



The Global Flipchart

July 2007

Meet your 2007-2008 IAF Board of Directors

Officers

Eunice Shankland, *Chair*
Gary Rush, *Chair Elect*
Cameron Fraser, *Past Chair*
Theresa Ratnam Thong, *Vice Chair International*
Linda Mather, *Treasurer*
Stephen Thorpe, *Secretary*

Strategic Initiative Coordinators

Tammy Adams, *Communications & Publications*
Mary Sue McCarthy, *Community Outreach*
Ann Epps, *Conference*
Mark Pixley, *Membership & Affiliations*
Ruth Siguenza, *Organization Future*
Michael Spivey, *Professional Development*

Regional Representatives

Jerome Passmore, *Africa*
Prabu Naidu, *Asia*
Tom Schwarz, *Australia/New Zealand*
John Butcher, *Canada*
Jim Campbell, *Europe*
Remedios Ruiz, *Acting, Latin America*
Michelle Golden, *USA*

Bios of the Board, listed alphabetically



Tammy Adams is Managing Partner of Chaosity LLC specializing in Business Process Analysis and Team Facilitation. As a Certified Professional Facilitator and quality manager, she works with project teams across industries to elicit, capture, and translate their shared knowledge about processes, products and services into project and design deliverables. Tammy is co-author of the books "Facilitating the Project Lifecycle" and the soon to be released "The Project Meeting Facilitator".

John Butcher has been an IAF member for about 10 years, and gained his CPF designation in 2001. He began his Ottawa-based facilitation practice in 1989, working with client organizations in most sectors of the Canadian economy - private, public, and not-for-profit. John has led workshops at IAF conferences in North America, Europe, and Asia.



Jim Campbell has been the IAF European Regional Rep for the past three years. His term of office will finish next year. Jim has lived in Brussels for almost 26 years and work internationally as a process consultant and as a trainer of facilitators. He is co-director of the Institute of Cultural Affairs office in Brussels, Belgium.

Bios of the Board, listed alphabetically*continued from page 1*

Ann Epps is one of the originators and trainers of the Technology of Participation, a facilitation process used internationally. As a consultant, trainer, and facilitator to numerous business and not-for-profit organizations in Malaysia, Indonesia, Singapore, Cambodia, Laos, Mongolia, Hong Kong, Sri Lanka, the Philippines and North America, Ann enjoys living and working with diverse cultural groups. She specializes in the areas of facilitator training, strategic thinking, customer service, teambuilding, organizational change, and leadership development. Ann is a founding member of the IAF and one of the initiators of the Malaysia Facilitator Forum

Cameron Fraser is an IAF Certified Professional Facilitator, and is Vice President, Learning Services with RANA International Inc. Cameron has over twenty years experience facilitating single sessions and long term interventions in both the public and private sectors. In the last 15 years with RANA he has built a clientele in both North America and Europe, working extensively in aerospace with industry, service providers and regulators. He lives and works in Ottawa, Canada.



Michelle Golden is president of Golden Marketing Inc and Golden Practices Inc.--a two-division organizational consulting and marketing implementation company that works exclusively with professional service firms. She provides counsel, leads strategic and marketing planning efforts, conducts 360 degree evaluations, facilitates problem solving, and inspires organizational improvement. Michelle helps groups get to the heart of issues in a constructive manner. Advising professionals on practice management and business development, she authors a high-traffic blog (goldenpractices.com) that is read and respected by the foremost experts in professional service firm operations. Michelle is a Senior Fellow of think tank [VeraSage Institute](http://VeraSageInstitute.com) and her work and opinions have been featured in numerous publications around the world.

Linda L. Mather, Ed.D., is the founding chief executive officer and current president of Forums Institute for Public Policy. A Certified Professional Facilitator, she is active in the certification process as an assessor and process manager. Linda also works with Beacon Associates and is based in Princeton, New Jersey, USA.



Mary Sue McCarthy, the founder of her own communications consultancy - Status Grow, LLC - is a well-rounded, seasoned manager with hands-on experience and aptitude for strategic visioning, meeting facilitation and project management. She has a natural inclination for building alignment, facilitating and convening others toward a common goal, and working effectively with diverse committees. After 25 years in public relations and events planning, Mary Sue is a firm believer in finding common ground while honoring diversity and dissent. This belief, coupled with her proven abilities, prompted Mary Sue to become a student and facilitator of the strategic visioning process and the transformative approach to conflict resolution. She is a member of the Baltimore Mediation Center mediation and coaching team and currently mediates custody disputes for the Baltimore City Circuit Courts.

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Bios of the Board, listed alphabetically

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Prabu Naidu is the co-founder of the Facilitators Network Singapore and is passionately practices and promotes facilitation in the Asian region in private, public, and community sectors. He is an IAF Certified Professional Facilitator.



Jerome Passmore is a skilled group facilitator and experienced project management consultant. He is the Managing Director of MasterPLAN™ Consulting, based in Johannesburg, South Africa. He is an IAF Certified Professional Facilitator and PMI accredited Project Management Professional (PMP®). Jerome is also the founder and current chair of the Southern Africa Facilitator's Network (SAFNET), which is an IAF Affiliate based in South Africa. Jerome hobbies include running, swimming and scuba diving.

Mark Pixley is a Managing Director of Leadership, Inc. based in Shenzhen, China. He is an organizational change facilitator/consultant and executive coach. He works with senior managers to design and facilitate their organization's change processes including strategic planning, corporate vision and mission, team building, leadership development, personality styles, and organizational culture assessment. These programs are custom designed to meet the client's situation and particular needs. Mark has experience in corporate development and, worked for five years in corporate banking. He has lived in Hong Kong, Taiwan and China. He holds a MBA from the Stern School of Business, New York University and has studied Mandarin Chinese at the National Taiwan Normal University.



Remedios Ruiz is from Santo Domingo, Dominican Republic and is founder and President of the consulting firm, Agencia Latinoamericana de Expertos en Planificación H. (ALEPH, S. A.). She has extensive experience in designing long-term strategic plans, developing capacity, and promoting professional relations with local and international contractors. Remedios facilitates long-term social policy debate with ministries, NGOs and private sector groups and help to design social development policy. Remedios has served as a facilitator for various international development organizations, including USAID, agencies of the United Nations, and the European Union. She earned a master's degree in City Planning for Developing Countries at the Massachusetts Institute of Technology and postgraduate studies in International Development Policy for Harvard

Gary Rush is a graduate of the U.S. Naval Academy class of '76 and lives in San Juan, Puerto Rico. Gary has been a facilitator since 1983 and teaching others "how to" facilitate since 1985. Besides his family, Gary's passions are cooking and making a difference in the world by encouraging Collaboration through Facilitation, Leadership, and Diversity. Gary heads MGR Consulting and is a recognized leader in the field of facilitation and training. He has been a CPF since 2006 and an assessor since 2007.



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Bios of the Board, listed alphabetically*continued from page 3*

Tom Schwarz has over 25 years international executive and consultant experience in facilitating and driving business growth in highly competitive markets across Asia Pacific and is now facilitating change, strategic thinking and planning, leadership development and creativity with corporations, government and NGOs. He has spent almost a decade living in Asia (China, Singapore, Hong Kong). He was the first IAF Certified Professional Facilitator and assessor in Australia, and is called upon regularly to facilitate future oriented organizational change and planning both locally and internationally. He is part of the ICA Australia (Institute of Cultural Affairs) ToP (Technology of Participation) Trainers Faculty and Lead trainers group.

Eunice M. Shankland, a founding member of IAF, has worked for over 30 years in designing and conducting facilitated events internationally and in the USA. At present she is working with the staff of the Food and Agriculture Organization (FAO) of the UN on a Professional Certification Program in Facilitation linked with the IAF. She currently lives in Fairfax, Virginia with Sherwood Shankland, her husband and business partner.



Ruth Siguenza is a CPF, CPF assessor, and trained mediator. Most of her private facilitation practice is focused on working with multi-stakeholder advisory groups addressing complex and controversial environmental issues, including endangered species conservation, urban growth, military base closure, and nuclear waste clean up. Ruth also offers training courses and workshops in North America, Europe, and Asia on facilitation and meeting design, graphic facilitation, developing sustainable agreements, and post-agreement conflict. Ruth lives in Washington State, USA

Michael Spivey is a facilitator and senior consultant at Resource Advantage, Inc., based in Huntersville, NC, USA. Michael's special expertise focuses on the facilitation of work sessions which bring business and technical resources together to focus on improving overall business performance, often in a Six Sigma environment. Michael holds a Master of Arts degree in Human Resource Development from The George Washington University. He is an IAF Certified Professional Facilitator and an assessor, and a certified Project Management Professional (PMP®) with the Project Management Institute. He is co-author of the book "*The Project Meeting Facilitator: Facilitation Skills to Make the Most of Project Meetings*" to be published in the fall of 2007 and is a regular speaker at International Facilitator, Quality and Project Management conferences.



Theresa Ratnam Thong is from Subang Jaya, Malaysia and has been in the field of Facilitation and Training from the past 29 years. She is a Certified Professional Facilitator and assessor with the IAF. Besides her professional commitments, she is part of the Agenda 21 Initiative with the Local Authority in her locality. She is also a Member of the Core Team for the Generative Change Community involved in dialogic work globally.

Bios of the Board, listed alphabetically

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Stephen Thorpe works with Zenergy, a New Zealand-based company providing facilitation, meditation, and coaching services. He is an information technology consultant and researcher and a part-time lecturer at the Auckland University of Technology, NZ. He holds a bachelor of business degree in IT from the same institution and is currently undertaking doctoral work on the opening of cross-cultural vistas through on-line story-telling.



Greetings from your new IAF Chair, Eunice Shankland

As the new IAF chair, I would like to share a few personal notes in the hope that knowing me will bring us closer. I am one of the founders of IAF, and I am delighted to see how the association has flourished over the past thirteen years. I have been a facilitator for thirty years, starting in communities in the Philippines where I was born and raised. For fifteen years, as an international staff member of the Institute of Cultural Affairs, I lived and worked in Indonesia, Malaysia, Singapore, Jamaica, and the U.S., focusing on community development. For the past nineteen years, I have worked with my husband, Sherwood, as an independent consultant based in Fairfax, Virginia. Currently, I am consulting primarily with the Food and Agriculture Organization of the U.N. in Rome, conducting facilitation training classes and facilitating meetings, conferences, and strategic planning sessions.

I am pleased to be working with you in our world-wide community of practice. I would also like to thank those who have given of their time, creativity, and resources over the years to make IAF what it is today.

When I think of IAF, three things come to mind:

First, we are facilitators. This is our profession, whether we work as in-house facilitators or own a facilitation business. We subscribe to a variety of facilitation approaches, and each of us has different tools of choice. It is these differences that keeps the IAF at the leading edge of the practice and makes it an attractive organization for facilitators. We have chosen to be about enabling effective and meaningful interactions among individuals in groups wherever they may be. What we have in common is our choice to be in the midst of challenging situations in order to bring greater awareness and achievement to those with whom we work.

Our challenge is how best to celebrate and build on our differences and continue to talk and walk together as colleagues so we continue to grow as professionals as we provide service to our clients.

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Second, we are an association.

We have chosen to be connected with each other and to gather at various global conferences where we can share, learn, and support each other in this incredible adventure.

We have established a professional code of ethics, a set of values, and a rigorous set of competencies to guide us. The IAF certification process is globally recognized and has benefited many of our members.

Mastery in facilitation, as in any endeavor, is a life-long journey. There is always a new challenge, a new concept to learn, a new tool to master. Our growth as facilitators is a continuous process. The association provides us the forum for developing and testing concepts, methods, and techniques that will benefit us all. It provides a place and an opportunity to do creative work.

The challenge is making our association viable and our community of practice vibrant such that our engagement contributes to the good of the whole.

I thank you for your active membership, and I hope you will take on leadership roles by being engaged in the various activities of the association. Likewise, I would like to invite our affiliates and sponsors to continue to build mutually beneficial partnerships with the IAF.

Third, we are an international group.

We have been an international group from the start, and we aim to continue to grow and be present globally. We have approximately 1400 members spread across Africa, Australia/New Zealand, Asia, the Caribbean/Latin America, Europe, and Canada/USA. While our largest group of members is in North America, the fastest growing regions are Europe and Asia.

The challenge is how to stay connected and how to increase and improve ways to exchange experiences, helpful practices, and lessons learned from across our association. We also need to encourage members to stay with us over the long haul. I hope that our world-wide links will be strengthened through the Web and our face-to-face conferences. The increasing cross-regional conference attendance is a good sign. Our certification team works globally and serves as a conduit for exchanging information and as a source of professional growth.

In short: IAF R US. The IAF identifies us; it offers a rich place, whose boundaries are permeable, where we can explore and innovate. The IAF links us across disciplines, locations, and practices. The leadership of our association is a committed group of colleagues who have agreed to coordinate our thinking, our dreaming, and our acting on behalf of each current member and those who will join us on the road ahead. We are here to look after the business of the association and to grow our profession.

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We stand at a crossroads, faced with several important issues, which include:

- o Finding the right balance between hired administrators and volunteer energy from our membership. Both are essential to keeping our organization dynamic.

Developing a growing pool of active leaders to carry us into the future with creative, new initiatives.

As we experience both anxiety and excitement over what could be, I hope we can use our creative energy and focus it in a spirit of cooperation for the good of us all.

I would like to invite you to be a part of one of the IAF strategic initiatives: Membership, Affiliates and Network, Professional Development and Certification, Organizational Futures, Community Outreach, Communication and Publication, and Global Conferences. Plan to attend our global conferences this year and the next: Edinburgh, Scotland on 5-7 October, 2007; Adelaide, Australia on 28-30 November, 2007; and Atlanta, U.S.A. on 10-12 April, 2008.

In the coming year, I look forward to working closely with the IAF board and especially Cameron Fraser, past chair, and Gary Rush, chair elect. It is my wish to meet as many of you as I can and engage you in conversations about our association and how you can benefit from it and how you can contribute to it. You can reach me at emshankland@cox.net, or call or fax me a message at 1-703-503-5457. I would love to hear from you.

I hope that we will find ways to listen for and identify emergent new ideas and techniques and harness the transformative power that will help raise the profile of our association and the stature of our profession.

Eunice Shankland, IAF Chair

Some Parting Thoughts

David A. Wayne, Ph.D.

Outgoing IAF Board Chair



The final task of the Past Chair of the IAF, as they leave the Board, is propose a slate of candidates to fill the vacancies as the terms end for about half of the Association Coordinating Team, (the ACT). The nomination process is charged with joy as well, at least for me, with some personal angst.

This year, we are excited to have an outstanding list of new Board members who will strengthen an already gifted Board. As you will read below, they have excellent qualifications. We have some people who have agreed to serve two years, in addition to the terms they have already served and several who are totally new. Each brings unique gifts and a passion for the IAF and each is highly recommended by colleagues.

I mentioned my own angst – what is that about? I’ve had the privilege and honor of serving on the Board for five years. In that time we’ve seen very positive growth and development, our share of crises, and the pains of the teenage organization that we are. As a psychologist, I’m often reminded of where we are as humans when we reach our teen years. According to Erikson, adolescence is the struggle between “Identity and Role Confusion”. My concern is about the role confusion part. Our experience has been that, despite hard work, integrity and excitement about being on the Board, we sometimes don’t know how to build on our foundation. The same concerns arise again and again with new faces tackling old issues.

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My concern is about the role confusion part. Our experience has been that, despite hard work, integrity and excitement about being on the Board, we sometimes don't know how to build on our foundation. The same concerns arise again and again with new faces tackling old issues. The old ideas generated may have been wonderful but there was little accountability so we potentially "recreate the wheel" every couple of years. We have some sense of our history but need more. We need a cohesive identity that smoothly transitions from year to year. We need continuing leadership development so we grow as the IAF grows. We need to expect of ourselves everything we would hope that our own clients achieve through effective facilitation. We need to call on the wisdom to be good listeners so we hear our members' needs. It is these challenges for 2007-2008 that this wonderful Board, like many similar non-profit voluntary Boards, faces.

I wish the new Board success, commensurate with your great talents, while facing the natural challenges you will encounter. I wish the IAF success is moving forward so we benefit and support one another, grow our field, and add to organizations, communities and individuals through our efforts.

Environmental-Friendly IAF Conferences

At the North American IAF Conference held this past March in Portland, Oregon, a dozen people gathered at one of the "Birds of the Feather" tables to discuss "***What can we do as facilitators to respond to the environmental issue?***" A highlight of the lively discussion was a concern about how IAF conferences respond to environmental sustainability. Suggestions included:

- Selecting a conference location based on the facility's environmentally-sustainable practices,
- Having fewer handouts at sessions,

Serving water in glasses instead of plastic bottles.

What would be your suggestion(s)? What strategies have already been put into place that should be shared with others? Send in suggestions to globalflipchart@iaf-world.org and they will be passed on to our conference organizers around the world.

Mid-Year Treasurer's Report

INTERNATIONAL ASSOCIATION OF FACILITATORS FINANCE REPORT AS OF 31 MAY 2007

All figures are in US dollars

	Actual Jan - May 07	2007 Annual Budget
INCOME		
Membership Dues	72,349.50	149,000.00
Program/Other Income	38,431.53	61,000.00
Interest Earned	<u>2,152.42</u>	<u>5,000.00</u>
	112,933.45	215,000.00
EXPENSES		
Contract Services	65,000.85	148,100.00
Program Expenses	6,929.72	17,500.00
Office & Business	<u>28,459.50</u>	<u>71,250.00</u>
	100,390.07	236,850.00

Financial highlights for the year include:

- 1) The pending posting of the official federal tax return on the website.
- 2) The accounting segregation of the NA conference from the IAF-World budget. Since this occurred mid-year, the budget will be adjusted accordingly.
- 3) Pending action by the IAF-Board to move forward on income generating initiatives that provide for diversified and enhanced revenue streams.

Respectfully Submitted,

Linda Mather, Treasurer



Global Flipchart Listserv Thread for July 2007

Transition from Non-profit to Profit Making Organization



Esther Mae Cox

Tony Osime ton-yosime@COBRANET.ORG posted on the GRP-FACL listserv, a request on ways to help a group transition from being a non-profit to a profit making organization. He followed up with another summary post of the ideas suggested in the subsequent posts by other facilitators..... This demonstrates an effective way to get help from fellow facilitators around the world.

IAF provides major sponsorship for this listserv, with Sandy Schuman as moderator. To read all the posts related to Tony's Osime "ask for advice", access the archives of GRP-FACL@listserv.albany.edu

The post that Tony Osime created that started the discussion on June 27, 2007:

I have been asked to facilitate a 3-day retreat for 50 staff of a small, multinational organization in a developing nation. The organization is making the transition from non-profit to profit making status while still providing its financial services products.

My initial reaction was that it could be a challenging assignment, especially given the low moral from the previous downsizing and the existing bilingual animosity between the French and English speaking staff.

Have you used specific activities that have worked in this type of setting? How important is isolating and neutralizing underlying issues before the re-orientation?

Any ideas or suggestions would be most appreciated.

Tony Osime ton-yosime@COBRANET.ORG added this summary and his "game-plan" to the listserv on June 30:

"Thanks for some brilliant suggestions & contributions:

Deborah Levine: Stressed the importance of the relationship between board & staff and the influence of the two cultures in specific corporate functions.

Eric: Stressed the importance of a common goal and provided a nice model of collaboration. He also suggested "balanced score-cards" as a good tool to help the group transition to more objective measures of success.

Jo Nelson: Focused on a visual "historical scan" (journey wall / wall of wonder) to pull learning that will help shape the future.

Robert Bacal: shared some insightful personal experiences and gave an important reminder of the inspirational and leading function of a balanced mission that reduces discontinuities.

Max Schupbach: Described an organic way to use profit oriented past experiences as a platform for the re-orientation.

Barbara Pirie: Provided many insights including; a "self derived" shared purpose, a "lessons learned" historical scan and using past strengths. Her personal example was touching.

Carter McNamara: provided a "diamond mine" forum under the rubric of "social enterprise".

A first draft of my outline:

- 1) Historical Review
 - a) Defining Moments
 - Top 10
 - Journey Wall

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- b) Lessons Learned
 - Positive
 - Negative
- 2) Current Position Review
 - a) Case Studies – other organizations
 - Examples of successes
 - Examples of failures
 - Lessons Learned
 - b) Shared Purpose
 - Vision
 - Mission
 - Values
 - c) Current Plan
 - Review
 - Adjust
- 3) Future Prospects Review
 - a) Metrics
 - Goal Setting 101
 - b) Balanced Scorecard 101
 - Existing Targets
 - New Targets
- 4) Personal Re-orientation
 - a) Personal Changes
 - b) Personal Targets

This outline is very condensed. Most activities will be small group discussions with presentations of conclusions to the whole group. My primary objective is peer influenced attitude change based on examining and resolving key issues. For example, in the vision mission & values segment, small groups will develop a vision, mission & values for a fictitious organization using a non-profit and profit model respectively. Later the groups will compare & contrast and draw conclusions. What I want to drive home here is that execution of the model is more important than the model chosen.

Another key segment is the personal reorientation. Here I want people to reflect on personal attitudes and behaviors that help or hinder the new orientation. Again, I want to use a peer approach where partners act as behavior mirrors for each other.”

On July 3, 2007, John Miller jmiller@ICA-ASSOCIATES.CA added this post that champions Tony Osime’s excellent work: “I really appreciate how Tony Osime...

- 1) Posed a question to the list server asking for insights,
- 2) Paid attention to the responses,
- 3) Thanked people succinctly for their specific contribution to his understandings,
- 4) Then took it the extra step of sharing what he plans to DO with the suggestions, once again, succinctly.

Excellent communication that demonstrates online "community"!

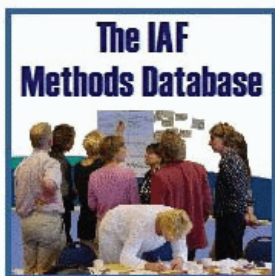
Thanks for the modeling Tony.”

Compiled by Ester Mae Cox, EMGA Enterprises,

Facilitator/Consultant, ToP® Trainer, Madison County IA

Methods Database

By Jan Coerts, Peter Bootsma and Jon Jenkins



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 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: JOINT WRITING

Intent: To enable a group of people to write a single document together, including diverse kinds of expertise such as writing proposals, promotional materials, vision statements, project reports, etc. A group may write a statement together as a way of arriving at a consensus.

Procedures:

The group shares all of the documentation needed to understand the objective of the document. For a proposal or bid, this may mean the requirements for submission. For a report, this may include background information on the project. Whatever it is, group members become familiar with the background. One person is the owner of the writing. A facilitator for the writing project is selected.

The group gathers either face-to-face or through an online meeting software. Questions about the objective of the document are clarified. The facilitator leads the group in a brainstorm of what the document needs to include and a process of organizing the list into a document outline.

The group may agree to move directly from individual draft to a final edit, or choose one or more reviews by the whole group. Individual assignments are taken for writing various segments of the article. A timeline is agreed for submission of drafts. One or more people also take the assignment to edit the overall document for consistency of approach and of language. Often this is the document owner, but this need not be the case.

During the writing process, those doing the writing or the editors may discover that one segment may seem better in a different place than originally agreed; there may be questions about overlap between segments. Ideas given to one group may be sent to a group working on a different segment. Quite often, writers see the need to add additional material segments to their chapter or chapters. Any of these things can be done during the writing process.

Moving to final edit after one draft If a document must be compiled very quickly, or does not have a very high importance, then all of the chapters are submitted to one editor who corrects for consistency of approach, format and language and publishes it. In this case it is the job of the editor to make sure that all ideas of the original brainstorm are honored.



Moving to a final edit after more than one draft For a highly important document, the group may submit their segments to one another so that everyone sees the initial draft. After everyone has individually read the text, the facilitator leads a second (and perhaps third) meeting to resolve key points of disagreement. The group eliminates overlap, ensures there is a clear flow from one topic to the next and ensures that complex items are defined clearly enough that all of the target audience can understand what is discussed. The writers go back to their segments to rewrite.

Editing One person can do all of the editing, but spreading the editing task can be even more useful if the document is very important. One way of dispersing editing work is for the editors to exchange chapters with one another and to edit each other's work. Another is for different editors to edit from different perspectives. One editor, for example, can edit for completeness of the references, while another is editing for agreement with organizational policy, another for consistency of usage throughout and a fourth working on correct grammar and spelling.

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

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.

Surfacing Assumptions

It is often (perhaps always) critical that

assumptions are brought to awareness in group decision making sessions. In Aug 1997 Frank Patrick "[Francis S. \(Frank\) Patrick](mailto:fpatrick@eclipse.net)" <fpatrick@eclipse.net> shared this approach with GRP-FACL Listserve GRP-FACL@CNSIBM.ALBANY.EDU.

A good way of surfacing assumptions is to use the formula:

If (state the action), **then** (describe the new improved situation), **because** (the reason that this action achieves the desired result).
If A, **then** N, **because** Y.

By describing the relationship between the action and the new situation in this way multiple layers of relationship can be revealed. For example, by asking if the stated action is sufficient in itself to achieve the outcome an additional action may be revealed, **If** A+B, **then** N, **because** Y.

It is possible that there are intermediate steps, like **If** A, **then** O, -- **If** O+C, **then** N, **because** Y. If action A is done then the result is O and C is added to that result then the desired results N are achieved.

In the discussion about relationships care should be taken to pay attention to assumptions being made in the discussion.

How do you surface assumptions?

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.

Welcome to New Members!

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

Andrew Rixon, Melbourne

Belgium

Caroline Gregoire, Brussels

Canada

Karen Pyra, Newport, NS

Martha Heidenheim, Hearst, ON

China

Jan Schouten, Beijing

Ton Voogt, Beijing

Denmark

Soren Leth-Nissen, Skaevinge

Germany

Wolfgang Schmitz, Cologne

Ireland

Angela Morrissey, Co. Kildare

India

R.S. Chalpathi, Hyderabad

Indonesia

Wawan Putra, Banda Aceh

Italy

Francoise Trine, Rome

Mexico

Alejandro Marquez, Monterrey

Malaysia

Mohd Rizal Hassan, Kuala Lumpur

The Netherlands

Eva Jordan, Zaltbommel

Hindri Kuipers, Terwolde

Klaas Steur, Ede

Sonia Gomez Puente, Ede

New Zealand

Maria Deutsch, Wakefield

Michael Frank, Raglan

Serbia

Suzana Zivkovic, Nis

Tamara Zivadinovic, Nis

Switzerland

Sedonia Gabriel, Bern

Thailand

Neill Milsom, Bangkok

United Kingdom

Christopher Doyle, Macclesfield

Gareth Williams, Swansea

Helene Giffard, Swansea

Kimberly Hare, Abbots Langley, Hertfordshire

Marilyn Doyle, Macclesfield

Mark Lough, Aberdeen

Paul Henderson, Aberdeen

Richard Lloyd, Dunfermline

Steve Bather, Littlehampton

Steve Lloyd, Plymouth

Steven Lyons, Aberdeen

United States

Cheryl Magee, Sacramento, CA

Don Stafford, S. Pasadena, FL

James Carlisle, Lancaster, PA

Marcus Jennings, Laurel, MD

Seth Finestack, Kansas City, MO

Susan Heidorn, Champlin, MN

Tiya Scoggins, Shreveport, LA

Wanda Thompson, Allyn, WA



Congratulations to new CPFs

Donald Landis, CPF, West Lafayette, IN
Andrea Nagy, CPF, McDonough, GA
Matthew E. Rodriguez, CPF, Lafayette, IN
Solomon Balraj, CPF, Peoria, IL
David E. Babbs, CPF, Edwards, IL
Blake Ferguson, CPF, East Peoria, IL
Eric D. Hawkins, CPF, Boulder City, NV
Mary Beth Williams, CPF, Peoria, IL
F. Freeman Marvin, CPF, Broad Run, VA
Nathan McGee, CPF, Morton, IL
Angelica Morales, CPF, Peoria, IL
Seth Finestack, CPF, Merriam, KS

Upcoming Events

Conferences

5 - 7 October 2007 - Europe
Edinburgh, Scotland

28 - 30 November 2007 - Australia
Adelaide, South Australia

10 - 12 April 2008 - North America
Atlanta, Georgia

Certification

31 July 2007
Rome, Italy

3 & 4 October 2007
Edinburgh, Scotland

23 & 24 October 2007
Santa Fe, New Mexico

26 & 27 November 2007
Adelaide, Australia