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New Members

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The Global Flipchart is IAF's  
monthly newsletter  
Jim Troxel, Editor  
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## Member of the Month Mr. M. Shanmugam from Malaysia

GFC: How long have you been a member of IAF?

Shanmugam: About five years. I have facilitated at two IAF conferences in Malaysia. This year I took over as the IAF Country Representative for Malaysia.

GFC: Tell us a little about the organization you work for... What is its name? What does it do?

Shanmugam: I run training and facilitation business, called Adventure Based Learning. We conduct training and facilitate workshops for Corporate and NGO's in the areas of Teams, Leadership, Change, Strategic Thinking and Planning, Coaching and Mentoring.

GFC: What is your job within the organization?

Shanmugam: I am the Director of Programs; I design, conduct and facilitate the programs/workshops.

GFC: How do you use facilitation in your line of work?

Shanmugam: I have found it to be important and very valuable to achieve the client's needs.

To identify learning needs and areas of concerns

To share thoughts and feelings during post-activity processing

To generate ideas



Mr. M. Shanmugam

To have teams to identify

For participants to formulate 'SMART' actions plans for post workshop initiatives

GFC: Share a recent facilitation experience – what did you do, how did you do it, with whom did you do it?

Shanmugam: I facilitated a Vision and Mission workshop for an NGO (Non-Governmental Organization) called Selangor Indian Association that has existed in Malaysia for 99 years. They will be celebrating their 100th year in 2008 and wanted to re-brand the association and create their Vision and Mission statements.

Prior to the workshop, I had a meeting with the newly elected committee. The meeting was to establish the objectives of the workshop.

Having established the workshop objectives, I explained to them the approach and tools I will be using to facilitate the workshop. The secretariat was told to inform all committee members on the

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workshop schedule and logistics.

On the workshop day I welcomed the participants, revisited the objectives that were set prior to the meeting. Participants then established their own ground rules for the workshop. I then got them to discuss the benefits of having the mission and vision statements and how it will position their organization. This made them visualize and emotionalize the ideal future of the Association.

The workshop then was facilitated using a combination of the following:

- Consensus workshop method (cards and flip charts)
- Appreciative inquiry

The workshop ended with participants developing their Vision, Mission statements successfully. The respective committee heads took back ideas from the workshop to start working on the actions plans. The feedback from the committee was encouraging after the workshop. They felt a sense of achievement and ownership of the result. One of the feedback was they were felt included and their thoughts and feelings mattered. The energy was high! Thanks to facilitation techniques.

GFC: If you could share one thing you've learned with other facilitators around the world, what would it be?

Shanmugam: The agenda of the session/workshop must be the participant's agenda and not the facilitator's agenda.



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## Below the Waterline: News from the Board of Directors

Is it 80% or 90% of an iceberg that is hidden below the waterline? Regardless, the image is familiar to us all. It's much the same in our professional, volunteer, and personal lives. Four years of research and writing produce a book. A year of preparation builds to a three-day conference. Six months of intensive training gives us the physical fitness and self-confidence to challenge our first half-marathon.

Not surprisingly, the vast majority of the work of IAF also takes place "below the waterline". Each member of our Board of Directors wears two hats. The one is our membership on the Board itself, where we serve as the stewards of the organization, responsible for its policy direction and financial health. The other is our operational role, in which we are each responsible for a specific portfolio, be it Regional representation (Australia/New Zealand, Africa, etc.), or a Strategic Initiative (Professional Development, Conferences, etc.), or a combined administrative/policy charge (Chair, Treasurer, Secretary, Chair Elect, or Past Chair).

Members of our Board live literally around the world. A 2:00 p.m. conference call for me in Ottawa means that Stephen Thorpe, our Secretary, is busy taking notes at 2:00 a.m. at his home in New Zealand. An e-mail sent by Prabu Naidu, our Asia Regional Representative, at 5:00 in the afternoon when he is leaving his office in Singapore, reaches his United States counterpart, Michelle Golden, while she is still tucked into bed in St. Louis. Her reply arrives at Prabu's computer when he, in turn, is asleep. Jim Campbell and Jerome Passmore, our Europe and Africa Regional Representatives, sit almost in the middle, in

both time and space, of this crisscrossing communication traffic.

The combination of roles, the asynchronous nature of most of our communications (and the awkwardness of timing our direct interactions), and the financial and logistical issues that limit our face-to-face meetings to one a year, make participation on the IAF Board the most stimulating, challenging, and (yes) time-consuming volunteer experience of my life. And I have only been a member of the Board for just over three months!

Over those months, here are just some of the strategic and operational issues that have occupied the Board:

- a major report on certification, which will be formally coming to the Board at its December conference call, but which has already sparked much on-line discussion;
- follow-up on the five strategic directions identified at our Board meeting in July;
- what "shared services" we need to be able to provide to each of our Regions and Strategic Initiative Coordinators (no small matter in an organization as widely distributed, as regionally idiosyncratic, and as limited in its staff and financial resources as IAF);
- potential accreditation of educational and training institutions offering formal programs in facilitation;
- redesign of our global web site;
- revamping our membership

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database;

- policies on affiliated organizations;
- and (that old stand-by in any volunteer organization), By-law amendments.

The Board will also soon be considering a major organizational redesign to try to bring IAF's structure and resource base more in line with our organizational needs. And the 2008 budget is just coming together.

Meanwhile, each Region is in the midst of planning its own conferences, handling membership liaison, producing communications, managing its web site, and continually trying to identify best practices through sharing our individual experiences. At the same time, certification events, community outreach initiatives, management of our global web site and communications, and many other activities are taking place under the direction of our Strategic Initiative Coordinators.

Written by John Butcher

IAF Certified Professional Facilitator and  
Regional Representative North America

Associates In Planning Inc.

Ottawa, Ontario, Canada

For the Canadian IAF Newsletter

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## Down Under Conference Probes the Deeper Purpose of Facilitation

The Australian New Zealand (ANZ) regional annual Australasian Facilitator Networks (AFN) conference was successfully completed 28-30th November 2007 in Adelaide, South Australia. This entirely volunteer event was the region's tenth annual facilitators highlight with each event being a diverse and distinctly different happening held in the various capital cities around ANZ on a rotating basis.



The Adelaide 2007 ANZ AFN event had:

- Attendance of around 130 people which represented a sold-out event due to the constraints of the facility and the decisions of the organizers to keep the intimate nature of IAF conferences. It was set in downtown Adelaide opposite a historic and restored railway station building, and close to the Adelaide Art Centre complex.
- The formal opening plenary process was used as an opportunity to reflect on the deeper values and meaning that facilitation held for the partici-

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pants. The process co-facilitation team leading that session was made up of local AFN and IAF Facilitators (Joan Firkins/AFN & long time ICA member), Dale Hunter (long time AFN and IAF member), Stephen Thorpe (IAF Secretary), and Tom Schwarz (IAF ANZ Regional Rep).

The guiding thought for the session was informed by Dale's saying she hoped that facilitation would not become something "puny" when it has the potential for so much depth.



For this opening reflective session:

- The Focus topic: To explore the deeper purpose of facilitation in the world and in our region.
- The Experiential aim: To create an opportunity for facilitators to reflect on the deeper purpose of facilitation and the implications for themselves and the work they do.
- The Rational Aim: To enable facilitators to stretch towards a deeper understanding about how facilitators can make a positive difference in the world and in our region in the next 10 years.

The outcomes of the entire conference included:

\* aspirational elements for Facilitation

future (as though already achieved) informed by the deep values and purposes pre-dialogues and expressed multimodally through creative group sculptures or skits or prose, and then captured by the resident cartoonist Simon Kneebone (his works were then auctioned off to raise money for a philanthropic fund to enable research into men's health issues).

\* The celebratory tone of the event was highlighted by the opening evening pre-conference entertainment by the participants for the participants two hours of non-stop mirth and amazement at the talents of fellow participants. At the following night's formal conference dinner the participatory mood was further demonstrated by the almost immediate participation of all in the non-stop dancing where Tom Schwarz had the pleasure of trying to keep up with around 6 lovely ladies at the same time a challenge!



The IAF values and ethics served as the grounding propositions with the conference conveners, and the IAF was introduced by the IAF VP International Theresa Rattan as part of the conference opening dinner.

The conference ran a successful three-stream pre-conference day as well as 4X parallel sessions throughout the two days of the conference proper, with plenary session at the front and back as book-ends, Birds of a Feather sessions and unlimited

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coffee !!

Session topics covered the whole gamut of facilitation approaches and social concerns from Deep Democracy through to organisational paradigms, working with conflict, multi-modal expressions with singing, large group Market Place techniques, Facilitation in Learning and Coaching, Social Change frameworks, Co-operacy and purposeful facilitation, Improv, etc.

First time attendees from other disciplines expressed amazement at the people-centric nature and the depth and breadth of the conference. They want to come back for more!

Continuity of the conferences was symbolized by handing of the conference Genie Bottle to the 2008 team with a team song custom composed for the occasion! The next AFN conference will be in Bathurst New South Wales, Australia, an old and historic regional centre in November 2008.

In summary the conference was a joyful affirmation of facilitators as strongly social aware and change agents with a rich mixture of exploration and deepening of facilitation approaches and thinking, as well as social awareness coupled with continuous networking and connection renewal.

To borrow a phrase from Down Under, "It was a blast!"

Tom Schwarz

CPF and ANZ IAF Regional Representative

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## 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 our continued review. Over 100 such books are currently in our Library.*

### ***Moving Beyond Icebreakers: An Innovative Approach to Group Facilitation, Learning, and Action***

By Stanley Pollack with Mary Fusoni  
Published by Teen Empowerment, Boston, MA, USA. ([www.teenempowerment.org](http://www.teenempowerment.org))

This manual documents the successful facilitation techniques this small nonprofit (NGO) has used for working with groups of youth and adults over the past 15 years. We believe it would be a useful tool for all who facilitate group sessions.

The cornerstone of this user-friendly book details over 300 interactive exercises (not just "icebreakers") designed to:

- Achieve group goals
- Build relationships
- Resolve group problems
- Teach, lead, motivate, and inspire

Our book is self-published, and with very little marketing, and has already sold over 3,000 copies.

Author Stanley Pollack is the Executive Director for Teen Empowerment, and the book comes from his many years in the field. There are anecdotes and contributions from staff and colleagues from over the years. They are noted in the acknowledgments of the book.



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Visit the publisher's website, [www.MovingBeyondIcebreakers.org](http://www.MovingBeyondIcebreakers.org), to purchase the book.

## ***Facilitating Multicultural Groups: A Practical Guide***

By Christine Hogan  
2007. Kogan Page, London

This is Hogan's fifth book on facilitation. Here is one of the published reviews about her latest book:

One of the founding fathers of the European Union, Jean Monnet, is often quoted as saying, 'if we were to do it all again we would start with culture.' If he were to do it all again he might well start with Christine Hogan's book; *Facilitating Multicultural Groups, a Practical Guide*, beginning with the enlightening section on Mapping, Bridging and Integrating. More on that later.

In Hogan's introduction she states; the purpose of this book is to prepare, facilitate and evaluate workshops where participants from a diversity of backgrounds and/or cultures different from those of the facilitator. To be honest, I was wary. In all my years in the field I've yet to come across such a comprehensive book. I'm delighted to say to facilitators, community leaders, educators working in the culturally diverse setting (and that's most of us) that you now have 'the book'. This book has the lot; ideas, models, frameworks along with a vast range of activities with thorough step by step processes. Hogan hasn't overlooked anything. On reading this book you will be guided through the process of contracting - the diversity checklist is thorough and extensive, workshop delivery - includes adapting processes to different cultural contexts and, techniques to use - metaphors, stories and dance, through to language, silence, gender issues and working with interpreters and translators. And, it's not only

'how to', there are plenty of models and theories to back up the processes.

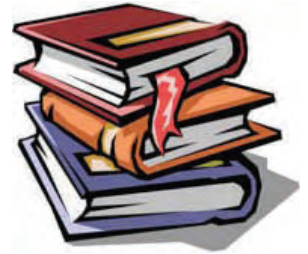
Hogan has drawn on her vast range of experience and work in the area which includes working in Lao PDR, Bhutan, Malaysia, South Africa, Hong Kong and indigenous Australian communities to name just a few. The book is peppered with stories from her colleagues and observations in the field which grounds the processes in reality; from what works well to things that can go horribly wrong. There's not a judgmental tone in Hogan's book. She writes with enthusiasm, compassion and warmth. This is a highly accessible, down to earth and almost chatty book.

In the section on Cultural mapping, Bridging and Integrating (MBI), Hogan thoroughly guides you through the process of each stage - Mapping to understand difference, Bridging to take differences into account and Integration to bring together and level the differences. This book goes way beyond broad generalizations and stereotypes, rather it humanises the process of facilitating multicultural groups and leads the facilitator into new ways of doing things.

Hogan says that facilitators have to act as bridges to help others, to send information and understanding from side of the bridge to the other. Jean Monnet didn't have this book in time but perhaps we could pass it on to some of our politicians.

This book review by: Abigayle Carmody, Director, Narrative Matters, Perth, Western Australia.

Check out Chris Hogan's website too for extra visual materials and exercises to accompany each chapter and extra chapters and appendices. Go to [www.hogans.id.au](http://www.hogans.id.au).

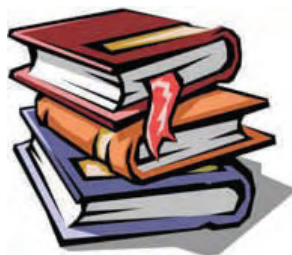


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***Teams for a New Generation: A Facilitator's Field Guide***

By Greg Robinson and Mark Rose  
2007. Published by Authorhouse (print on demand)



In today's world, the need for groups to consistently tap into the collective intelligence present in their team is more and more important. This requires teams to move beyond cooperation and goodwill and be able to challenge individual and collective assumptions to see new alternatives. This book provides a simple model to understand how teams move past the mediocrity of consensus to innovative thinking that comes with Collective Learning. The purpose is to help facilitators move experiential learning beyond the traditional notion of teambuilding which has become a catchall phrase for individuals just getting more comfortable with one another. It is our opinion that to unlock the power of your experiential tools, facilitators must think about developing two Meta-skills – Emotional Maturity and Critical Thinking. These two skills highlight what an effective facilitator will need to assist groups to be effective.

Available through Amazon.com or directly at: [Teams for a New Generation Book](#). (\$6.95 for an e-book or \$24.95 plus shipping for a paperback).

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## Announcements

### **Advertise in the IAF Group Facilitation: A Research and Applications Journal**

Opportunities are now available to advertise in the December 2007 Issue of the IAF Journal.

All advertisements are full-page and located in either the back pages of the issue or on covers. All advertisements except the back cover are black and white. Advertising is limited to 10% of the total number of pages.

Rates are as follows:

US\$300 inside page

US\$400 inside cover

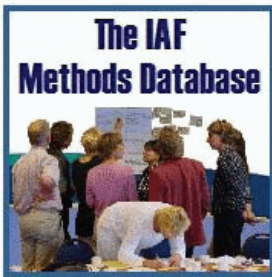
US\$500 back cover

US\$600 back cover, 2 color

#### **Readership**

The journal reaches approximately 1500 IAF members in 62 countries via a downloadable pdf document. Hard copies are available via Amazon.com and Virtualbookworm.com. The journal is also listed on the EBSCO and ProQuest online databases.

Contact Stephen Thorpe to book your advert today - [associate.ed@iaf-world.org](mailto:associate.ed@iaf-world.org)



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)

## Method of the Month

The Method of the Month is a monthly feature of the Global FlipChart.

### Method of the Month

Each month a method will be highlighted and links will be made to relevant sites. This month's method was contributed to the GRP-FACL Listserve by Shoshanna Cogan\*.

#### Title:

#### Wagon Wheel Review tool

#### Intent:

Participants have an opportunity to review a session or a workshop.

#### Procedures:

#### Set-up:

Ask the group to form a circle, count off by A, B, A, B, etc. until everyone is either A or B. Invite all the A's to take 3 steps into the circle, turn around and find a B to pair up with; there will now be a smaller inner circle formation (A's) facing an outer circle (B's). If the group had an odd number, two A's can stick together throughout all rotations. With each rotation, only the outer circle of B's moves the designated number of spaces/people that the facilitator requests. A's stay put as the hub of the wheel in the center, and B's rotate when asked to find their new partner.

Facilitator sets up the activity, keeps time, and asks the outer circle of B's to rotate a certain number of spots when it's time to move to the next question.

To use as an End of the session/workshop review tool, first introduce the Head, Heart, Hands, and Spirit Model by describing how our Head (intellect/logic), Heart (emotions/compassion), Hands (practical application of our skills and learning), and Spirit (larger purpose) are all integral to achieving

excellence in our fields. The session review can include questions such as:

1. Head: With your partner, describe in 60 seconds one insight gained at this session/workshop. Switch and listen to your partner share their insight. Rotate.
2. Heart: With your new partner, each takes a minute to explain one thing from the session/workshop that had an emotional impact on you. Rotate.
3. Hands: With your next partner, both share one specific way you will apply what you learned back in your work setting. Rotate.
4. Spirit: On your fourth rotation, explain how one particular session takeaway will serve/support/inspire another person or people.

**Tip:** Questions can be substituted depending on the facilitator/participant goals.

#### Reflection

The facilitator can invite participants to share examples of answers from the questions either before the next rotation or at the end of all the questions, while the experience is still fresh. Since this is an extraverted oriented activity, it can be helpful to also allow time at the beginning or end for reflection, note-taking or journaling.

#### Tip:

It's a good idea to have a whistle or noisemaker when it's time to rotate the Wagon Wheel, as this activity can get loud with larger groups.

#### References:

The Wagon Wheel and HHHS Model are adaptations of activities funded through the Corporation for National and Community Service.

Shoshanna Cogan is an international trainer and consultant with over 21 years of experience serving over 15,000 participants as a college educator, professional counsellor, program director,

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and international leadership consultant. She can be contacted at or ShoshannaCogan@aol.com.

*Do you have a method you would like to share with readers of the IAF Global Flip-Chart? If so please send a description of the method to [editor@iaf-methods.org](mailto:editor@iaf-methods.org)*

## Upcoming IAF Events Conferences

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

**23 - 24 July 2008** - Africa  
Johannesburg, South Africa

**27 - 28 August 2008** - Asia  
Bangkok, Thailand

**2 - 5 October 2008** - Europe  
Groningen, The Netherlands

**November 2008** - Australia  
Bathurst, New South Wales

## Certification Events

**14 February 2008**  
The Netherlands

**7 - 8 April 2008**  
Atlanta, Georgia, US

**12 June 2008**  
The Netherlands

**25 - 26 August 2008**  
Bangkok, Thailand

**30 September - 1 October 2008**  
Groningen, The Netherlands

**November 2008** - Australia

Bathurst, New South Wales

## Congratulations to the new CPFs from the Netherlands

Jeroen Blijisie, CPF, Nijkerk (Gld)

Sylvia Erlings, CPF, Utrecht

Tobias Meijll, CPF, Utrecht

Ilse van der Put, CPF, Utrecht

Annina van Logtestijn, CPF, Ulvenhout

Annet Noordik, CPF, Amsterdam

### Total CPFs: 334

If you are interested in becoming a Certified Professional Facilitator please visit the IAF website at [www.iaf-world.org](http://www.iaf-world.org). On the home page in the menu bar click on *certificati-on*. There you will find all the information and details for applying.

## Welcome to New Members!

We extend a warm welcome to our colleagues from around the world who joined or returned to IAF from November 11th through December 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)).

**Current Membership from 70 countries: 1486±**

### Australia

Michal Papegaaij-Levit, Chapel Hill, QLD  
Richard Sargeant, Birkdale, QLD

### Brazil

Therese Otterbeck, Sao Paulo

### Canada

Dally Gutierrez, Winnepeg, MB  
Denise Withers, Vancouver, BC  
Dennis Baird, Otterburn Park, QC  
Richard Steer, Toronto, ON  
Terry Lineham, Victoria, BC

### Hong Kong

Douglas Gerber

### Ireland

John Simin Cleary, Co. Wexford  
Liam Power, Waterford  
Michelle McClafferty, Co. Dublin  
Ray Kinsella, Dublin  
Teresa Geraghty, Co. Galway  
Trevor Bissett, Dublin

### Lao People's Democratic Republic

Richard Delnoye, Vientiane

### The Netherlands

Bart Segers, Rotterdam

### Spain

Iñigo Retolaza Eguran, Eibar

### Switzerland

Gillian Martin Mehers, Gland

### United Kingdom

Matthew Haggis, Edinburgh

### United States

Bertrand Laurent, Miami Shores, FL  
Dan Boatright, Kennesaw, GA  
Debbie Tegart, Marietta, GA  
Dick Carlson, Bellevue, WA  
Elizabeth Aegersold, Austin, TX  
Elizabeth Guilday, Bronxville, NY  
Emily Blodgett, Omaha, NE  
Gary Boettcher, Spotsylvania, VA  
Jennifer Graham, Boulder, CO  
Jessica Binning, Cheyenne, WY  
Josef Reum, Washington, DC  
Joseph Rosenberger, Shawnee, KS  
Linda Ford, Austin, TX  
Lynn Sokler, Atlanta, GA  
Mark Ford, Glenwood, IA  
Mark Rose, Oklahoma City, OK  
Mary Hughes, Phoenix, AZ  
Pat Bird, Winston Salem, NC  
Roxanne Wright, Albany, NY

