



The Global Flipchart

August 2006

Introducing the New IAF Chair

By Cameron Fraser, CPF, IAF Board Chair



Having been installed as the new IAF Chair I thought you best know a bit about me and some of my thinking regarding facilitation and the association.

I first became aware of facilitation as a field of endeavour in a chance meeting in the early 1990s with Paul Cormier, one of the founders of RANA International, an IAF conference sponsor. Paul learned of my work in management, and training design and delivery, and saw facilitation as the next logical step. He was right. Facilitation was an extension of many things I was already doing both in my job and with various volunteer groups. Once I became engaged in facilitation, there was no turning back. In 1995 I left the world of employment and set up my own company working in association with RANA International.

I have been a member of the IAF since 2000 when I attended the conference in Toronto. I pursued the IAF Certified Professional Facilitator designation. The CPF is what initially attracted me to the IAF and it has been worth every minute invested. I eventually became an assessor. If I am a better facilitator today it is due to the wide range of philosophies and practices I have been exposed to as a result of my participation in the association. The people I have met along the way, and consider myself lucky to call friend, was an unexpected benefit.

During the conference in Baltimore there was a lively debate about whether Facilitation is a set of tools, a set of skills, a profession or a calling. I believe it is all those things and more. I know people for whom it truly is a calling to make the world a better place. I also know many people inside governments and private industry for whom Facilitation is a critical set of skills in their day to day work, but it is not their primary work. I even know a few for whom facilitation started out as a means to an end, but it became a calling and they left their employment to facilitate full time.

The challenge for us as an association is to recognize that all of these facilitators, internal and

external, full and part time, have something to contribute to our organization. My concern is that there are tens of thousands of such people in the world who are not IAF members. These are thoughtful people applying facilitation to an important and innovative industry...and we know little of their work and I fear they know nothing about us. For me the lesson is that we can, and should be, a larger and very inclusive organization. The challenge, of course, is to find and recruit these individuals, wherever they may be, in order to enrich the dialogue that is the IAF. The corollary is that we must also provide an association in which membership is beneficial to these people.

We live in difficult times. The world has become a more fractured and fractious place since I joined the IAF in 2000. In the last couple of years I have had some strange experiences: On more than one occasion when people learned I was Canadian I found myself taken to task because my country had not sent troops to the war in Iraq. By itself this was a bit surprising but it was made more so when, within the space of a month and under similar circumstances, I was taken to task again because Canada had sent troops to Afghanistan.

There were two surprises for me in this experience. Being lectured on the politics of war by people I had barely been introduced to came as a bit of a shock. Being criticized without any discussion of my opinions was even more surprising. In every case I was a Canadian and it was assumed the decisions made by my government were mine as well. I have found myself being stereotyped. The retreat by some into generalities, stereotyping and assumptions is disheartening.

These experiences brought home to me why I value facilitation: facilitators see the individual,

continued on page 2

Also In This Issue

- Ensuring Success, pt. 3
- Thread: Brainstorming
- Method of the Month
- From the E.D.
- IAF Calendar
- New Members
- New IAF books

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Results of the Project: Facilitation—What do you do to ensure success?

by Mary Kane, M.S., President and CEO and Kathleen M. Quinlan, Ph.D., Senior Consultant, Concept Systems, Inc.



Mary Kane, M.S.

With your help, we have completed the project “Facilitation: What do you do to ensure success”. As you might recall, in April we asked you to generate responses to the following statement: “A specific thing I do to ensure a successful client facilitation engagement is...” In May, we invited you to contribute further by rating the brainstormed ideas on their Importance and your Current Proficiency. Your contributions were vital to the successful completion of the project, and we thank you for your time and participation.

The method we used in this project is a process of structured group conceptualization known as concept mapping. In the first phase of input, participants generated 84 specific things that need to be done to ensure a successful client facilitation engagement. In a second phase of input, a core group of participants sorted the ideas. Based upon the input of those who sorted the ideas, five major groups of ideas emerged:

- A) Clarify roles and goals (e.g. defining the purpose, goals, objectives and participants; getting agreement about the role of the facilitator; and designating a person for logistics)
- B) Understand the context and issues (e.g. reading background materials about the organization and the issue, asking probing question upfront, ensuring communication in advance of a group session)
- C) Design session activities (e.g. choosing a variety of session activities that are appropriate for the audience, that maximize participation, build trust and engage multiple modalities. The focus is on deliberating structuring group processes to achieve desired outcomes.)
- D) Manage group process (e.g. managing participation during the group session, attending to the energy of the group, keeping the group on track, encouraging risk and disclosure and ensuring that ground-rules are adhered to)
- E) Assure quality conditions (e.g. ensuring that logistics are in place, such as room set-up and required equipment, as well as conducting process assessments and “check-ins” with the client throughout the project)

All IAF members were also invited to rate the ideas. Based on the ratings, “clarifying roles and goals” and “assuring quality conditions” are the most important things that must be done to ensure a successful project. There was a high correlation between importance and self-rated current proficiency.

Due to limited participation, though, the results should be viewed as preliminary, not a definitive view of IAF members’ perspectives. Nonetheless, the framework offers a credible and thoughtful representation of the elements of a client facilitation engagement, ranging from the earliest contract negotiations with the client through debriefing the group session. You can use the framework to reflect on your own work.

A presentation of the full results - including all of the ideas and how they were grouped - can be viewed at <http://conceptsystems.com/library/library.cfm> At that site, you will also find links to articles describing the concept mapping methodology used to create this framework. If you have any questions, please feel free to contact Heather Freeborn, Client Relations Consultant, at 607-272-1206 or hfreeborn@conceptsystems.com.

New IAF Chair

continued from page 1

rather than the generality and, in a fractured world, they don’t do the easy thing and paint the world with a broad brush. They go out into the world and work on challenging situations, big and small, private and public, global and local, seeing beyond stereotypes to the uniqueness of each individual.

In many ways our association is having a large, vibrant and, at times, unwieldy conversation. Consequently I think it’s important for the chair of the organization to be readily accessible to the membership. In order to help with that you will find listed below various ways of contacting me.

e-mail: cameronf@sympatico.ca

Phone: +1 613 761-9598

Skype: cameronfraser

I’ll look forward to some great conversations.

Cameron Fraser, Chair, IAF



Kathleen Quinlan, Ph.D.

Mary is CEO and President of Concept Systems, Inc. (CSI), a small consulting company that specializes in a structured group facilitation process called concept mapping. Kathleen is a Senior Consultant at CSI

From Grp-Facl: Brainstorming Revisited

With SUNY-Albany, IAF co-sponsors the GRP-FACL Listserv (GRP-FACL@listserv.albany.edu) – a great way to connect with facilitators around the world.

A June 19, 2006 post by Sandy Schuman, (sschuman@csc.albany.edu) who coincidentally is the moderator of the Listserv, started a firestorm of posts about brainstorming when he referenced a recent *Wall Street Journal* article. The commentary he cites is by regular Listserv contributor Ned Ruete nruete@myeastern.com

The original post for this “brainstorming revisited” thread....

“At the recent IAF conference, someone made reference to an article in the *Wall Street Journal* on brainstorming that makes reference to facilitators. Access to the original article requires a WSJ subscription, but it is reprinted here:

Cubicle Culture: How brainstorming works best
By Jared Sandberg, *The Wall Street Journal*, Tuesday, June 13, 2006

<http://www.post-gazette.com/pg/06164/697891-28.stm>

Also, see commentary: http://future.iff.org/2006/06/wall_street_jou.html

Here are some excerpts from the June 19-30 thread:

Jan C Lelie janlelie@wxs.nl (June 19, 2006)

“...If you want to use brainstorming for ‘real’, creative, second order change, use brainstorming to search for the frame of mind, the set of interlocked ideas that act as the cage, the frame, the walls, the container of the group. Once you’ve found it, test if people are able or willing to ‘perceive’ the problem. When they’re not: let people brainstorm on practical solutions. When they’re willing: do the same.”

Robert Bacal ceo@work911.com (June 21, 2006)

“...Actually, the thing I like about brainstorming is that it’s relatively easy to explain to people who aren’t familiar with “facilitation-speak”. Of course it’s not so easy to get people to do it the way it’s intended...”

“Is there any particular way you’ve found to explain “searching for the frame of mind, the set of interlocked ideas that act as a cage”, etc, to a group

of regular folk?”

Jan C Lelie janlelie@wxs.nl (June 21, 2006)

“...Yes. Several. The simplest is listening very, very carefully to the first few sentences or even words being used. And later on: listen to what is not being said. And another one is to ask them to write down their ideas about the problem and then invite them to cluster their ideas. I ask them to give names to the cluster and more often than not, the cluster that resists being named the longest points to the frame. Another one: you can also ask them to draw a picture of their problem and invite them to ‘explain’ the picture. Listen carefully. Or just go and visit their actual working environment, the offices or work floor and look at the lay-out, the content of the bulletin boards and the pictures on the wall.”

Mitch Owen Mitch_Owen@ncsu.edu (June 21, 2006)

“...Reflection is an action” - Ideas lead to other ideas lead to other ideas. Innovation occurs often when there is a crossing of diverse ideas and a marriage between the cross road. So, I would suggest that idea generation for the sake of generating just the ideas may be a very useful endeavor. Outcomes are nice... but finding the right answer sometimes is the right answer for the right question. And sometimes, you find the right question brainstorming.

Bad facilitation leads to poor outcomes and attitudes that brainstorming and group process doesn’t work! Good facilitation leads to real outcomes and more support for group activities... If you doubt the later... all you have to do is look at products that were the result of brainstorming. One example is the suspension system in Hondas... developed through group brainstorming.

Saving money is great and waste is waste... but one good idea can be the difference in billions of dollars... there are tons of examples... Dell-PCs, Monsanto-Roundup, Nokia-digital cell phones, Apple-Mac... and now iPod... etc. These brainstorms built wealth in ways that only a few can hope to build wealth.”

To follow the complete thread and read all the comments posted on this topic, go to GRP-FACL@listserv.albany.edu and click on Archives.

This thread was compiled and excerpted by: Ester Mae Cox, EMGA Enterprises, Madison County IA. Ester Mae can be reached at esterm@i-rule.net

From the Executive Director ... Thank you to RANA, welcome to new Global Flipchart Editor



*Betty Kjellberg, CAE
IAF Executive
Director*

In the past year there has been a very exciting, but little known, project underway. It has resulted in a significant increase in IAF's membership and has demonstrated a serious commitment to the future of the organization on the part of RANA International, a long time conference sponsor and partner. (Many of you may associate RANA with another sponsor, WebIQ, but, in fact, they are separate companies that often work in partnership.)

Prior to the 2005 North American conference in Florida, the issue of membership was discussed by the IAF Board (also known as the Association Coordinating Team or ACT). It was determined we needed to work diligently both to retain our existing members, and increase our numbers, by ensuring that membership was valuable and valued.

In response to the new membership focus, RANA offered to pay, out of its own pockets, a one-year IAF membership for every participant who successfully completed one of the RANA five-day Facilitation training programs: "Facilitation 1: Processes, Techniques and Logistics" and "the Process Consultant: From Facilitation to Intervention".

RANA noted that many people interested in the field of facilitation were not aware of IAF or our Certified Professional Facilitator (CPF) designation. During the workshops, RANA's trainers and coaches—all of whom are CPFs—provided participants with a briefing on the IAF and its functions, the certification process, the Statement of Values and Ethics and the benefits of being a member of the IAF.

In speaking with Roger Nopper and Paul Dobson from RANA, I had to wonder why they would take this on. They acknowledged it might give them an edge in the marketplace, although they have not actually used this program to promote their training. Rather it has been announced during the courses more as a reward than as a way to attract participants to RANA's courses. Both Roger and Paul told me that they felt this was a demonstration of their belief in the IAF Values and Ethics, the value and the future of the organization and the need for it to be more widely known among those who use facilitation either as, or as part of, their work.

Of course working with our sponsors is a partnership so you may well ask what part the IAF played in this. This pilot project was presented to me for discussion and presentation to the E-Team for approval. Among the terms of the arrangement were that RANA would pay a preferred rate for these memberships based on volume, much as we do when groups of 5-14 or 15+ people join together. The IAF Board approved this arrangement and RANA began its twelve month pilot project upon completion of the Tampa Conference. In fact they held a course in Winnipeg, Canada the week following the Tampa conference which resulted in 11 new members less than a week after the project began. Final results were reported in Baltimore.

RANA was pleased to report that this program was a resounding success in producing 102 NEW IAF members from the following areas; 73 from Canada, 26 from France and 1 each from Belgium, Luxembourg and Scotland.

These new members represent a substantial increase in membership for both the Canada and Europe regions. Additionally, there now seems to be some indication that other organizations in other parts of the world may follow this lead. For this we are grateful to RANA for its faith in IAF and we recognize the onus this places on us to honor their efforts by finding ways to ensure those new members stay with us year after year.

On another note, I want to take just a few words to let everyone know that Jim Troxel, of Millenia Consulting in Chicago, has come on board as the content editor for The Global Flipchart. You will be hearing more from Jim next month when he introduces himself to you. I am very pleased to have Jim's thinking come our way, and I think you will find his efforts will enhance our efforts to continuously evolve this newsletter into a true member benefit for you.

With Warmest Regards,
Betty Kjellberg, CAE
IAF Executive Director

From the Methods Database

by Jan Coerts, Peter Bootsma and Jon Jenkins

Method of the Month

This month, the method is “Junkyard Golf” by Bernie DeKoven. (Also called: *Junkyard Golf and Community Building Event with Potluck*)

Intent: Probably the only good reason for having your own Junkyard Golf Course and Community-Building Event with Potluck is how much fun people have. This means that the main measure of success is how many people had fun for how long.

Procedures: The Junkyard Golf Course and Community Building Event with Potluck takes around three hours, and can be broken down into four distinct phases:

1. The Team-forming, Potluck picnic-readying, and Junk-gathering.
2. The Hole-making, testing and par-setting, Trophy-making and naming; eating, continued.
3. The Tournament.
4. The Gathering and Trophy-awarding with the Schmoozing along with the Cleaning and Packing.

The Story: The following is from Bernie DeKoven’s FunLog.

“So much fun was had. So easily and generously. Kids. Parents. Anyone who wanted to play. It was my second ever Junkyard Golf Tournament, and I’m telling you I could devote the rest of my life to being a Junkyard Golf Pro, if you know what I mean, and putting on Junkyard Golf Tournaments everywhere, really.

“It was in Palo Alto, in a public park. It was a group of families who are part of an admittedly privileged “Leaping Lizards” community (a pre- and post-school program where kids get to go on nature excursions every time they meet). And it was exactly the kind of fun I like to think of as “Loving” - the kind of playfulness, responsiveness, adaptability, creativity, sensitivity, spontaneity that comes out of the very spirit of fun and the joy of sharing it.

“It wasn’t just fun. It was fun for a reason. It was deeply instructive fun, about things like communication and community and the junkyards in which we live and work, and the Junkyard Golf holes we could construct, old and young, able and labelled, novice and professional, together. It was moving.

References

1. IAF Methods Database:
http://www.iaf-methods.org/index.php?module=iafmethods_tool&func=display&iafmethods_tool_id=284
2. Junk Yard Sports:
<http://www.junkyardsports.com/events/potluck.html> and
<http://www.deepfun.com/weblog/2004/10/junkyard-golf.html>

Do you have a story about your experience with strategic planning? The story could be funny, sad, inspiring, victorious, etc.?

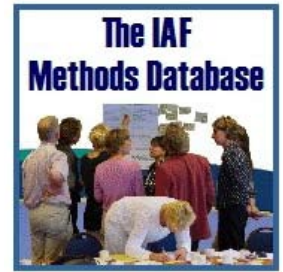
The Tips of the Month

Each month we will suggest one or two ways of using the Database more effectively. If you have a suggestion for a topic please contact the editor@iaf-methods.org.

1. By using the “Query” Function on the Methods Database under “Methods” you can search for methods. For example, if you query for “generate ideas” you will find thirty-six ways to generate Ideas in the IAF Methods Database. To look at the list of methods see http://www.iaf-methods.org/index.php?module=iafmethods_tool&func=runquery&cacheid=1154433375.453320
2. The IAF-Methods Database is a separate website from the IAF World site. Because of this and for security reasons it is not possible to connect the usernames and passwords between the two sites. This means that as an IAF member you sign up as a user on the Database site.
3. The IAF Methods Database offers several ways of interacting with it:
 - Become a user by signing up at no cost.
 - Become a supplier also at no cost.
 - Become a Colleague who a set of banner on the site. In addition to being a Supplier you will be charged a low a low annual fee for your ad.
 - Companies and individuals can also advertise on the site. Visit www.iaf-methods.org

Do you have facilitation “tips” that you would like to share with IAF members?

The IAF Methods Database is run as an independent organization under agreement between the IAF and the IAF Methods Database. If you have any questions about the Database, please contact editor@iaf-methods.org



The column is a new, monthly feature of The Global Flipchart, developed and written by the three people who created the IAF Methods Database. In a few months we will be asking for suggestions about the name of the feature. Each month a different method will be highlighted and links will be made to relevant sites.

Short Tips

Art and Facilitation

To help a group focus and reflect play music with 40 – 70 beats per minute such as Bach’s Brandenburg Concerto #5

Dialogues

1. State the focus question for a dialogue.
2. Give every participant 2 minutes to respond to the question.
3. Have the group reflect on what has been said.

Online Facilitation

For small groups send out before the online meeting a diagram of the “room setting” so everyone has an idea who they are “sitting” next to and a round robin can be easily done.

How do you use art in facilitation and how do you use it? How do you structure dialogues? What tips do you have about online facilitation?

2006-2007 Board of Directors (ACT)

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Coming IAF Events

Certification

28-29 August — A CPF assessment in Singapore before the Asia conference.

8 September — A CPF assessor assessment event for potential assessors in the Dutch language.

14 September — A Dutch language CPF assessment event in the Netherlands.

6-7 October— A CPF assessor assessment event for potential assessors. This event will be done before the CPF assessment event on 06-07 October in Stockholm.

22-23 January 2007—A CPF assessment event in Darby, England.

6-7 March 2007 — A CPF assessment event before the North America conference in Portland, Oregon, USA.

7-8 May 2007—A CPF assessment event in Brussels, Belgium.

If you are interested in participating in certification events, please go to www.iaf-world.org and download the forms and information about the assessment process and submit them to the office as directed on the web site. If you have questions, please contact IAF at certify@iaf-world.org.

Conferences

31 Aug-1 Sept 2006 - Asia
Sailing the Seas of Facilitation
Orchid Country Club
Singapore
(registration is now closed; for information, please contact admin@fns.sg)

28-29 Sept 2006 - Africa
Weaving People Into Performance
Protea Hotel Stellenbosch
Stellenbosch, South Africa

6-8 October 2006 - Europe
A Facilitator's Smorgasbord
SAS Radisson Royal Park Hotel
Stockholm, Sweden

29 Nov-1 Dec 2006 - Australia/New Zealand
The Naked Facilitator Conference
Deakin, University
Geelong, Victoria, Australia

8-10 March 2007 – North America
Hilton Portland
Portland, Oregon, USA

For registration information, go to www.iaf-world.org and click on the conference of interest.

The 12th North America IAF Conference

15-17 June 2006, Baltimore Maryland

Over 500 participants gathered Thursday evening for the opening of the conference. This followed two days of pre-conference sessions and two days of CPF assessment, which saw 30 people join the ranks of Certified Professional Facilitators. The conference was held in the conference facilities of the Marriott Waterfront Hotel located in the historical harbor area of Baltimore, Maryland. Baltimore is one of the oldest cities in the United States and is located on Chesapeake Bay just a couple hours north of Washington, D.C. Like all IAF Conferences, this was a very interactive event with a great number of sessions representing a wide variety of processes and approaches to facilitation. In addition there were a large number of interesting exhibitions, many of them focusing on technology and its use in enabling groups.

2007 in Portland, Oregon

The North America Conference in 2007 will be held at the Hilton Hotel in Portland Oregon, March 08-10. This date, earlier in the year, means that both the conference itself and the travel to it can be done more inexpensively. This will especially help those attendees coming from outside the United States. Portland is reputed to be a wonderful city with amazing scenery. The "call for presenters" is going on now. Find out more at www.iaf-world.org.

A Warm Welcome to New Members!

We offer a warm welcome to our colleagues from around the world who joined or returned to IAF from mid-July through August 10th. (We are only listing those members who have chosen to be listed in our online membership directory. If you are concerned about having been included in this list, please contact the office via email at office@iaf-world.org).

Aruba

Randolph Roberts, Cura Cabai

Australia

Rhonda Tranks, Melbourne
Michelle Howard, city
Mary Maher, Brisbane

Canada

Kathryn Hughes, Oakville, ON
Heather MacMillan, Charlottetown, PE
Margaret Tsuji, Etobicoke, ON
Bernhard Weller, Toronto, ON

China

Lilian Wang, Hong Kong

Indonesia

Carol Borovic, Via Denpasar

Italy

Karin Nichterlein, Rome

Myanmar

Hnin Hnin Ohn, Yangon
Htay Htay, Yangon
aye Kyaing, Yangon
Hla Myint Hpu, Yangon

Myint Myint Yee, Yangon
Myo Nyunt, Yangon
Min Thein, Yangon

Nepal

Lajana Manandhar, Kathmandu
Mahendra Shakya, Kathmandu
Dilendra Shrestha, Kathmandu
Gujeshori Shrestha, Kathmandu
Sama Vajra Upreti, Kathmandu

Netherlands

Mariette (Jet) Proost, Bennekom

Serbia

James Newkirk, Nis

Singapore

Ng Chee Meng
Lee Huang Han
Augustine Khoo Hock Khee
Jasen Chua Kim Gan
Thurairajah Retnam
Samira Siddique
Jason Tan
Chloe Tseung
Cindy Yeo

South Africa

Keith Mould, Cape Town
Michael Smith, Cape Town

Spain

J. Inazio Marko Juanikorena, Hernani

Sweden

Anna Ptasnik, Stockholm

United Kingdom

Adriana Martini, Cobham
Allan Mees, Edinburgh
Tim Parry-Clarke, Hungerford

United States

John Cavener, Fayetteville, NC
Sheryl Bennett, St. Louis, MO
Monica Casey, Watsonville, CA
Jean Hodges, Vienna, VA
Michael McDowell, Pittsburgh, PA
Barcy McNeal, Columbus, OH
Joseph Messina, Union, KY
Jullie Packer, Coon Rapids, MN
Kimberly Powell, Indianapolis, IN
Cathy Smith, Waterford, MI
Carolyn Townes, New York, NY
Karyn Trader-Leigh, Manassas, VA

New IAF Books Just Published

IAF is proud to announce the publication of two new IAF books, published this summer by Jossey-Bass. The books can be purchased directly from the publisher (IAF members get a 30% discount for a short time) or from other international booksellers.



Creating a Culture of Collaboration

The new IAF handbook, *Creating a Culture of Collaboration*, is now available. Published by Jossey-Bass, it was released this month. *“The greatest strength of Creating a Culture of Collaboration lies in the diversity of its authors and their approaches to building organizations and societies that allow the widest participation possible.”* — David A. Hart, chief executive officer, Association for Conflict Resolution. More at <http://www.culture-of-collaboration.com>

The Nine Disciplines of a Facilitator

This is another IAF sponsored book, written by Jon and Maureen Jenkins. Also published by Jossey-Bass, it outlines the nine personal disciplines of facilitators: detachment, engagement, focus, awareness, action, presence, interior dialogue, intentionality, and a sense of wonder. This book explains each discipline within the context of facilitation, the common experiences of facilitators that the discipline is founded upon, the discipline itself, and the practices that support the discipline.

