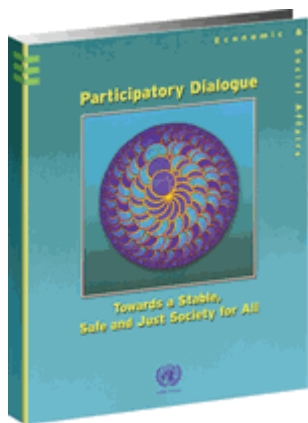


United Nations Report Recognizes Importance of Facilitators in Catalyzing a Global Society



One of the chief objectives of the International Association of Facilitators is to advance the awareness for the need for quality facilitation in all walks of life and sectors of society. Now, it appears, the United Nations itself agrees, as evidenced by a recently published report.

In June of this year the Department of Economic and Social Affairs of the United Nations Secretariat issued *Participatory Dialogue: Towards a Stable, Safe, and Just Society for All* – a landmark publication meant to explore the potential role of participatory dialogue as a tool for facilitating social integration processes.

According to the report, social integration is now widely seen as the chief mechanism to bring about stable, safe, and just societies around the world, based on the promotion and protection of all human rights, as well as on non-discrimination, tolerance, respect for diversity, equality of opportunity, solidarity, security and participation of all people, including disadvantaged, marginalized and vulnerable groups and persons.

While the meaning of the term “social integration” is still being debated, it is one of the hallmark objectives agreed upon at the UN. The report contends that the emergence of a global society, that not only champions but also exercises the principles

of social integration, depends on three main building blocks: inclusion, participation, and social justice. Taken together they allow for meaningful and effective engagement for a common future of the planet.

While justice, and achieving a shared sense of justice, can be defined as the ultimate goal of social integration, the other two building blocks, inclusion and participation, are processes or tools, which help to achieve it.

Inclusion refers to policies and institutional arrangements designed to include people. It is a top-down process, utilizing tools and spaces designed by policymakers for people. Inclusion is an action directed towards citizens. Inclusion can also be understood as a guiding principle: whenever a decision-making mechanism is being designed, it should be made maximally inclusive.

Participation refers to the active and constructive engagement of people. It is a bottom-up process within which people enter (and often help to create) spaces for interaction and influencing of decision-making mechanisms. Participation is an action undertaken by citizens. It is a process that enhances the quality, credibility and ownership of decisions.

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The report contends that social integration is best brought about through participatory dialogue in creating more socially cohesive societies, and provides practical examples of dialogue use and tools.

The report establishes that effective participatory dialogue does not happen without a facilitator. Below is a central excerpt of the report's discussion on the responsibility of facilitator:

Facilitators have a central role to play in dialogue processes. The simplest form of facilitation entails ensuring that all involved have a chance to speak and that the meeting starts and ends on time. Any group member can perform this function, especially if the group agrees to support him or her in this regard. It can be helpful to rotate the responsibility, giving all group members a turn. Participants rapidly come to appreciate what creative challenge facilitation is: it is simple, but not necessarily easy. Everyone is then more respectful when his or her peers assume the role.

Alternatively, an experienced facilitator can be brought in. This is especially necessary during a one-time event, or with people who do not know each other, or with members of a group that have not had success in facilitating themselves. The facilitator's role can be held by one or a few group members who develop special skills in playing that role or

even—in a mature, consensus-oriented group—shared by all group members equally all the time. In that case, no one is "the facilitator" but the functions of facilitation are carried out fluidly by any and all participants as the meeting proceeds.

The facilitator explains that he or she will try to shepherd the conversation along according to the guidelines described. Then the facilitator permits people to talk, giving them gentle reminders as necessary. Of course, to the extent that all participants are brief, and mindful of and curious about, what each has to say, little formal facilitation and few gimmicks are necessary to ensure healthy dialogue. Facilitation is often hard work—and works best when it "looks easy" and natural.

The report, which will serve as a central blueprint for United Nations' efforts in economic and social development around the world, cites dialogue methods that are familiar to IAF conference attendees such as: Appreciative Inquiry, the World Café, Open Space Technology, and Future Search – just to name a few referenced in the report.

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As a member of the IAF you can be proud of the fact that your important service is being recognized as a chief tool in bringing about a more stable, safe and just world society. Keep up the good work!

The report is published by the United Nations Publications and is available on the web at <https://unp.un.org/details.aspx?entry=E07060>.

Participatory Dialogue: Towards a Stable, Safe and Just Society for All

Released in June 2007
 English (also available in [French](#), [Spanish](#))
 ISBN13: 9789211302592
 Sales Number: 07.IV.3
 188 page(s), 8.5x11
 Paperback
 Publisher: United Nations, Department of Economic and Social Affairs

IAF in Asia Completes 10TH Successful Conference

The 10th IAF Asia Conference held near Kuala Lumpur in Malaysia saw about 200 delegates attending from 26 countries from Qatar to South Korea and Austria to Australia. Malaysia is the country where IAF Asia started a decade ago. The week long event commenced with the CPF certification on 23-24 July 2007. This was followed by the conference which took place on 25-26 July. Five post conference workshops were held on 27 July.

There was celebration in the air and people attended more to learn and discover, going beyond the mental mode of networking. The conference was also significant in that the IAF Board meeting was held for the first time outside of the USA!

Participants came from the following countries:

Australia	Nepal
Austria	The Netherlands
Bangladesh	New Zealand
Belgium	Phillipines
Brunei Darulssalam	Qatar
Cambodia	Singapore
Canada	South Africa
China	South Korea
Hong Kong	Sweden
India	Taiwan
Indonesia	Thailand
Japan	United Kingdom
Malaysia	United States

The 21 concurrent workshops facilitated by a diverse mix of experienced facilitators from across the globe in the conference did well to complement the theme "Gems and Jewels of Facilitation". The Plenary Sessions were a highlight as each used a different approach to facilitation i.e. World Cafe, Appreciative Inquiry, ORID. What was more interesting was the fact that people stayed back for the closing which was simply overwhelming.

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After two days of fun, sharing & learning; the organizing baton for next year's conference was handed over to the Bangkok, Thailand, team that will be led by Lee Milstein who will be hosting next year's the 11th Annual IAF Asia Facilitator Conference.

Submitted by:
Prabu Naidu
Asian Regional Representative to the IAF Board of Directors

Theresa Ratnam Thong
Vice-Chair International, IAF Board of Directors, and Chair of the IAF Asian Conference organizing team



Member Update from the Annual IAF Business Meeting

On the front page of the IAF website (www.iaf-world.org) you will find a link to the report given by the IAF Board of Directors to the members at the Annual Business Meeting held last month in Malaysia in conjunction with the 10th Annual Asian IAF Conference.

All members are encouraged to review the report to gain a better understanding as to the state of the association. Look under the middle column (“News & Events”) of the homepage for the link.

Pictured are the members of the IAF Board of Directors who were in attendance.



Standing , from left to right -

Tom Schwarz (Australia), Co-Australia/New Zealand Regional Representative Cameron Fraser (Canada), Past Chair David Wayne (United States) outgoing Past Chair Dale Hunter (New Zealand), outgoing Vice Chair International Jerome Passmore (South Africa), Africa Regional Representative John Butcher (Canada), Canada Regional Representative Michael Spivey (United States), Professional Development Strategic Initiative Coordinator Jim Campbell (Belgium), Europe Regional Representative Ruth Siguenza (United States), Organizational Futures Strategic Initiative Coordinator Mark Pixley (China), Membership and Affiliations Strategic Initiative Coordinator Tammy Adams (United States) Communications and Publications Strategic Initiative Coordinator Prabu Naidu (Singapore), Asia Regional Representative

Front row seated, from left to right -

Michelle Golden (United States), United States Regional Representative Linda Mather (United States), Treasurer Eunice Shankland (United States), Chair Theresa Ratnam Thong (Malaysia), Vice Chair International Ann Epps (Malaysia), Conference Strategic Initiative Coordinator Mary Sue McCarthy (United States), Community Outreach Strategic Initiative Coordinator

Absent from the photo

Gary Rush (Puerto Rico), Chair Elect
Remedios Ruiz (Dominican Republic), interim Latin America Regional Representative
Stephen Thorpe (Australia), Secretary
Keith Rydell (Australia), Co-Australia/New Zealand Regional Representative

Errata

The IAF Global Flipchart wishes to offer an apology to Chair Elect, Gary Rush, for publishing an incorrect bio of him in our July issue. Below is the corrected version.



Gary Rush, IAF CPF and CPF Assessor, founder of MGR Consulting, continues to be the leading edge in the industry by continuing as a practicing Facilitator. Gary, a member of the IAF since 1995, has been a Facilitator since 1983 and teaching others "how to" facilitate since 1985 when he created *FAST*, a structured facilitation technique. In 2007, Gary created *FoCuSeD™*, the next revolution in structured facilitation – the first Holistic Facilitation Technique. Besides his family, Gary's passions are cooking and making a difference in the world by encouraging collaboration through facilitation, leadership, and diversity.

Environmental-Friendly IAF Conferences

In the July 2007 issue of the Global Flipchart we invited members to offer suggestions as to how we could make our global conferences more environmentally responsible. IAF member Mikka Styles sent us the following he found on the world-wide web which we would like to share with you:

When setting up your conference with the venue (hotel, conference center), ask for:

All catering plates, cups and glasses to be china or glass (non-disposable). If plastic, they must be washable (biodegradable or compostable is better). NO Styrofoam under any circumstances.

Condiments to be served in bulk containers, not individual servings, to save packaging. This includes sugar, creamer, butter, cream cheese, etc.

All napkins to be cloth whenever possible. Use coasters instead of cocktail napkins.

Separate recycling bins for attendees to use at all catered functions, registration, and especially on the exhibit floor.

Recycled-content promotional products when deciding on pens, bags, shirts and caps (there are beautiful awards made of recycled glass).

The hotels not to change the sheets and towels daily unless requested by the guest.

The hotels not to replace the amenities daily unless they are gone. Use of soap and shampoo dispensers would be optimal.

The hotels' housekeeping staff to shut blinds and turn down the heat/air conditioning during the day in rooms while attendees are gone.

Information about the facilities'

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recycling program for all areas.

All leftover food to be donated to a local food bank.

Catering to be sourced from local food producers where possible.

As conference organizers, consider reducing:

... the amount of handouts. Make them available on the web site. All handouts to be printed on two sides using post-consumer recycled paper.

... the size of the registration brochure and make the rest of the information available on-line.

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.

Since I didn't get any nominations for this month's Library edition, here are two "classic" facilitation case studies to add to your Facilitation Library that I published. They are classic because they are old, by case study standards. Jim Troxel, Editor, IAF Global Flipchart.

- **Participation Works: Business Cases from Around the World** (Jim Troxel, Gen. Ed.) was published in 1993 by Miles River Press, Alexandria, VA. The book included eleven case studies of businesses in various

settings around the world that had installed participatory management and facilitated planning systems in their organizations and demonstrated the successes they achieved by doing so. Since then, of course, things have changed for these companies. The intent of the book was to share lessons about organizational transformation as it relates to a variety of organizations' efforts to install a more participative work environment within their organizational culture.

Section Headings:

- Defining Participation
- Increasing Productivity
- Expanding the customer Base
- Maximizing Stakeholder Involvement
- Motivating the Workforce
- What Makes Participation Work

The cases in the book describe facilitation in action in companies in the following countries: Brazil, Canada, Guatemala, India, Nigeria, Malaysia, Russia, Singapore, United Kingdom and the United States. Some of the chapters were written by IAF members including: Ann and John Epps, Pat Tuecke, Jo Nelson and Bob Vance.

One of the blurbs from the back cover reads: "[These] case studies demonstrate that employee participation is not unique to the U.S. or Japanese business communities. The experiences cited in these stories could be helpful to many firms that may be considering similar employee involvement initiatives." Richard M. Morrow; former Chairman and CEO, Amoco Corporation.

The book itself is out of print. However, Amazon.com is selling used copies for the book for as little as 99 cents US. At that low price, this would make a nice addition to your facilitation library.

Government Works: Profiles of People Making a Difference (Jim Troxel, Gen. Ed.) was published in 1995 by Miles River Press, Alexandria, VA. The book included eighteen case studies of public work activity in various settings across the United States that had utilized facilitated participatory approaches in their communities and organizations and demonstrated the successes they achieved by doing so.

Section Headings:

- Citizens Taking Initiative
- Entrepreneurship in Government
- Empowering Employees
- Facilitating Collaboration

One of the more interesting stories in the book comes from the general editor's interview with Carolyn Lukensmeyer who is currently head of America Speaks. She talks about her facilitation of the members of the Cabinet including the President and the Vice-President and the challenges she faced in that setting. Some of the chapters were written by founding IAF members including: Mirja Hanson, Sue Laxdal, Heidi Kolbe, Kim Epley, Nancy Hewison, Jean Watts, Sandra True, and Ike Powell.

One of the blurbs from the back of the book reads: "Governments are not short of resources. They are short of knowledge of how to channel the energies of ordinary citizens into effective programs to solve community problems. This book explains how to do it by describing how governments at all levels are already doing it." Stuart A. Umpleby, Center for Social and Organizational Learning, George Washington University.

The book itself is out of print. However, used copies of the book are available for as little as \$3.00 US on Amazon.com. If you would like a new, free copy (with a \$7.00 US S&H domestic, or \$12 US for international orders) send me an email at Troxel@consultmillennia.com with your address and I'll put an invoice to you in

with a signed copy of the book.

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.

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: Different Directions

Intent: This is a nice little warm up exercise to prepare a group for an idea generating session.

Procedures:

Remind the group what the topic is and that this exercise is a way of warming up our creative processes. This is a bit like a sports person warms up before engaging in their sport.

This exercise will use a series of random words.

Generate a word. *Put that word in the centre of a white board or flip chart.*

Generate 3 more words. *Place them around the central word.*

Divide into 3 groups and assign each of the 3 words to a group.



Each group is to take their word say how their word adds to, changes, expands, develops or further brings forward the first word.

Ask each team to report.

Reflect on each of the reports.

Do a second round with 9 words (three for each of the original three words)

Repeat the process.

Note:

There a number of ways of generating random words, such as using a Thesaurus ask for 2 numbers. The first number is a page number and the second is the number of the word on the page.

References

This is based on Edward De Bono's: *Different Directions in How to Have Creative Ideas* (2007) London: Vermillion.

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

The Tip of the Month

Each month we will suggest one or two ways of improving your ability to facilitate. If you have a suggestion for a topic please contact the editor@iaf-methods.org.

Evaluating when Co-facilitating

Most of us don't have a chance to facilitate with another facilitator. When you do have a chance it is important to debrief and the end of each day and at the end of the program. One approach to the debrief is to ask about three aspects of the program.

1. How is the group doing? In the end of the day debrief it is important that ideas are shared about the state of the group. Are they moving as expected? Are there

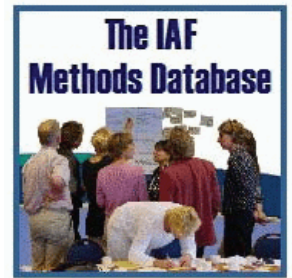
issues that need to be dealt with? At the end of the program other kinds of questions should be asked. Did we have enough information about the group? Did we understand the assignment accurately enough? How could we improve our relationship with the person giving the assignment?

2. How is the process doing? At the end of the day you might ask, "How is the process going?" "What needs to be improved?" "Are there things that we need to do differently from what we planned?" "In the end of the program evaluation you might ask "What worked well? "What changes do we need to make? "

3. How are the facilitators doing? At the end of the day you might ask for each of the facilitators, "What went well? " "What could be done to improve? " The same questions can be asked during the end of the program evaluation.

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



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of Directors**

Eunice Shankland, *Chair*

Gary Rush, *ChairElect*

Cameron Fraser, *Past Chair*

Theresa Ratnam Thong, *Vice
Chair International*

Linda Mather, *Treasurer*

Stephen Thorpe,
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
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*Organization Futures
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Regional Representative*

Tom Schwarz & Keith
Rydel,
*Australia/New Zealand
Regional Representative*

John Butcher, *Canada
Regional Representative*

Jim Campbell, *Europe
Regional Representative*

Remedios Ruiz, *Latin
America Regional
Representative*

Michelle Golden, *USA
Regional Representative*

**Upcoming IAF Events
Conferences**

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

**Congratulations to the
new CPFs**

Jost H. Wagner, Bangkok, Thailand
Jerlyn Tang Hwee Leng, Singapore

Welcome to New Members!

We extend a warm welcome to our colleagues from around the world who joined or returned to IAF from July 11th through August 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

Wayne Degenhardt, Beaconfield,
VIC

Canada

Liz Roberts, Brandon, MB
Trish McKegg-Vandermeij,
Kitchner, ON

Germany

Wolfgang Friedl, Leverkusen

Hong Kong

Yinan Du, Central Hong Kong

Italy

Sophie Treinen, Rome

The Netherlands

Jan Vaessen, Vlaardingen
Merel Boer, Amsterdam
Ruth Heuvel, Zwolle
Teun Wijk, Zwolle

Nigeria

Clinton Ezeigwe, Ehime Mbano

Serbia

Bojan Djuric, Belgrade

South Africa

Catharina Bignaut, Johannesburg
Kevin in't Veld, Johannesburg

Sweden

Lars Leiram, Hovas

United States

Brian Baskette, Atlanta, GA
David Gaskins, Berkeley, CA
David Lorms, Gaithersburg, MD
Deborah Washington, Seattle, WA-
Jon Abercrombie, Decatur, GA
Laura Benjamin, Colorado Springs,
CO
Laurence Phillips, Olney, MD
Mark Monteleone, Houston, TX
Mayra Lebron-Lopez, Elk Grove
Village, IL
Sadie Burton-Goss, Boston, MA
Sarah Klarich, Keller, TX
Stacey Murphy, Milwaukee, WI
Steven Adams, Riverview, FL
William Malek, Bozeman, MT

