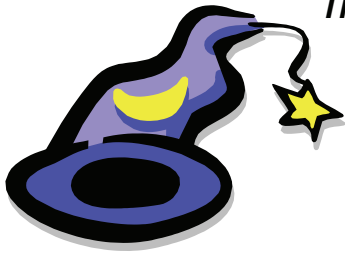


## The Magic of Metaphors



***This organization is a jungle.***

***Life is a journey.***

***I think we're at a tipping point.***

***This place stinks.***

Metaphors represent a short-hand method of communicating a lot of implied information. Knowing how they are used and ways a group can effectively think about them are valuable resources for your facilitation toolkit. Surfacing metaphors that occur naturally in discussion during a facilitation session can help the group address thorny issues and solve difficult problems.



At the 2006 North American Conference of the IAF, held in Baltimore, Maryland, one of the most engaging sessions was titled "The Magic of Metaphors." This workshop introduced participants to a five-step process that Simon Wilson and Carol Sherriff of the Wilson-Sherriff Company ([www.wilsonsherriff.com](http://www.wilsonsherriff.com)) developed working with a wide range of organizations in the public, private, and not-for-profit sectors in the United Kingdom. It provides a way of comfortably introducing metaphor exploration to groups who may never have worked with metaphors before and helps facilitators remain neutral while helping the group deepen and expand the metaphor. This method also encourages facilitators and groups to be alert to a shift in the

metaphor which signals a change in perception and understanding in the group.

### Why use metaphors as a facilitator?

"Generally, a metaphor is defined as a way of speaking in which one thing is expressed in terms of another, whereby this bringing together throws new light on the character of what is being described."

- S. Kopp

Metaphors are a fundamental part of individual and organizational life. They are a code we use to think about our past, present, and future. We act as if they are true. By surfacing and exploring metaphors we can shed new light on a situation and talk about things that are difficult to address directly. Because we act as if metaphors are true, they can help guide action planning and the development of relationships.

### Working assumptions

1. Any organization already has its own set of metaphors which may fall into one or more recognized categories. Existing organizational metaphors both help and hinder the organization.
2. The role of the facilitator is to develop a rich metaphorical landscape, surfacing and bringing metaphors to life in support of a shared goal. Facilitators can do this by asking specific, sensory-rich questions.

## The Magic of Metaphors

*continued from page 1*



3. The facilitator's job is to ensure that the metaphor remains the property of the group rather than imposing upon them his or her interpretation. Facilitators can do this by adopting a style of questioning that is termed clean-language and concentrates on the information the group has given, not the assumptions the facilitator is making.

Carol Sherriff and Simon Wilson are Certified Professional Facilitators and Certified Trainers of Neuro-Linguistic Programming. Their approach to working with metaphor is based on three years research and experimentation working with a wide range of different clients and participants. Their passion is finding facilitation approaches that are easy to use, fun and yet have profound results. They believe that being able to facilitate a metaphor exploration is one of the most important skills a facilitator can develop.

For the complete set of proceedings used by Simon and Carol during their session, go to the IAF website, access the members only section, click on the Maryland 2006 conference, and scroll down to their session, "The Magic of Metaphors." Or click [here](#).

An expanded explanation of metaphor facilitation and the five step process is contained in the IAF book, *Creating a Culture of Collaboration*, edited by Sandy Schuman.

Carol and Simon will be presenting at the [IAF Europe Conference, 5 - 7 October 2007, in Edinburgh, Scotland](#).

## The 14 Competencies of a Facilitator \*

1. On Top of the Methods  
The Facilitator Is Effective in Using the Core Methods
2. Able to Deliver on the Deal  
The Facilitator Carefully Manages the Client Relationship and Prepares Thoroughly
3. Both Janitor and Metronome  
The Facilitator Uses Time and Space Intentionally
4. The Evocateur  
The Facilitator Is Skilful in Evoking Participation and Creativity
5. Affirmation on the Hoof  
The Facilitator Is Practiced in Honoring the Group and Affirming Its Wisdom
6. Under the Neutral Flag  
The Facilitator Is Capable of Maintaining Objectivity
7. Antennae Up  
The Facilitator Is Skilled in Reading the Underlying Dynamics in the Group
8. The Orchestrator  
The Facilitator Is Deft at Orchestrating the Event Drama
9. The Drano Function  
The Facilitator Can Creatively Release Blocks to the Process
10. A Highwire Balancing Act  
The Facilitator Is Adroit in Adapting to the Changing Situation

*continued on page 3*

## The 14 Competencies of a Facilitator \*

*continued from page 2*

11. Big Shoulders  
The Facilitator Assumes Responsibility for the Group Journey
  12. Hard Copy  
The Facilitator Can Produce Powerful Documentation
  13. Group Role Model  
The Facilitator Demonstrates Professionalism, Self-Confidence and Authenticity
  14. The Iron Pillar of Freedom  
The Facilitator Maintains Personal Integrity
- Compiled from the article, “Magic of the Facilitator”, by Brian Stanfield, available to IAF members in Facilitator Resource Center of the IAF website. Or click [here](#).

## The Facilitation Library

*Monthly the Facilitation Library provides an annotated selection of books about facilitation. We will also post these briefs on the IAF website under the Facilitator Resource Center for your continued review. Over 100 such books are currently in our Library.*

*This month we present books by three of our fields most accomplished facilitators: Ingrid Bens, Gary Rush and Roger Schwarz and his colleagues including Ann Davidson. All have been active IAF members and presenters at many of the IAF conferences. Their work should be part of any good facilitators' library.*

*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](mailto:globalflipchart@iaf-world.org).*

## ***Facilitating to Lead! Leadership Strategies for a Networked World***

By Ingrid Bens  
Jossey-Bass, 2006

Florida-based, IAF-Member Ingrid Bens is one of our fields most accomplished facilitator and author. Freely giving to all of us who aspire to be proficient in the art and science of facilitation, Ingrid has recently published her fourth book, ***Facilitating to Lead!***

The book's premise is that of all the skill sets that support the shift from a traditional management style to a more collaborative approach, none is more relevant than the role of the facilitator. The beliefs, behaviors, and practices of facilitation are precisely what all leaders need to acquire and put into action.

In ***Facilitating to Lead!*** Ingrid applies her proven concepts of facilitation to the leadership roles and demonstrates that facilitation is an effective work style, not merely a meeting technique.

Throughout the book, Ingrid outlines the organizational and personal benefits of facilitative leadership and includes useful checklists to help leaders determine those situations when facilitative leadership is most appropriate. This book can be a blueprint for any organization seeking to re-frame its leaders for the networked world of projects and teams.

Also by Ingrid Bens:

***Facilitating With Ease! A Step-By-Step Guidebook with Customizable Worksheets on CD-ROM***, 2000.

***Facilitating With Ease! Core Skills for Facilitators, Team Leaders, and Members, Managers, Consultants, and Trainers***, 2005.

***Advanced Facilitation Strategies: Tools & Techniques to Master Difficult Situations***, 2006.

All published by Jossey-Bass.

*continued on page 4*



## The Facilitation Library

*continued from page 3*

### ***The Collaborative Society***

By Gary Rush  
Self-Published, 2007

***The Collaborative Society*** is the latest book by IAF-member Gary Rush, based in the Chicago area. It provides a roadmap and is designed as a comprehensive reference that describes a view of collaboration as a set of behaviors that happen at the personal, organizational, and societal levels. Its primary purpose is for the reader to see that view of collaboration and to encourage collaboration to make it an integral part of society. In addition, the reader will gain the necessary skills and tools to succeed, so the book moves from theory to “how to” making it a practical reference.

The book is divided into 3 Segments:

**The Essence** – These two Sections cover Introduction and lay The Foundation. Section 1 describes background. Section 2 covers the concepts of a Collaborative Society and its Vision.

**The Components** – These four Sections describe the skills needed to encourage and succeed in a Collaborative Society. Section 3 talks about Our Social Identity. Section 4 describes Communication Skills. Section 5 describes Group Skills. Section 6 describes when a Group Comes Together providing specific tools and processes through the use of a case study.

**The Conclusion** – These two Sections describe What’s Next and Resources. Section 7 concludes and describes Implications of a Collaborative Society. Section 8 describes Resources for continued learning.

Gary wants the reader to question and challenge his view so that it becomes a shared view – a dialog and collaborative effort to define ***The Collaborative Society***. In doing that, this book becomes a manifesto for collaboration.

This book is self-published and the cost is \$40 US and includes standard United States domestic shipping. International orders are \$40 US plus shipping. To place an order or to find out the costs for shipping outside the US, contact Gary direct at:

Gary R. Rush, CPF  
MGR Consulting  
+1-773-330-2064 – phone  
+1-787-977-2919 – fax  
<mailto:grush@mgrconsulting.com>  
<http://www.mgrconsulting.com>

IAF-Member Roger Schwarz from North Carolina would have to be considered one of the pioneers in the field of facilitation with his first book on the topic published in 1994. Here we highlight two of his three books that should also be in your Facilitation Library.

### **The Skilled Facilitator: A Comprehensive Resource for Consultants, Facilitators, Managers, Trainers and Coaches**

By Roger Schwarz  
Jossey-Bass, 1994

"Everyone wants to be a facilitator: consultants, managers, even teachers. What is desperately needed is a common, practical reference for understanding facilitation in diverse professional settings. No one has done a better job than Roger Schwarz of synthesizing the major theoretical underpinnings and translating them into clear, usable guidelines for practitioners."

Peter M. Senge, author, *The Fifth Discipline*

Since its publication in 1994, readers have regarded *The Skilled Facilitator* as a critical resource for anyone interested in helping groups and organizations function more effectively.

- For a free electronic copy of the first chapter of the revised edition of *The Skilled Facilitator*, [click here](#).



*continued on page 5*

## The Facilitation Library

*continued from page 4*

- To read more reviews of *The Skilled Facilitator*, [click here](#) or surf at [Amazon](#).
- If you want to purchase a hard copy of *The Skilled Facilitator* [click here](#).

### **The Skilled Facilitator Fieldbook: Tips, Tools, and Tested Methods for Consultants, Facilitators, Managers, Trainers, and Coaches**

By Roger Schwarz, Anne Davidson, Peg Carlson and Sue McKinney  
Jossey-Bass, 2005

People in organizations and communities around the world are using the Skilled Facilitator approach to develop effective teams and organizations and generate open, honest and productive working relationships. Since the publication of the first edition of *The Skilled Facilitator*, we have been privileged to work with a number of them. Some attended our public workshops, others we coached, and still others invited us to help them improve their organizations. Our clients learned from us, we learned from them, and we have learned together. *The Skilled Facilitator Fieldbook* reflects these lessons.

- For a free electronic copy of its first chapter, [click here](#)
- To read more reviews of *The Skilled Facilitator Fieldbook*, [click here](#) or surf at Amazon.

If you want to purchase a copy of *The Skilled Facilitator Fieldbook* (either electronic or hard copy), please [click here](#).

In 2002, Roger also published *The Skilled Facilitator: A Comprehensive Resource for Consultants, Facilitators, Managers, Trainers, and Coaches*, also by Jossey-Bass.

## Facilitating Different Cultures

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

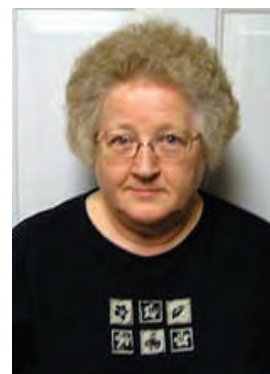
Listserv

([GRPFACL@listserv.albany.edu](mailto:GRPFACL@listserv.albany.edu)).

Monthly the Global Flipchart provides a sampling of what IAF members can find on the Listserv. It is compiled for us by Ester Mae Cox, Facilitator/Consultant, ToP Trainer, of EMGA Enterprises, Madison County, IA, USA, ([estermae@irule.net](mailto:estermae@irule.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 conversations and threads from facilitators globally. Subscribe at <http://www.albany.edu>. Currently, there are 975 subscribers in (at least) 35 countries. During the month of May 2007, there were 111 posts from 58 contributors, averaging about 3.5 posts per day.

John Powderly of the United Kingdom on May 21<sup>st</sup> posted a request (below) asking for ideas about [facilitating different cultures](#). It generated an amazing amount of subsequent posts.... and has been getting several posts each day for the past three weeks..... it's been a rich and lively discussion..... Go to the archives of [GRP\\_FACL@listserv.albany.edu](mailto:GRP_FACL@listserv.albany.edu)



*Ester Mae Cox*

*continued on page 6*

## Facilitating Different Cultures

*continued from page 5*

where you'll find all the posts related to John's query. Here is just the first response by Jan Lelie of the Netherlands to "whet your appetite" to go and read more of this thread..... or sign on to get the posts of the listserv either daily in a digest or individually as they happen. This one is especially rich and robust (including differing ideas)....and offers lots of good ideas for practical facilitation.

John Powderly of Derbyshire, UK  
[johnpowderly@talktalk.net](mailto:johnpowderly@talktalk.net)

*I have been asked to research how people in different countries see the world differently..... or the same. For example, how do people from different cultures perceive time, death, life, earth and power?*

*The intention is to facilitate better conversations and forge better strategies by understanding our core differences/ similarities in the way we experience life.*

*In particular, I have been asked to focus on Iraq, Iran, USA, UK and France, but other examples would be welcomed.*

*P.S. I have been asked to look at the work of Richard Nesbitt, because he argues that different cultures think differently from one another in scientifically measurable ways; however, I prefer to start with the world I know - group facilitation - and see where that takes me.*

Jan Lelie [janlelie@wxs.nl](mailto:janlelie@wxs.nl) replied:

*This is a trap. Cultures are meant to make differences between people. It is their unintended intention. Read - no study -*

*'Paradoxes of Group Life'. All life is the same, everywhere, but people are all different.*

*Every group behaves in the same way: it uses other groups to maintain its coherence. Groups project the aspects - the differences between people - they don't like on other groups and when the 'other' projects these aspects back, there suddenly is no respect. (That is why it is being called respect in the first place: it is 'a-looking-back'. The only part that is left out is the 'spect' that initiated the lack of respect).*

*In the old days, this was not a big problem, because the earth was scarcely populated by people. Schisms made people move to others places, so the schismatic tendencies of groups needn't be addressed. The USA is full of (stories of) people who went to seek new fortunes, because 'they had to go'. The Netherlands absorbed a lot of people from other cultures too.*

*I would suggest to assume that there is no way to facilitate better communications between different cultures. Understanding each other is not the issue. Belonging is the issue. So start with facilitating communications within a culture. Then you'll notice how many differences there are within a culture and people might start to understand that these differences are not dealt with properly (i.e. people are not accepted for what they are). Understanding oneself, that is the relevant issue. You'll notice that many people understand themselves in terms of others, but that they've somehow been taught not to extend this to others. The bible - any bible - has one simple message: do not unto others what you won't have done on yourself.*

*My main - and only point - is, that we as facilitators should not suggest that*

*continued on page 7*

**Facilitating Different Cultures**

*continued from page 6*

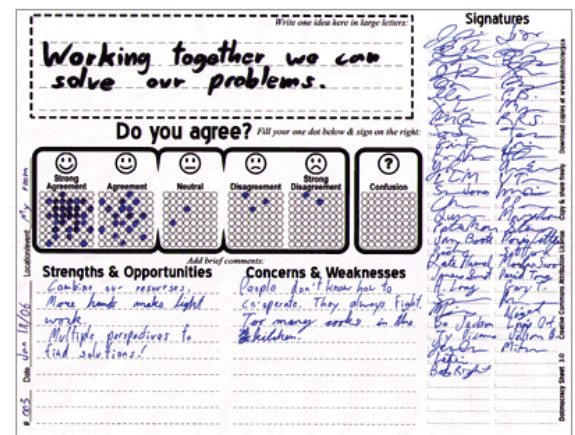
*problems can be solved. There will never be a problem free, sustainable system. There wasn't one before we were born, and there will not be one long after we're all gone. The only 'solution' contains less concurrent problems - which is why we call our current situation a mess - and more fun.*

*The very root of this problem is the nature of communicating - or the nature of life, whatever came first. The one and only instrument we have as facilitators. Communication is flawed, by design. All communication is also manipulation. "One cannot not influence" (Watzlawick, The Language of Change p. 11). "All that heals can also be abused; just as a poison can cure." (p10). Cultures are not value free. In fact they try to grow at the expense of the resources of the environment and – even before the resources have been depleted - wants to have the lion share.*

*My aim is to be realistic in an unrealistic sense: responsible facilitation can only be an increased skill in dealing with the problems of life as they arise, but not a problem-free life. (adapted from page 160). That is why it is important to transfer these facilitation skills to others. Not because we can save the world - nobody can (or - to put it differently - the world we're in is the result of people trying to save the world. 'A fine mess you've got us in, Stanley') - but because then they might save themselves.*

**“Dotmocracy” Handbook now available on the IAF Website**

Need a new way of collecting and prioritizing ideas among a large number of people? Check out the Dotmocracy Handbook now available in the [IAF Website Facilitation Resource Center](#). The Handbook reflects an evolving collection of guidelines and suggestions for effectively conducting dotmocracy. Dotmocracy is an equal opportunity and participatory group decision-making process. Using this method, participants write down ideas and apply dots under each idea to show which ones they prefer. The final result is a graph-like visual representation of the group’s collective preferences. A special IAF Thank You to Jason Diceman of CoopTools for making this resource available to our members. For more information, go to [www.dotmocracy.org](http://www.dotmocracy.org).



## 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. In a few months we will be asking for suggestions about the name of the feature.

### Method of the Month

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

**Title:** Plus, Minus, Interesting

**Intent:** This is a classic De Bono creativity technique that is to generate ideas about a topic that helps to evaluate it. It is also known as Positive, Negative, Interesting.

#### Procedures:

State the topic. Put on whiteboard or flipchart.

Brainstorm the positive aspects of the topic. List on flipchart.

Brainstorm the negative aspects of the topic. List on flipchart.

Brainstorm the interesting aspects of the topic. List on flipchart.

Go to processing the lists.

#### References

De Bono, E. (1973). *Lateral Thinking: Creativity Step by Step*, New York: Harper Paperbacks.

*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

One of the issues many facilitators face is being on time. How do we get people back from lunch on time? How do we enable time discipline? How are we motivating without being dogmatic or oppressive? Here are some ways we've seen.

Start exactly on the agreed to time.

Start when everyone is there.

Negotiate an agreement about what on time means.

Put up a countdown clock.

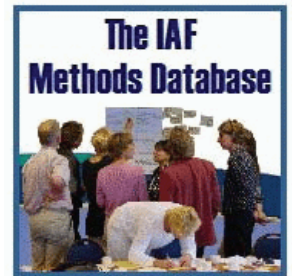
Start music or video clip 2 minutes before the starting time.

#### What are your thoughts / practices?

Email [editor@iaf-methods.org](mailto:editor@iaf-methods.org)

Each month we suggest one or two ways of being effective as a facilitator. If you have a suggestion for a topic please contact the [editor@iaf-methods.org](mailto: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](mailto:editor@iaf-methods.org)*

## 2006-2007 Board of Directors

Cameron Fraser, *Chair*

Eunice Shankland, *ChairElect*

David Wayne, *Past Chair*

Dale Hunter, *Vice Chair International*

Linda Mather, *Treasurer*

Remedios Ruiz, *Secretary*

Tammy Adams, *Communications & Publications Strategic Initiative Coordinator*

Mary Sue McCarthy, *Community Outreach Strategic Initiative Coordinator*

Ann Epps, *Conference Strategic Initiative Coordinator*

Mark Pixley, *Membership & Affiliations Strategic Initiative Coordinator*

Ruth Siguenza, *Organization Futures Strategic Initiative Coordinator*

Barbara MacKay, *Professional Development Strategic Initiative Coordinator*

Jerome Passmore, *Africa Regional Representative*

Prabu Naidu, *Asia Regional Representative*

Carla Rogers, *Australia/New Zealand Regional Representative*

Carol Good, *Canada Regional Representative*

Jim Campbell, *Europe Regional Representative*

Elias Dinzey, *Latin America Regional Representative*

Michelle Golden, *USA Regional Representative*

## IAF TEAMS UP WITH INTERNATIONAL FORUM OF VISUAL PRACTITIONERS

The IAF is coordinating with the International Forum of Visual Practitioners (IFVP) to host a Certified Professional Facilitator (CPF) assessment event October 22 and 23 in Santa Fe, New Mexico USA. This assessment event occurs immediately after the IFVP conference held October 18-21, also in Santa Fe (see [www.ifvp.org](http://www.ifvp.org)).

### **VISUALPRACTITIONER.ORG**

The IFVP is a community of creative leaders from around the world who share a common passion for bringing information and ideas to life visually. For over a quarter of a century, business people, artists, communities, governments, educators, and individuals have been leveraging the power of the IFVP community of graphic recorders and graphic facilitators.

This CPF event will be truly unique. It is the first certification event offered in conjunction with a sister professional association. We anticipate that the IFVP conference and assessment will offer facilitators a great opportunity to experience and practice a variety of creative techniques, including graphic facilitation.

Interested CPF candidates should contact the IAF office no later than July 30<sup>th</sup> at [certify@iaf-world.org](mailto:certify@iaf-world.org) if they want to participate in the Santa Fe assessment event.

## Upcoming IAF Events

### Conferences

**25 - 27 July 2007** – Asia  
Kuala Lumpur, Malaysia

**5 - 7 October 2007** – Europe  
Edinburgh, Scotland

**28 - 30 November 2007** – Australia/New Zealand  
Adelaide, South Australia

**10 - 12 April 2008** - North America  
Atlanta, Georgia, USA

### Certification Events

**3 - 4 October 2007**  
Edinburgh, Scotland

**22-23 October 2007**  
Santa Fe, New Mexico, US

**26-27 November 2007**  
Adelaide, Australia

## Welcome to New Members!

*We extend a warm welcome to our colleagues from around the world who joined or returned to IAF from May 11th through June 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](mailto:office@iaf-world.org)).*

### Australia

Dufty Neil, Parramatta, NSW  
Ian Hughes, St. Andrews  
Sivarama Sankaran, Broadway, NSW

### Bosnia and Herzegovina

Mevlida Kunosic-Vlajic, Tuzia  
Raffaella Resta, Sarajevo

### Belgium

Silvia Mora, Brussels

### Botswana

Donald Koogotsitse, Gaborone

### Canada

Charlotte Burkhardt, Geulph, ON  
Claude Levesque, Ottawa, ON  
Michel Rodrigue, Ottawa, ON  
Tamara Eberle, Toronto, ON

### Cyprus

Gabrielle Witthaus, Paphos

### Germany

Judith Simons, Cologne

### France

Amanda Cunningham, Thonon

### Indonesia

Erika Speelman, Bogor

### India

Vinay Sirsi, Bangalore

### Italy

Wulf Killmann, Rome

### Republic of Korea

Hong Mi Chae, Kyungki-Do

### Sri Lanka

Numinda Thanthirige, Kandy  
Verni Vijayarajah, Nawal Rajagiriya

### Malaysia

Sze Yen Chee, Petaling Jaya, Selangor

### The Netherlands

Mari Andela, Ede  
Paul Munters, Ede  
Ruth de Vries, Amsterdam  
Wiepie Bakker, Amsterdam  
Wilma Bobbink, Ede

### Sweden

Alan Wright, Stockholm  
Erica Wright, Stockholm

### Sierre Leone

Manfred Rink, Freetown

### Uganda

Robert Okudi, Kampala

### United Kingdom

David Schaub-Jones, London  
Nicola Edson, Warrington

### United States

Belinda Willis, Yorktown, VA  
Diane Jamai, Tampa, FL  
Gerald Haman, Chicago, IL  
Kristine Spencer, Chicago, IL  
Melania Ohm, Phoenix, AZ  
Natalynn Roman, Chesterfield, VA  
Susan Keeler, Austin, TX

### Yemen

Saleh Al Hakami, Sanaa ROY

