



Europe Welcomes the World

By Jim Campbell, IAF Europe Regional Representative



The TeaterX playback theater group provided entertainment

Two hundred and twenty-eight participants gathered in Stockholm, Sweden from 19 European countries, Canada, Malaysia, New Zealand, Singapore and the United States for the largest gathering of an IAF conference on the continent, October 6 – 8, 2006. Sweden had 106 participants; the United Kingdom, 27; the United States, 14 and Denmark had 10 participants. All the other countries ranged from one to eight attendees. By granting registration fee scholarships, a number of participants from Serbia, Romania, and Slovenia also attended.

Conference highlights include:

- A number of concurrent sessions with a wide ranging and diverse set of content, presenter's styles and backgrounds.
- Several exhibitors who provided a wide range of information, products and services for participants to consider.
- The attendance of Luis Solis, CEO of Group Systems, IAF's first global sponsor.
- An IAF organization futures workshop conducted by Ruth Siguenza, IAF's Strategic Initiative Coordinator for Organizational Futures.
- Publisher Jossey-Bass kindly provided a good selection of their books on facilitation on consignment, including the three IAF sponsored books. This was much appreciated especially by people from Eastern Europe and by people who like to look at a book before purchasing it. Almost all the books were sold.
- An amazing impromptu theater group took stories related to the conference from group members and recreated them on stage.
- Great food and beautiful weather.
- The always helpful Swedish coordination team and their superb organization.
- Thanks to a great web site and a very supportive conference agency, timely and updated information in the months leading up to the conference was provided online. In

addition to being able to register and pay on line, for the first time at a European Conference the participants were able to select and register online for each of the sessions they wished to attend.

As always at the European Conference there was a great spirit of community and a real sense of collegueship. Numerous people commented on this as the thing they enjoy most about IAF conferences. As the conference grows larger there is a real concern that this spirit not be forfeited to size. Facilitation is a fast growing profession in Europe and the IAF membership across the continent is growing in response. The IAF conference will need to grow to meet this demand while working to ensure that the special IAF spirit not be lost.

A new sense of confidence in the IAF was felt among the participants and a new willingness to get engaged with the IAF as an organization. For example, more than forty attendees stayed for the IAF membership meeting. In addition, a number of people have gone home and are working to form networks of facilitators in their own region with the aim of affiliating with the IAF. Others have encouraged the IAF contact organizations that they are members of because they believe both organizations would benefit from developing collaborative relations. Finally, others have offered to give time and energy to particular programmes and regional development work.

Preceding the conference were the following events:

- A Certified Professional Facilitator Assessment event in which 13 people successfully completed the assessment process.

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- Three pre-conference sessions, conducted on Thursday afternoon and Friday morning.
 - An IAF members meeting on Friday afternoon, attended by more than forty members, concerning regional development during the past year and exploring future directions and possibilities. (If you would like to receive a copy of the power point presentation used in the regional report email jim.campbell@icab.be.)



You can visit the web site at www.iaf-europe.org/conference to see more photos and the documentation from many of the sessions.

one expects from a facilitation conference), the highlights came largely from sessions that were more directed to the growth and enrichment of the facilitator self. Facilitators are always giving – whether it is preparing for a workshop, or facilitating during a highly intense workshop debate or producing timely outputs from a workshop. Facilitators hardly ever give themselves the moment to reflect (and reflect inwardly).

We were graced with two wonderful presenters, who were not veteran facilitators speaking about a new tool or technique – but who spoke, instead, on the agent of collaborative group workings – that is, the facilitator. Dr. Pieter van Jaarsveld presented a session on Emotional Intelligence and Facilitation, which presented in a typical South Africa humour, conveyed the importance of understanding and developing our EQ as facilitators, particularly in ways to improve self-leadership and change negative mindset which may condition us as facilitators and which may influence our working with our groups.

Our second highlight came from the closing plenary session presented by Dr. Bruce Copley, a former Wits University Professor of Sports Science and recipient of the prestigious British Association Medal for exceptional scientific research, on the art and science of holistic animation.

2nd IAF AFRICA Conference a Success

by Jerome Passmore, Africa Regional Representative

The second IAF Africa conference was held last month in Stellenbosch, Cape Town, South Africa. With 74 delegates attending from Thailand, Nigeria, United Kingdom and South Africa, all forms of the art and practice of facilitation (corporate, government, individual enterprises, NGO) were represented. We were fortunate to have a great line up of presenters and veteran facilitators, who freely shared their passion and love for their work in the profession of collaborative group workings.



Our conference opened with a speed networking activity that quickly got all 74 delegates to know each other in a rather unusual manner. Despite our failed SKYPE video link with IAF Chair, Cameron Fraser during the opening ceremony, the excitement amongst all was resounding. Delegates

made their way to the first sessions. Alastair Olby, of Kaizen Training, presented and facilitated a very constructive session on using a solutions focus tool in facilitation and coaching. Julia Kukard expounded on a business case for facilitation in business, which was particularly insightful given the current context of change at work in South Africa.

While there were great sessions that provided hungry facilitators with great tools, techniques and insights into facilitation dialogue, questioning techniques, increasing engagement of groups in workshops, and personal transformation for facilitators (which are the typical things

This was not your typical facilitation conference session. There was no set or proposed agenda based on a set of assumptions of knowing what the participants' needs and questions were. On the contrary, we as the "learners" became actively involved in the process from the outset, taking responsibility for our own learning – and boy, did Dr. Copley create a holistic learning experience using provocative topics and themes, such as the Holoprint (which is used to demonstrate a holistic system). The delegates were paired, given 2 square fiberglass sheets, and instructed to compact a dab of toothpaste, and then slowly separate the sheets. The results were profound – irrespective of the original shape of the dab of toothpaste, a circle shape always emerged – every part of the holoprint was connected – we were learning "holistically" through this experience. Our presenter truly inspired each and every one of us to rediscover our lost love of learning and our individual passions for life. Like the holoprint, each of us is unique yet we are all connected.

Our conference closed with a call to participate in next year's conference. The 3rd IAF AFRICA Facilitation Conference will be held in Johannesburg on 18-19 October 2007. See you there!

How to Market Yourself as a Facilitator

contributed by Jackie Parker via the GRP-FACL Listserv

Recently on the IAF-sponsored Group Facilitator Listserv, Lindsay Wilson of the United Kingdom indicated she was interested in how to market herself as a facilitator, asking such questions as, "What is the single most important thing that you use to get a new facilitation contract? Do you advertise? If you have a website, what proportion of your business comes from this? Do you rely on personal contacts? If so, how did you go about building these up? What hasn't worked for you in the past?"

We thought the reply from Jackie Parker of River Lee in Arizona, USA, provided some excellent pointers in self-marketing and merited reprinting (slightly edited) in the Global Flipchart for the IAF membership:

Hello Lindsay,

Like you, I [recently] launched into facilitation. We have been running for two years now and very successfully so it can be done! Stay optimistic.

Get yourself a company name and a logo. Get business cards. Act like a small company even though you are just one person. Always say "we" when talking about your company.

How to start from scratch?

1) Write a short email to everyone you know that says "Hey! Guess what I am doing now..." and gave a brief explanation of the kinds of problem that you can solve. Not everyone will make the leap from what you do, to how you can help their friends. So you need to spell it out for them.

I don't say I am a facilitator. We say that "River Lee can help whenever a group of people need to work together to solve a business problem in 30 days or less. It could be coming up with a plan, making a decision, collecting the requirements for a new project." We give short examples that are always focused on the problem and how we solved it.

2) Send Holiday cards to everyone you know. I will send out 130 Holiday cards this year. I include my business card. You have to write something personal in each card. Don't just sign your name. This year, the card has "World Peace" on the front and printed inside, it says "If peace is our goal, what is our strategy?" Always remember that this is a numbers game and everyone you know, knows 10 other people, so you have to think of everyone you know as your sales force.

3) Send postcards when you travel. This has been a really cheap and highly effective technique. People feel special and they enjoy receiving a surprise in their boring mail. On a recent trip to the UK, I sent 75 postcards back to the US and I believe one of these led to a huge project because my postcard arrived just as someone was facing a problem that they knew I could solve.

4) Keep an address book of everyone you know, and literally of everyone you meet, and try to capture something like the name of their partner, children, dog etc. Or their interest in sport or politics or a plan to go on vacation in a country. Use these details in your postcards/cards/emails. Send them links to websites relevant to their personal interests. Don't go overboard but never let twelve months go by without them hearing from you in some way.

5) Understand that people buy from (1) people they like (2) people that give them hope that their problem will be solved. They will find the money.

6) Join an online networking group such as LinkedIn.com or Plaxo and invite people to join you there. Not because you will find business that way but because it puts the onus on everyone else to keep their email address updated and thus in contact with you. Again, you want to "stick" to everyone you meet.

7) Write a description of your company in 12 words, 25 words, and 50 words. Use these descriptions when you join business networking groups etc.

8) Who are the people that might bring you business simply because they won't want to do the work themselves? For example, market yourself to local HR professionals who might bring you in rather than have to facilitate themselves. We market to project managers through the local professional chapter because project managers don't want to have to facilitate themselves. When I say "market", I mean that I have spoken on facilitation at their chapter meetings and I teach a 4- hour class for them.

9) Hardest of all for me? I am lousy at asking people point-blank for referrals. "Who do you know that River Lee could perhaps help?" I'd rather wait until someone gives me a compliment for River Lee's work and then say "Thank you. I would appreciate referrals in the future from anyone that you know who has a similar problem".

Have fun!



Jackie Parker is an executive facilitator with River Lee International, Inc., and facilitates sessions that quickly generate consensus for a strategy, decision, plan, or priorities. River Lee provides a facilitator and scribe to work with a cross functional team and solve business problems in 30 days or fewer.

Labels and Power, Air Hogs, “Thinking Out Loud”, and “High Responders”

compiled by Ester Mae Cox



One of the benefits of your IAF membership is to keep active a vibrant conversation amongst facilitators in identifying the field's best practices through its sponsorship of the GRP-FACL Listserv (GRP-FACL@listserv.albany.edu).

Each month in your IAF Global Flipchart we will provide a sampling of what IAF members can find on the Listserv. It is compiled for us by Ester Mae Cox, EMGA Enterprises, Madison County, IA (estermac@i-rule.net), an IAF member since 1990 (and a self-proclaimed happy, semi-retired grandmother!).

IAF provides support to this Listserv moderated by Sandy Schuman. If you aren't a regular subscriber to this Listserv, make it a “gift to yourself” to subscribe and enjoy multiple conversation threads from facilitators globally. Subscribe at <http://www.albany.edu>

Paul Mackey hazelhill@YAHOO.COM (November 2, 2006) posed this “back to basics” question to the Listserv..... Which took several twists and turns including discussion about the labels, fairness, and humanness.

The original post by Paul Mackey.....

All groups have members who have different power—depending upon the situation. It may be hierarchical power- the boss is in the room, it may stem from subject matter expertise - the rest of the group defers to the expert, or it may be that someone is an air hog- using more than comfortable amount of air time at the expense of others who suffer. Although the group itself can often deal with these challenges, the facilitator is in a position to intervene in ways that allow other voices to be heard. What are your techniques for dealing with the air hog?

From: Jon Jenkins jon@imaginal.nl November 3, 2006

For me there are 4 opportunities to deal with “air hogs”:

1. Before the program starts. Involve the people who are likely to want more time in the design or other aspects of the preparation process. They can participate in preparation meetings. They can be talked to about their role. They can be given a formal role in the program such as giving a presentation about their relevant area of expertise. These things depend on the person, the situation, etc.
2. The beginning of the program. By involving everyone at the beginning with things like a round robin or Focused Conversation a mode of behaviour is demonstrated. The purpose of the program can be explained including why everyone's ideas are important. If ground rules are used then giving everyone equal air-time should be one of them.

This sets a context for the whole group and for the individual.

3. When the hogging starts. There are various techniques that can be used, such as nodding your head and saying yes faster and faster,

thanking them and asking for other ideas; asking them to connect what they are saying to the topic at hand. Most interventions in the literature are for this time.

4. The end of the program. As participation in programs does not end with the current workshop and as a story about the workshop needs to be created the evaluation is a good time to deal with helping people become more sensitive to others in other programs. Simply doing a evaluation of the program that deals with content, process, participation and delivery of the program would help.

From: Ned Ruete nruete@myeastern.com November 3, 2006

Some of the techniques that I find useful for dealing with air hogs are:

- the group memory - When someone keeps going on and on, go back to the group memory and say, “We have that captured right here; are there any other ideas?” When someone is rambling on with stuff that doesn't help move the group forward, I don't write anything in the group memory: pretty soon they stop talking.
- physical presence - Go stand right in front of them and block their visual access to the rest of the group. This is one reason why I don't like to facilitate with participants sitting around a large conference table.
- round robin and time delay - Ask a question and then go around and let each person give one answer. If that doesn't work, don't let anyone talk for two minutes after the question is asked and make them write down their ideas. Only one idea allowed for each round, and it has to be one no one else has mentioned.
- slip writing/ silent brainstorming - have the participants write down their ideas on slips of paper or 3X5 sticky notes. See the IAF Methods Data Base for a technique called an affinity exercise that extends this notion to a full intervention.

For the “rest of the story” and advice from practicing facilitators, go to the GRP-FACL Listserv GRP-FACL@listserv.albany.edu Click on Archives and “Air Hogs” to enjoy the many posts on this topic.

The Method

By Jan Coerts, Peter Bootsma and Jon Jenkins

Title of this month's method:

Technical Limit

Intent:

Technical Limit is a way of optimizing the processes in a production or manufacturing system. An analysis of each process is done including actual production, current potential production (these first two can be the same), optimal production by improving technology or process that is economically feasible and the optimal production if the best technology in the industry were to be used.

Process:

1. Divide the whole value chain into processes the output of which can be measure in equivalent units and measure the output of each process.
2. Brainstorm potential interventions, issues, risks, etc. for each process (Paint the Picture).
3. For each process create a stacked bar diagram with:
 - a. Actual present output
 - b. Optimal output for the current situation
 - c. Potential output with economically feasible interventions
 - d. Potential outputs with the best available technology in the industry
4. Draw a horizontal line at the top of the bar for lowest of the process for each of the above four outputs.
5. Evaluate which interventions are the most effective in increasing the system outputs given economic and time constraints.
6. Create an action plan.

Reference:

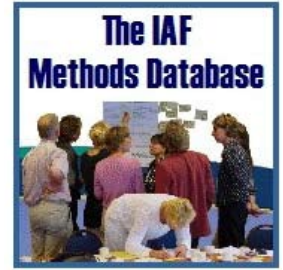
http://www.drillthelimit.com/tech_workshop.html

We invite you to share your tips and stories

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

Do you have a funny, sad, inspiring, victorious story about your experience with a workshop?

If you have a suggestion for a topic please contact the editor@iaf-methods.org.



“The Method” is a monthly column in the Global Flipchart by the team that created the IAF Methods Database: Jan Coerts, Peter Bootsma and Jon Jenkins. The IAF Methods Database (www.iaf-methods.org) is run independently under agreement with the IAF. If you have any questions about the Database, please contact editor@iaf-methods.org

We Get Reviews!

Sandor Schuman informs us that the *IAF Handbook of Group Facilitation* was reviewed in *Personnel Psychology* (Volume 59, Issue 1, Spring 2006, pages 271-274). The review can be read in its entirety at: www.blackwell-synergy.com/doi/full/10.1111/j.1744-6570.2006.00909_16.x

Here are a few excerpts from the review:

“All of the chapters were good – some of them were outstanding.”

“... Facilitators of all experience levels should find this handbook helpful.”

“... I found the handbook to be comprehensive, well written, and full of useful ideas.”

Author, Author

We are always interested in hearing from members who are interested in writing about facilitation. Articles are sought for both the *Group Facilitation: A Research and Applications Journal* and for *The Global Flipchart*.

Inquiries regarding Journal submissions can be directed to editor Sandor P. Schuman, at sschuman@albany.edu.

Inquiries regarding newsletter submissions can be directed to editor Jim Troxel at globalflipchart@iaf-world.org.

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Coming Events

IAF Conferences

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

25-27 July 2007 – Asia
Kuala Lumpur, Malaysia

October 2007 – Europe
Edinburgh, Scotland
More information to be announced soon

18-19 October 2007 – Africa
Johannesburg, South Africa
More information to be announced soon

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

Certification

11-12 January 2007 – The first CPF event in Sydney, Australia

15 February 2007 – A Dutch event in the Netherlands

5-6 March 2007 — Before the North America conference in Portland, Oregon, USA. (Please note the corrected dates)

7-8 May 2007—Brussels, Belgium.

23-24 Jul 2007 — Kuala Lumpur, Malaysia, in conjunction with the IAF Asia Conference.

Early application and an early start on document preparation is highly recommended. 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.

Other Conferences of Interest:

14-17 May 2007 - Group Decision and Negotiation Meeting, Mt. Tremblant, Quebec, Canada (near Montreal)

This joint conference of the INFORMS section on Group Decision and Negotiation, the EURO Working Group on Decision and Negotiation Support, and the EURO Working Group on Decision Support Systems, provides a forum for those working in the field, and hopes to bring together members from Asia, Africa, Oceania, Europe, and the Americas.

Keynote speakers are: Steven J. Brams (New York University), Ralph L. Keeney (Duke University), Bertrand Munier (GRID), Suzanne Rivard (HEC Montreal), Rudolf Vetschera (University of Vienna), Christof Weinhardt (Karlsruhe University) and Michael Wheeler (Harvard Business School).

More information, including instructions for proposal submission, is at <http://gdn2007.concordia.ca/>.

If you know of other conferences of interest to our global audience of facilitators, please send that information to globalflipchart@iaf-world.org

IAF North America Conference News

Registration for the IAF North America conference is underway now. Schedule for early March, the conference is being held in the beautiful city of Portland, Oregon. Remember - this conference has been moved to an earlier date so that it does not conflict with graduations and summer activities. Check out the sessions on the special website that was created just for this conference – www.iaf-world.org/conference/portland.htm.

Welcome to New Members!

We offer a warm welcome to our colleagues from around the world who joined or returned to IAF from October 11th through November 10th. (We only list 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).

Australia

Bruce Turner, Warrandyte
 Hedy Bryant , Bathurst
 Helen Campbell, Cammeray
 Kingsley Nowell, Bardwell Park
 Margie Hartley, Sydney
 Mary Jamieson, Dulwich Hill

Canada

Alam Ansari, Mississauga , ON
 Cynthia Cousens, Ottawa, ON
 Gale Breen Calgary, AB
 Katherine Maas, North Vancouver, BC
 Monica Bolland, Oakville, ON

Netherlands

Anne Podt, The Hague
 Annina Logtestijn, Ulvenhout
 Bénédicte Marcilly, The Hague
 Loeki Schaffers, The Hague
 Olaf Erz The Hague
 Oussen Zongo, The Hague
 Riet Nigten, The Hague

New Zealand

Annebeth Riles-Broad, Waikouiti

Switzerland

Francisco Baptista, Vevey

United Kingdom

Eric Buhl-Nielsen, Winchester
 Jean-Marc Rommes, London
 Julie Stuart, Newtownards
 Naomi Diamond, Leicester

United States

Barbara Patterson, Minnetonka, MN
 Brandon Coates, Boise, ID
 Caroline McCall, El Cerrito, CA
 Gae Broadwater, Frankfort, KY
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 Guadalupe Lopez, Richmond, IL
 Harriet Goldman, Berkeley, CA
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 Lechelle Wardell, Raleigh, NC
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 Tasos Sioukas, Los Angeles, CA
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