



The Global Flipchart

February

SEVEN DEADLY SINS OF FACILITATION

John Epps



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Not every session "facilitated" by an "expert" works to release the spirit of a group. Sometimes that spirit gets killed. When that happens, it is likely that one or more of the seven deadly sins has been committed. They fall into three major categories and have in every case diverted attention away from the group or the subject at hand. The seven are:

I. PSYCHIC STREAKING – This is perhaps the most blatant and distasteful approach. It amounts to parading one's supposed prowess nakedly before the group in the barely-disguised hope for admiration. These sins amount to saying, "Look at me! I'm important!"

1. Enforced Affirmation – demanding the group to recognize the facilitator's superior wisdom. Examples: "Am I right?" "Don't you agree?" Many "facilitators" conclude virtually every sentence with some variety of this question and only reveal their own insecurity. The real facilitator does not need affirmation from the group. The important question is not whether YOU are right, but whether the GROUP is right. And the focus is not on YOU but on the subject matter. Get your personal strokes some other way.

2. Designer Demeanor – appearance and style of a fashion

model rather than as one of the group: "Mat Glamour" as they say in Malaysia. Or it may involve peculiar attire like a bow tie or long curly hair or some noticeable garment that no self-respecting business person would be seen dead in. It communicates, "Look at me! I'm special!" This is often seen in marketing brochures replete with re-touched photos and bloated bio-data where people seem to be inviting potential clients to come learn from a famous celebrity. This approach may be valid for famous celebrities – not for facilitators.

II. PUBLIC PUT-DOWNS – The flip side of psychic streaking, these sins call attention to the group, but only to dramatize its stupidity.

3. Contemptuous Questions – asking "fill in the blank" questions that have definite "right" answers that the questioner knows – like a schoolteacher drilling a class. Technically known as "closed-end questions," these carry the insulting assumption that the group is a bunch of dummies incapable of going beyond detail. This is not to say that factual questions are always inappropriate, but the way they are asked matters. The only question for a facilitator to ask is a real one, and one you've wrestled with yourself.

4. Pointless Badgering – pushing beyond where the group can / will go, for example, asking "Why?" for the 25th time in an issues workshop. Knowing when to move on is an important skill. Or it happens when a facilitator forces the group to wait in embarrassed silence while a zombie goes through a refusal to speak exercise. Doing this communicates that you're concerned only for your power and not for the people, a state which, though common, is none-the-less deadly. You might instead try, "OK. Let's move on and come back to you later." Then DO come back later.

III. LAZY FARE – operating by the seat of your pants, or "Play it by (r)ear." These sins manifest a surrender to time or other pressures. They happen when we fail to engage in the necessary preparation for creating a significant event.

5. Wallowing in mud – too easily responding "Good!" to superficial answers that confuse rather than clarify. This is also committed when we let people mumble and don't require their full participation. This approach does not bother to demand the best, and assumes that people are incapable of producing authentic responses to genuine questions. The important factor is to take the answers seriously. When tempted by this sin, take a bath in integrity.

6. Cold Canned Soup – using what worked once without re-heating for the current audience. This dish is usually served after a hard day when you haven't had time to prepare a gourmet feast. When that happens, at least spice it up a little. It's facilitative suicide to go in cold. Worse, it's murder – to the group. At least APPLY what once worked to THIS situation. We have to consider both the procedures and the group in preparing our efforts.

7. Effortless Expertise – "I've done this 1,000 times. No sweat!" This opens one to new and gaping traps the novice never even imagined. Every time is new. There are no repetitions. "All it takes is all you have" is the rule of thumb for facilitators. Great artists don't work less hard – they just get better results.

These are seven deadly sins of our profession. Finding ways to avoid them is the discipline we require of ourselves. What's quite humbling, once we recognize them, is that sometimes, even when we have committed one or several, the group can still get on with its work in spite of our mis-guided facilitation.

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As we begin the new year of 2007, we asked the IAF Regional Representatives from around the world to declare what their "hopes and dreams" are for the IAF in their part of the world. This is what they told us:



From Prabu Naidu, Asia Regional Representative:
An IAF that offers differentiated value added services and products to its globally distributed members such that they continue with us and participate in our growth.



From Jim Campbell, Regional Rep for Europe:
By the end of 2007 the IAF in Europe will have:

- Tripled the number of affiliated networks from 5 to 15.
- Grown the membership to 350+.
- Held the biggest and best European Conference ever in Edinburgh, 05-07 October.

IAF Regional Representatives Ponder the Coming Year



From Carol Good, Regional Representative for Canada:
Going into the New Year, my hopes for the IAF in Canada and around the world focus on being a model of the consensus-building, creative problem-solving and thoughtful communication we advocate with our clients every day. Specifically, I hope that the incoming Regional Representative for Canada will bring lots of ideas and energy to the task. Generally, I hope that the IAF conferences around the globe continue to build on their successes.



From Michelle Golden, US Regional Rep:
For the US Region, it is my sincerest hope to create a stronger network--possibly with East/West or East/Central/West sub-regions--and that we'll see an increase in persons willing to step forward to collaborate and lead our region to be a greater resource for advancing the impact and quality of facilitation all throughout the United States.

I'd like to extend a plea, at this time, to all US IAF members



From Carla Rogers, IAF Regional Rep for Australia/New Zealand:
Our Regional IAF community is thriving, known for its spirit grown from generosity. The IAF itself is REAL with a natural, evolving connection with its members. We have in the Region 120 members, our 2nd CPF event later in 2007 (following on the outstanding success of the first ever CPF assessment event in Sydney last month when we welcomed 12 new CPF's to our community), an informative and enthralling website and a terrific regional database for members.

The Facilitation Library

With this issue of the *Global Flipchart* we are pleased to offer a new feature: *The Facilitation Library*. Each issue we will provide you with an annotated selection of books about facilitation. We will also post these briefs on the IAF website ([resources / facilitation booklist](#)) for your continued review.

If you have a book you would like to have featured in *The Facilitation Library*, send your selection and annotation to the editor, Jim Troxel, at globalflipchart@iaf-world.org.



The IAF Handbook of Group Facilitation: Best Practices from the Leading Organization in Facilitation, Sandor Schuman, Editor

The IAF Handbook of Group Facilitation: Best Practices from the Leading Organization in Facilitation, Sandor Schuman, Editor

The IAF Handbook of Group Facilitation offers the need-to-know basics in the field brought together by 50 leading practitioners and scholars. This indispensable resource includes successful strategies and methods, foundations, and resources for anyone who works with groups.

- Presents wide-ranging views of group facilitation and its practice
- Thirty-three chapters written by fifty authors in seven countries
- Includes the competencies, values, and ethics of group facilitation

The IAF Handbook of Group Facilitation provides an overview of the field for new and aspiring practitioners and a reliable reference for experienced group facilitators, including chapters on:

- Creating positive ongoing client relationships
- Building trust and improving communications
- Facilitating group brainstorming sessions
- Drawing out the best in people
- Developing a collaborative environment
- Designing and facilitating dialogue
- Managing conflicting agendas
- Working with multicultural groups
- Using improvisation

- Understanding virtual meetings
- Facilitating team start up
- Assessing group decision processes
- Building expertise in facilitation
- Reviewing core facilitation competencies
- Modeling positive professional attitudes

This wide-ranging collection also features a CD-ROM with the complete collection of articles published in the first five issues of

[Group Facilitation: A Research and Applications Journal](#).

Jossey-Bass/Wiley, 2005

Hardcover, 664 pages

ISBN: 0-7879-7160-X

www.iafhgf.com

Tips to Make Good Group Decisions, by Craig Freshley

Tips to Make Good Group Decisions is a handy compilation of one-page gems that Craig Freshley has been sending out over the internet for free. Now, 60 Tips are published in a neat little book and he's providing that for free too! You can download the e-Book edition from his website, no charge; or you can order the handsome Paperback edition which gets shipped directly from a print-on-demand company at cost. The book is nicely formatted with a full-color cover. Craig is not interested in making money on the Tips book, just in "helping groups make good decisions."

Craig Freshley has been facilitating group decision-making for 15 years and conveys his wisdom in a writing style that is fun, easy to read, precise, and guaranteed useful for anyone seeking better ways to make group decisions.

This is not a book you read from start to finish. Rather, you open to any page and find inspiration, practical advice, and sometimes spiritual advice. Craig reports that many are using the book as a “daily reader” and several people are buying multiple quantities of the paperback to give to everyone in their group.

“It is my intent,” says Craig, “to convey practical tips based on timeless, fundamental principles. In theory, we know the right things to do in order to make good group decisions; this book reminds us of those things AND how to translate them into action.”

To download a copy or to learn more about Craig and his Tips, visit

www.GoodGroupDecisions.com

C3-Creating a Culture of Collaboration: The International Association of Facilitators Handbook, Sandor Schuman, Editor

Meaning is all we want. Choices are all we make. Relationships are all we have.

How can we create greater shared meaning and sense of purpose, make more effective choices, and enhance our interpersonal and interorganizational relationships? How can we work together more effectively, involve the full diversity of players and still get things done?

Collaboration is often viewed as one-time or project-oriented activity. An increasing challenge is to help organization incorporate collaborative values and practices in their everyday ways of working. In *Creating a Culture of Collaboration*, an international group of practitioners and researchers—from Australia, Belgium, Canada, Chile, New Zealand, Northern Ireland, United Kingdom, and United States—provide proven approaches to creating a culture of collaboration within and among groups, organizations, communities, and societies.

A practical resource, *Creating a Culture of Collaboration* integrates the underlying bases of collaboration with field-tested approaches and provides numerous examples of collaboration in action that illustrate the application of theory in practice. In addition, the book is filled with useful figures, exhibits, and tables that clearly illustrate that expand on the ideas presented.

Creating a Culture of Collaboration is written for group facilitators, organization development practitioners, public participation specialists, and any advocate of collaborative processes, people who are concerned with conflict, consensus, and change.

Jossey-Bass/Wiley, 2006
Hardcover, 498 pages
ISBN: 0-7879-8116-8

www.culture-of-collaboration.com



C3-Creating a Culture of Collaboration: The International Association of Facilitators Handbook, Sandor Schuman, Editor

News from the Global Facilitator Service Corps (GFSC)

Disaster & Crisis Intervention Workshops



Global Facilitator Service Corps, is an outgrowth of the Community Outreach effort of the International Association of Facilitators (IAF). In 2002, the former coordinator of the IAF Community Outreach, Lenny Diamond (currently the President of GSFC), Mirja Hansen, Jim Troxel and Francisco Fernandez brought together a small group of interested, energetic facilitators to form GSFC. While the two organizations are separate, they share the same objectives in reaching out to communities to help them build their capacity to address their challenges.

Volunteers for the GFSC recently returned from Los Angeles, California, USA, where they delivered a 3 day workshop for the City of Los Angeles Mayor's Office of Emergency Preparedness. More than 2 dozen volunteers, many from Dispute Resolution Project (DRP), participated. The participants were very focused on bringing this model to their communities, organizations and agencies. Each participant has committed to training at least 10 more people in their respective communities with the year.

The GFSC Board and volunteers are grateful to Avis Ridley-Thomas, Director of the DRP and a valued, admired mentor who trained with GFSC in August, 2006. She had the vision and determination to bring this workshop to Los Angeles to a highly diverse group of community-based facilitators. This is an excellent example of GFSC's vision of building community capacity from within.

It was a very engaging, optimistic and encouraging experience for both participants and facilitators. Results should be very positive for the LA community.

"The highlights of this workshop included authentic conversations, new learning and new relationships. The materials, content and facilitators exceeded my expectations. They were outstanding. I would certainly recommend this workshop to my colleagues. It is authentic and very useful. Thanks for inviting the Fire Department. This training will assist our members as we chart our new future of service delivery."

Kwame Cooper,
Community Liaison Officer and
Battalion Chief, LA Fire Department

To sign up for the GFSC newsletter, please write to info@globalfacilitators.org with newsletter in the subject line.

**Advanced Facilitator -
Mentor Training
for the NOLA Network –
New Orleans, LA
April 13-14, 2007,
New Orleans, LA, USA**

The GFSC NOLA Network is hosting a GFSC face-to-face Advanced Facilitator-Mentor Training. We will truly be learning together as participants share their experiences in applying the model to different situations and cultures. Peer-mentored practice sessions will be a significant part of this intensive workshop, co-facilitated by Gil Brenson-Lazan, Tim Karpoff and other experienced facilitators from New Orleans and elsewhere.

Facilitators who have already participated in a GFSC Facilitative Disaster & Crisis Intervention workshop and who would like to train/mentor other facilitators in this model are invited to participate. Currently designated GFSC Facilitator-Mentors are also invited to participate in this advanced training, sharing your experience and expertise. For further information, please visit <http://globalfacilitators.org> or contact info@globalfacilitators.org.

To sign up for the GFSC newsletter, please write to info@globalfacilitators.org with newsletter in the subject line.

Dealing with Dominant Personalities

“Excerpted from the GRP-FACL Listserv”

This thread began on January 25, 2007 when Stacy Pineau stacy.pineau@NS.SYMPATICO.CA asked for suggestions on the the GRP-FACL Listserv



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 GRPFACL Listserv (GRPFACL@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 (esterm@irule.net), an IAF member since 1990 (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 scribe and enjoy multiple conversations threads from facilitators globally. Scribe at <http://www.albany.edu>

I am wondering if anyone has any helpful tips for dealing with a dominant, negative personality who attempts to derail various aspects of a facilitated session. I have recently dealt twice with the same individual in two separate sessions. She questions process and data from the outset and has a significant dampening affect on conversation at the table at which she is seated during roundtable discussions. This individual is a key member of the group I am working with, and must be included.

Robert Bacal ceo@WORK911.COM on January 25, 2007

The first thing I'd consider as a facilitator is to question whether my own focus on "personalities" is going to make things better or worse, and whether I need to transition to consider behaviors rather than personalities.

I'd consider ways to broach the subject to the group as a whole to see if they can be more active and responsible for the processes of their own group(s).

Rosa Zubizarreta rosalegria@IGC.ORG on January 26, 2007

While each situation is different, I often find it helpful to start with the assumption that human behav-

iors are meaningful and purpose-driven, and then engage in some internal and external inquiry.

Here are some of the kinds of questions I'd be asking, of both myself and others (including the person with the difficult behavior):

--What meaning or purpose does this person attribute to their own actions? What do they see as the reason for it, or the history behind it?

--What functional purpose does this person's perspective on the work at hand serve? What end of a polarity might they be holding for the group?

--What am I discovering about the larger system through this situation? What "organizational elephants" might be in the room, that are affecting the particular project for which I have been brought in?

--What am I learning about myself, in this situation?

Having a greater sense of all this, makes it more likely that I will be able to help both the person and the larger system, accomplish their purposes more effectively...

David Piltz dpiltz@THELEARNINGKEY.COM on January 26, 2007

My first thought to your question was how easily it is for anyone [facilitators/trainers/consultants] to fall in the trap of the expert who needs to fix everything and make sure all is well.

What I have learned is when I fall in that trap I am not doing my job as facilitator...I am there to help the group through a process with an end. During the process I have to be unbiased and be with the group every moment. To do that I can't assume anyone is being out right resistant because they are just mean people...I have to assume that everyone has motivations that are driving them and that part of the process is to let them surface in safe ways that help the group move forward.

I have found most of my work is helping others not assume why someone is doing or not doing something ... but to ask the question...the more I can get assumptions out of the room the better the process.

Marie Rizzo marierizzo@COGECO.CA January 26, 2007

Here's a tip on dealing with the 'over-talkativeness' of the dominant person according to Brookfield (The Skillful Teacher)
Take the time to evolve fair rules of discussion--you or another group member can re-

mind the person who is talking too much of the rules about the frequency of length of contributions.

If the situation deteriorates:
Take the student aside and say:
"Look, I know you learn best by contributing, and I appreciate the eagerness with which you're willing to pitch in to get discussions going, but I'm worried that with your confidence and your speed of articulation you may be unwittingly stifling the contributions of others who are less confident. I know you don't mean to do this, but you are so quick and assured I'm afraid that some group members are getting into the habit of letting you do the speaking for them because that's so much easier than talking for themselves. In the interests of their learning, I wonder if you could try and exercise some restraint with respect to the length and frequency of your contribution.

If Nothing Changes:
Specify in precise behavioral terms exactly what you would like the person to do. Then say something like, "when you want to say something count to 10 before speaking. If by then no one else has said anything, then feel free to pitch in."

When you have spoken in the group you can wait for at least 3 other group members to say something before you make your next contribution.

If participant improves behaviour:
Thank the person for exercising self-restraint and acknowledge that you know that this is difficult since it goes against their usual style.

Point out how many more people are speaking and how someone who hasn't spoken before has made a contribution. Make a connection between the talkative participants self-denial and the increased quality of discussion participation.

Methods Database

By Jan Coerts, Peter Bootsma and Jon Jenkins

The Methods Database is a monthly feature of the Global FlipChart developed and written by the three people who created the database.

Method of the Month

Each month a method will be highlighted and links will be made to relevant sites.

Title: Multiple Perspectives Workshop

Intent: To open up the thinking of an existing team of people and to experience the excitement of creating many perspectives on a problem that offers alternative solutions to the problem.

Procedures:

1. Decide what is the key problem to be worked on.
2. Ask the following questions:
 - a. Who are the people effected by this problem?
 - b. Who are the stakeholders of this problem? List them on the board. (For example for a Training Center: They might include, trainers, project leaders, the management team, clients, participants in the programs, the staff of the facilities, people who send participants, managers of participants, etc.)
3. Divide the group into teams of 4 people.
4. Each team will take one sheet of paper for each stakeholder.
 - a. When teams get to their team space they put up the sheets with the name or title for each of the stakeholders at the top.
 - b. Have each person put up the critical elements of the problem from the perspective of each stakeholder. Each person must add something new to the perspective. One stakeholder name actually represents more than one actual stakeholder.
 - c. The team can add perspectives.
 - d. When each person has added an element of the problem for each stakeholder, the task is complete. Take one hour.
5. At the beginning of the plenary place each stakeholder charts next to each other.
6. Start with one stakeholder that has a lot of common elements in the different charts. This will be easier to deal with at the beginning
 - a. What common interests?
 - b. Where are the additional interests?
 - c. What could we add to this perspective?
 - d. What is the key element of this perspective? (Please note this on the sheets.)
 - e. Which of the other elements support this key element?
7. Repeat this exercise with each of the stakeholders.
8. Look across all of the stakeholders.
 - a. Read aloud the key elements of each perspective.
 - b. What are some points of commonality?
 - c. What are the differences?
 - d. If you were to give a name to all the stakeholders what would it be?
 - e. What is an action or series of actions that could satisfy all of the stakeholders?
9. Move to Action Workshop.



References:

Senge, P. M., et al (1994): *The Fifth Discipline Fieldbook*, New York: Currency.

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

All of us who do face to face facilitation spend some time, energy and thought about preparing materials but little of these in how the material will be disposed of. How can we recycle and reuse the paper, markers, etc. we use. Here are some suggestions:

1. Use end rolls instead of flipchart paper.
2. Use both sides of flipchart paper.

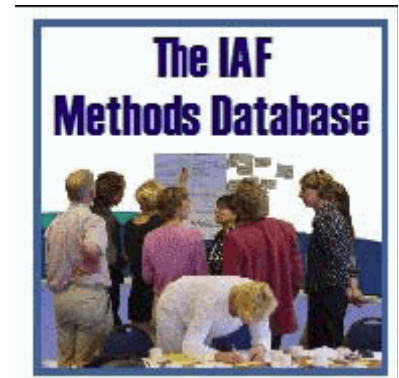
3. Find out from the facility you are using how they recycle and use it.
 4. Use refillable markers.
 5. Use reusable fasteners to attach things to the wall.
 6. Use overhead projectors and or electronic projectors especially for team instructions.
- Please send in your suggestions for being a bit more environmentally friendly.

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.

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 Method” is a monthly column in the Global Flipchart by the team that created the IAF Methods Database: Jan Coerts, Peter Bootsma and Jon Jen-



The IAF Methods Database (www.iafmethods.org) is run independently under agreement with the IAF. If you have any questions about the Database,

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Welcome to New Members

We offer a warm welcome to our colleagues from around the world who joined or returned to IAF from January 11th through February 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**).

Canada

Phil Aldrich
Jamie Chapman
Madalena Coutinho
Susan Dinan
Jill Geddes
Ruth Gmehlin
Jen Hunter
Jivi Khehra
Diane King
Marie-France LeFort.
Anne-Marie Parent
Jay Pickly
Loriebeth Quileza
David Reid
Gary Skakle.
Isabelle St-Jean
Charlene Waugh

Columbia

Francisco Fernandez
Gonzalo Gutierrez

India

Ashok Panikkar
Atul Pathak
Jawad Ahmed

Kuwait

Adel Al-Terkait

Lao People's Democratic Republic

Wolf Hartmann

Malaysia

Peg Wong

Mexico

Francisco Padron
Agustin Santamarina
Alejandro Villarreal

Netherlands

Peter Klinckhamers

New Zealand

Nicola Little
Sheryl Smail

Phillippines

Andrea Iffland

Thailand

Saengjun Andreoni
Nirum Chooaroon
Anirut Na Nan
Tanagorn Pratumrat
Panumas Siengjaew
Tinnakorn Tantisuwichwong
Jarukij Thiengtham

Singapore

Michelle Garred
Ramasamy Somasundaram

Sweden

Thomas Dimming
Jennie Elmqvist
Henrik Petré
Pierre Syldevik
Ansgar Toscha

United Kingdom

Karen Foong

United States

Denise Nair
Kimberly Shaw
Joyce Banjac
Brett Baumann
Janet Boguch
Lenny Borer,
Madeline Brane
Gloria Bryen
Leila Bulling
Patricia Craig,
Carla Curtis
Betsy Daniel
Geneti Debia
Sarah Donaghy
Donna Drinan
Ronald Ehman
Jeanne Etcheverry
Dianne Faieta
Beth Filla
Shelly Fletcher,
Carol Gelfer
Patricia Germani
Amir Ghannad,
Kristina Given
Eli Goring
Mary Grant
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C. Damon Hecker
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Gerald Linnins
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Grazina Mongirdiene
Mary Morrison
Eileen Oldag, Heifer International
Sheila O'Shea
Kristin Pardue

Kevin Raum
Cynthia Ray
Matthew Reeves
Susan Rohrbough
Meredith Rolf
Marcelino Sanchez
Darren Shaw
Alison Smith
Debra Stephens
John Thompson
Jewel Ware
Shirlene Warnock
Malchus Watlington
James Webber
Cheryl Williams

Coming Events

IAF Conferences

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

25-27 July – Asia Kuala Lumpur, Malaysia

Early 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

November 2007 – Australia/New Zealand Adelaide, South Australia

More Information to be announced soon

For registration information go to www.iafworld.org and click on the conference of interest.

Certifications

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) Key-note speakers are: Steven J. Brams (New York University), Ralph L. Kenney (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>

Interdisciplinary Network for Gandinroup Research (INGRoup) Call for papers Using research to advance the understanding of group behaviors, dynamics, and Outcomes Second Annual INGRoup Conference, on the Campus of Michigan State University, July 12-14, 2007, Lansing Michigan, USA Submission Deadline: Monday January 22, 2007 (10 p.m. EST).

For more information: www.ingroup.info

Call for papers for the 22nd European Conference on Operational Research, Prague 8-11 July 2007. <http://euro2007.vse.cz> You are all invited to submit a title and abstract for consideration in the Facilitated Problem Structuring and Decision Analysis Stream at EURO XXII, Prague. The stream welcomes contributions from researchers and practitioners engaged in the development and/or use of the problem structuring methods and decision analysis, in isolation or combination, to assist individuals or groups in their decision making. Contact Stream organizers Alberto Franco (alberto.franco@wbs.ac.uk) or Gilberto Montibelle (g.montibelle@lse.ac.uk) or visit the conference website to submit an abstract online. Include “problems structuring methods” as a keyword when submitting your abstract. Submission deadline February 28, 2007.