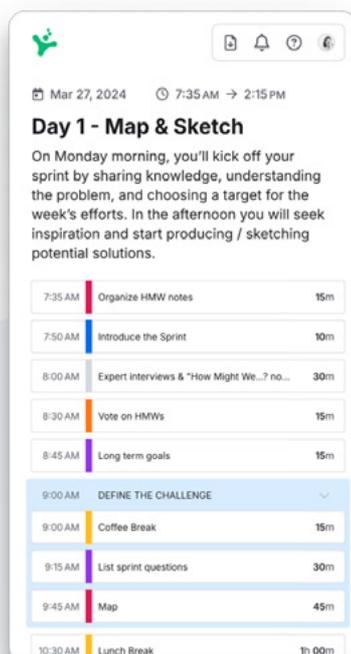
Design Sprint 2.0 - Day 1 - Map & Sketch

On Monday morning, you'll kick off your sprint by sharing knowledge, understanding the problem, and choosing a target for the week's efforts. In the afternoon you will seek inspiration and start producing / sketching potential solutions.

- present information
- group discussion
- decision making
- break
- individual note

10:00AM | Introduce the Design Sprint 2.0

DEFINE THE CHALLENGE

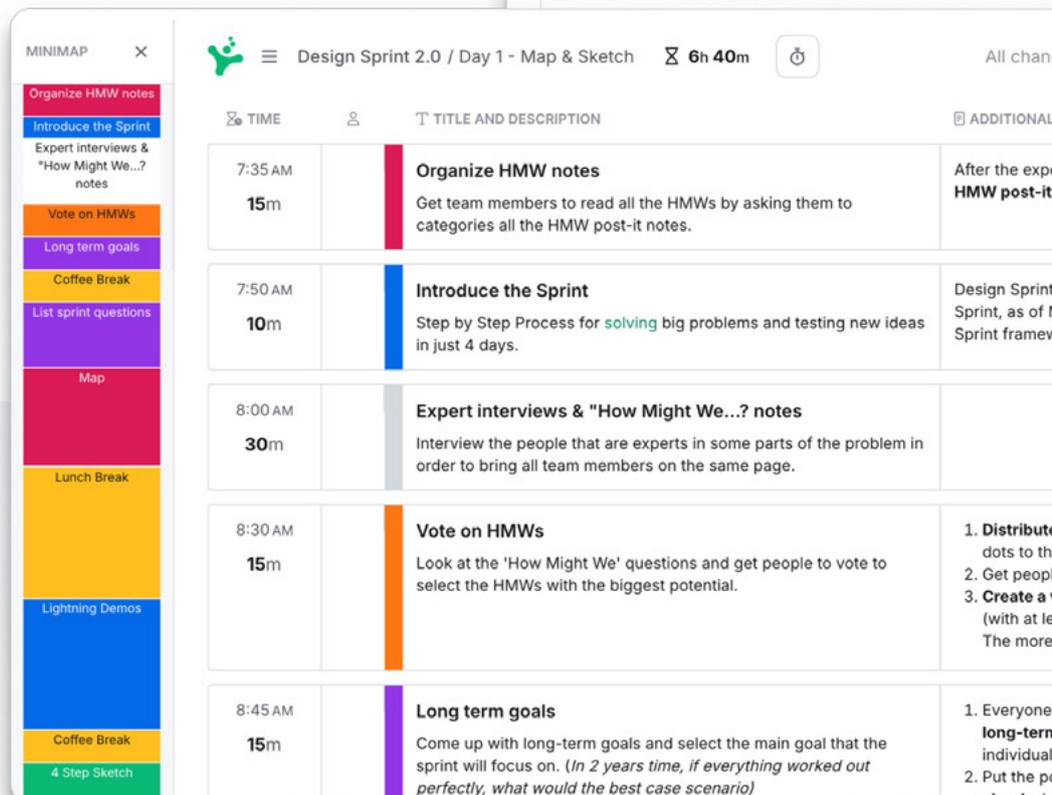


Mar 27, 2024 7:35 AM → 2:15 PM

Day 1 - Map & Sketch

On Monday morning, you'll kick off your sprint by sharing knowledge, understanding the problem, and choosing a target for the week's efforts. In the afternoon you will seek inspiration and start producing / sketching potential solutions.

| | | |
|----------|----------------------------------------------|--------|
| 7:35 AM | Organize HMW notes | 15m |
| 7:50 AM | Introduce the Sprint | 10m |
| 8:00 AM | Expert interviews & "How Might We...?" notes | 30m |
| 8:30 AM | Vote on HMWs | 15m |
| 8:45 AM | Long term goals | 15m |
| 9:00 AM | DEFINE THE CHALLENGE | |
| 9:00 AM | Coffee Break | 15m |
| 9:15 AM | List sprint questions | 30m |
| 9:45 AM | Map | 45m |
| 10:30 AM | Lunch Break | 1h 00m |



Design Sprint 2.0 / Day 1 - Map & Sketch 6h 40m

| TIME | TITLE AND DESCRIPTION | ADDITIONAL |
|----------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 7:35 AM 15m | Organize HMW notes Get team members to read all the HMWs by asking them to categorize all the HMW post-it notes. | After the expert interviews, you'll have a HMW post-it session. |
| 7:50 AM 10m | Introduce the Sprint Step by Step Process for solving big problems and testing new ideas in just 4 days. | Design Sprint 2.0 is the latest, to-date, semi-official version of the Sprint framework. |
| 8:00 AM 30m | Expert interviews & "How Might We...?" notes Interview the people that are experts in some parts of the problem in order to bring all team members on the same page. | |
| 8:30 AM 15m | Vote on HMWs Look at the 'How Might We' questions and get people to vote to select the HMWs with the biggest potential. | <ol style="list-style-type: none"> 1. Distribute sticky dots to the team. 2. Get people to vote on the dots. 3. Create a shortlist of the top 3 (with at least 3 votes). <p>The more votes, the better.</p> |
| 8:45 AM 15m | Long term goals Come up with long-term goals and select the main goal that the sprint will focus on. (<i>In 2 years time, if everything worked out perfectly, what would the best case scenario</i>) | <ol style="list-style-type: none"> 1. Everyone writes down their long-term goal. 2. Put the post-it on the wall. 3. Put the post-it on the wall. <p>around which you can focus.</p> |