



## How To Set Up An Effective Facilitation Business

By Bob and Cynthia Vance, Strategics International, Florida, USA



*Bob and Cynthia Vance began their home-based facilitation business, Strategics International, Inc., in Miami, Florida 20 years ago. Their consulting has taken them to most states of the U.S. in addition to Europe, Asia, Nigeria, India, Australia, Canada, Colombia and the Caribbean. They are skilled professional facilitators who have worked with more than 550 public agencies, businesses, hospitals, educational and nonprofit institutions. The Vances helped launch the International Association of Facilitators in 1993. Bob was the founding chair and Cynthia has been chair of the global conferences management team.*

Most of us have dreamed of having our own business. It seems ideal to be our own boss, to work when we choose and to not have to commute. As those of us know who have our own professional practice, there is truth to these hopes and dreams; but they are not the whole story.

Setting up your own business takes careful planning, lots of hard work and a determination to win. There are keys to doing this successfully. This article is drawn from the story of our first 5 years in Miami. Now in our 20th year in Miami, the following information still rings true.

### 1) BE CLEAR ON YOUR EXPERTISE AND THE POTENTIAL MARKET FOR YOUR SKILLS

There are two major requirements without which you are unlikely to succeed. You must establish what you are really skilled at and if there is a real market for that skill.

Many of us rightly believe that we can do a variety of things well. It may be wiser to pick one or two skills or lead products or processes. It is probably related to something you've been doing for years, but this may not always be the case.

The second requirement is to clarify

### Also In This Issue

Edinburgh conference  
A Word from the Chair  
Facilitation Library  
Thread: Decisions  
Method of the Month  
New Members  
Facilitation Songbook

International Association  
of Facilitators  
14984 Glazier Ave., Suite 550  
St. Paul MN 55124  
office@iaf-world.org  
globalflipchart@iaf-world.org  
+1-800-281-9948  
(toll free, US & Canada)  
+1-952-891-3541  
fax: +1-952-891-1800  
The Global Flipchart is IAF's  
monthly newsletter  
James Troxel, editor  
globalflipchart@iaf-world.org

## How To Set Up An Effective Facilitation Business

*continued from page 1*

### *Keys to an effective business*

*\* Be clear on your expertise and the potential market for your skills*

*\* Insure adequate startup capital*

*\* Kept your overhead low*

*\* Choose your legal structure carefully*

*\* Hire a good accountant*

if enough people will pay to do your skill for them. If the market is not really there, then you will find the going difficult.

Think carefully about your life goals in regards to your practice. If you are out to make as much money as possible, this may not be the way to do it. Few become rich this way, and those who do, work constantly. If control of your time and life style is your major goal, you have a better chance. For us, this freedom and the opportunity to do other things are the major values for doing this type of work.

### 2) INSURE ADEQUATE STARTUP CAPITAL

To get started, assume that it will take at least a year to obtain financial stability. Many people take out a loan, or use accumulated savings, or work part-time to start. If there are two of you, one person could continue with a "real" job for the first year.

Plan a one-year cash flow. Since there is an irregular flow of income, plan how to have the necessary cash to tide you over the months when there is no or little income.

### 3) KEEP YOUR OVERHEAD LOW

The key to low overhead for a consulting business is to setup your office in a room

in your home. You can pay rent to yourself out of pre-tax dollars but be careful of capital gains if and when you sell your house. The business also pays its share of utilities, equipment and operating costs.

### 4) CHOOSE YOUR LEGAL STRUCTURE CAREFULLY

Basically you have three options. (1) You can do business in your own name and run all profits and expenses through your regular banking account and your regular tax return. (2) If two people are involved, a partnership is often wisest. (3) The third option is a corporation. The Sub S Corporation passes on profit and loss directly to the owners so you avoid double taxation. The Limited Liability Corporation (LLC) has also become a popular vehicle for these types of businesses.

Talk to both an accountant and a lawyer to make sure your total financial and legal picture is taken into account before you choose your structure.

### 5) HIRE A GOOD ACCOUNTANT

Taxes are becoming increasingly complex. It is wise to find an accountant who is also a small business. That way your accountant will always be on the alert for tax advantages to you that a large firm probably won't be inclined to be. You also want to avoid

*continued on page 3*

## How To Set Up An Effective Facilitation Business

*continued from page 2*

the time and bother of an audit.

We wanted an accountant to call with any "dumb" question, but we didn't want to feel like the clock was running on an hourly basis. Our accountant charges on a quarterly basis which includes financial statements and tax returns. An accountant does not come cheaply; but the savings in taxes and hassle are increasingly worth it.

### 6) KEEP INITIAL MARKETING COSTS LOW

There is little point in doing extensive marketing until you have a track record to highlight. This type of work relies heavily on word of mouth to establish credibility. Keep your marketing costs low until you have the record built.

Speaking engagements and free or low cost demonstrations give people a chance to see you and your work. Association meetings and professional groups offer a chance to showcase your talents. Follow up on these opportunities and use referrals to increase potential clients.

With today's computer technology you can create a general purpose brochure and custom design materials for each situation by changing or adapting your generic version for each client prospect. We rarely send materials unless an

appointment is already set or there is some other type of concrete interest. Money is wasted on mailings that go in the trash or are filed and forgotten.

### 7) HAVE A CONSISTENT BUT FLEXIBLE PRICING POLICY

Fees for consultants vary from region to region and sector to sector. Educational and nonprofits are the lowest; public sector often pays more, and the private sector will pay the most. Within the private sector, however, there is considerable range between small companies and the Fortune 500 corporations.

If you are from out of town the client usually covers travel, hotel, meals and your fee. Most people factor materials and supplies into their rate. Sometimes consultants charge by the hour or by the project; most have a daily rate. Some charge a flat rate whether they are planning, traveling or consulting. Others include the planning and travel into a flat daily rate for on-site work. Check your sector and geography to find out what are going rates and usual practices.

When establishing yourself it is possible to quote the rate you want to eventually be paid and then offer a discount to actually get the contract. Be sure and mention your "full rate" and the agreed to discount in any written contract you have.

### *Keys to an effective business*

*\* Keep initial marketing costs low*

*\* Have a consistent but flexible pricing policy*

*\* Maintain appropriate records*

*\* Create and maintain a good track record*

*\* Join a professional association*

*continued on page 4*

## FESTIVAL OF FACILITATION IAF Edinburgh 5th - 7th October 2007



In October 2007, the 13th European Conference will be held in Scotland - an ancestral land of myth and legend; romantic and spectacular natural beauty; home to Robert Burns, malt whisky and a rich diversity of culture and people. With one of the most beautiful cityscapes in the world, the Festival of Facilitation will be held in Edinburgh's Sheraton Hotel nestled in the shadow of Scotland's most famous castle.

Interactive sessions and large group events will be offered that mix established and tested approaches with new thinking for the future of facilitation. As well as joining us at the Festival of Facilitation, why not also come to one of the Fringe events we are planning to offer during the week. Alternatively you may just want to spend a few days enjoying the delights of Scotland's capital city before joining us at the Festival. Full programme details for the Festival and Fringe will be posted shortly on the IAF website along with details on how to book your place. Put the dates in your diary. Come and help make our festival fabulous and one to remember!

## How To Set Up An Effective Facilitation Business

*continued from page 3*

### 8) MAINTAIN APPROPRIATE RECORDS

Develop a simple receipts and information system to do tax returns and be prepared for an audit. For financial statements, you need enough detail mainly in your checking account system for this. To know where your money is coming from and going to, you need some kind of a record of income and expenses.

There are small business financial software programs such as QuickBooks that will save you an immense amount of time and make it easier for your accountant to help you complete your tax returns at the end of the year.

### 9) CREATE AND MAINTAIN A GOOD TRACK RECORD

Keep as positive a climate as possible since it can help you in getting new business and restrict you if you make a big mistake. Be ruthless in checking meeting set-up, consult

starting time, time flow and materials. You need both to be absolutely prepared and to appear absolutely prepared. It's the details that create the whole picture and you don't want a faulty LCD projector or poor air conditioner distracting from your process.

One of the biggest issues in this type of work is constantly having to develop new clients. Build and keep good relationships with all clients since this is the key to repeat business, roll-outs in the same organization, and also to getting new clients through referrals.

### 10) JOIN A PROFESSIONAL ASSOCIATION

A professional society, association or network like American Society of Training and Development, Organization Development Network, or International Association of Facilitators gives you exposure to what is going on in related fields. This is done through monthly meetings, journals and regional and national conferences. Some of them have local services to support you as well. The peer-to-peer support is crucial in the early stages of getting your venture started.

## Special Announcement to IAF Members from the Chair, Cameron Fraser

### By-Laws

I have two quick bits of information to pass along to the membership this month. The first is regarding the recent By-Laws vote and the second is the official notification of our Annual General Meeting. The proposed amendment to the By-Laws resulted in a vote of 257 for and 10 opposed. You will note the total number of votes cast is lower than I indicated in earlier e-mail as being necessary to achieve quorum. My interpretation of the existing provisions regarding quorum was questioned during discussion of results amongst the board members so I sought further clarification and came to understand that my original interpretation was not correct. I subsequently put both interpretations and the vote results to the board and asked whether, having looked at the interpretation of the rules and the results of the votes cast, they believed the amendments should be passed. The board indicated strongly that they should. I will admit to mixed feelings on this. Our provisions regarding quorum sets the participation required to direct the organization at very low levels. I have come to understand this is very common in associations and I believe it is a necessary practicality given the changing sizes of our conferences and typical participation in membership meetings. Under my original interpretation it was increasingly unlikely we would be able to achieve quorum in any membership meeting. As one of our board members has said, "No one joined the IAF to vote on By-Laws" and I agree it's certainly not a membership benefit!

Regardless, as an association founded on the principles of participation I hope we may find ways of making participation in the direction of the association more attractive to its members. Most of the revisions have related to streamlining language and re-arranging sections of the bylaws so that they are more in line with expected By-Laws documents found in U.S. non-profit organizations. As long as we are registered in the U.S I believe we would be wise to do so. Other revisions were more philosophical in nature. Especially challenging were the varying opinions about moving away from using "Association Coordinating Team" or "ACT" to describe the governing body of the association. Some people have expressed passionate views that changing the name of the governing body was moving away from the original intent of the organization - to create a very different model for governance. Others expressed equally strong views that continuing to use this unique term to describe the governing body made it difficult to explain the ACT's purpose and function. Based on the thinking of most comments we received, the governing body's name has been changed to "board of directors." To see how the By-Laws now read in light of the approval of proposed changes, go to [http://www.iaf-world.org/files/members/IAF\\_bylaws\\_proposed\\_revision\\_with\\_changes\\_incorporated.pdf](http://www.iaf-world.org/files/members/IAF_bylaws_proposed_revision_with_changes_incorporated.pdf)



*continued on page 6*

## Special Announcement to IAF Members from the Chair, Cameron Fraser

*continued from page 5*

### Annual General Meeting

This leads me to the second key message this month: The next major opportunity to participate in the direction of the association will occur in conjunction with the conference to be held near Kuala Lumpur, Malaysia, July 25th and 26th. Our Annual General Meeting of the IAF Membership will be held on Thursday, 26 July, 2007, from 5:30 p.m. until 9:00 p.m. at The Saujana Hotel in the city of Subang (You can find additional information by linking to the conference here or through [www.iaf-world.org](http://www.iaf-world.org).)

Although the agenda has yet to be finalized the key item will be approval of the new slate of board members. I should say that the business part of the meeting will not be three and a half hours long and while we need to conduct some business there will be dinner and some time for activities as well. This is a significant milestone for our association as it is the first time the annual board and membership meetings have been held outside North America. I look forward to seeing you there.

## 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.*

*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)*



### **Making Questions Work: A Guide to What and How to Ask for Facilitators, Consultants, Managers, Coaches and Educators**

By Dorothy Strachan  
Published by Jossey-Bass, 2007

When it comes to facilitation, questions make things happen. They are the engine that drives healthy and productive group processes. IAF-Member and one of the founders of the field of facilitation, Dorothy Strachan, a partner in Strachan-Tomlinson, a process consulting firm based in Ottawa, Canada, offers a way to reduce the amount of effort and time required to find or develop questions that work for facilitated processes. **Making Questions Work** provides 1800 questions and 5 process frameworks for opening a session, enabling action, critical reflection, issues analysis, and closing a session as well as a wealth of specific guidelines, strategies and examples.

Reviewer comments:

- "Everyone who facilitates should have this book on their desk!" Ingrid Bens, consultant and author, *Facilitating with Ease!*

*continued on page 7*

## The Facilitation Library

*continued from page 6*

- "There is everything from cultural and contextual sensitivity to effective use of body language in this richly detailed and flexible facilitation text." Valerie Alia, professor, Leeds Metropolitan University, United Kingdom

- "This is a facilitation bible, a 'must-have' for thoughtful planning and addressing facilitation challenges." Nancy Lalonde, Director of organizational development, University of Ottawa

- "An indispensable, time-saving thesaurus of powerful searching questions linked to simple but powerful frameworks for structuring workshops, meetings, interviews, and surveys." Allan Mees, change consultant and facilitator, Standard Life plc, Edinburgh, Scotland

- "Provides facilitators and managers with a road map for group processes by building our capacity to ask the right questions in almost any situation." Felipe B. Alfonso, Asian Institute of Management Centre for Corporate Responsibility and vice chairman, Manila Electric Company, Philippines

### **The Art of Focused Conversation for Schools, Second Edition**

By Jo Nelson

Published by the Canadian Institute of Cultural Affairs, Toronto, Canada, May 2007

IAF-Member and former Chair, Jo Nelson of the Canadian Institute of Cultural Affairs has issued the second edition of her popular **The Art of Focused Conversation for Schools** which is a practical "how to" book for trainers, educators, students, and communities concerned with learning. It contains more than 160 sample

conversations that follow a clear thinking process. There are conversations for catalyzing learning for all ages, for enhancing communication in groups, for problem-solving, for evaluation, for conflict resolution, and many more.

A theory section explores the years of research behind the method and extends your understanding of why the method works. Thousands of educators are using the first edition of this book in their day-to-day work. The brand-new Second Edition includes an interactive CD that contains new conversations contributed by a wide range of educators, plus planning templates and sample questions that allow you to tailor plans for your own unique conversations.

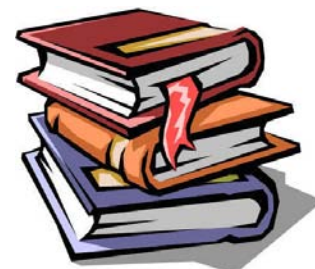
Order from <http://ica-associates.ca>

### **The Solution Path**

By Tasos Sioukas

Published by Jossey-Bass, 2002

Problem solving is one of the most valuable skills for managers, supervisors, and executives. In **The Solution Path**, IAF-Member Tasos Sioukas, based in Los Angeles, California, USA, combines practical solution-finding methods with an emphasis on positive thinking, relationships, teamwork, and creativity. Unlike other books on the subject that leave readers thirsty for inspiration, Sioukas inspires readers to capitalize on positive thinking and their own creative abilities. He presents proven methods that enable readers to put fear aside and take action to design effective solutions. He assists readers to understand themselves and others so that they can build effective problem solving teams.



*continued on page 8*

## The Facilitation Library

*continued from page 7*

Moreover, Sioukas shows readers how to utilize group facilitation, a set of techniques that help teams maximize their time together, at every step of the problem solving process.

**The Solution Path** supports readers in taking action on a specific challenge. It provides a step-by-step methodology to solutions that: (1) begins by visualizing ideal outcomes and using creativity exercises to generate as many ideas as possible; (2) continues with synthesizing ideas into the best workable solution; and (3) ends with designing an action plan to make the solution a reality. The Solution Path maximizes the collective genius of teams while achieving buy-in and commitment for lasting organizational change.

Purchase at [www.iaf-world.org](http://www.iaf-world.org)

## Using Dots to Make Decisions

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, ([estermoe@irule.net](mailto:estermoe@irule.net)), an IAF member since 1990 (a self proclaimed happy, semi-retired grandmother!).

IAF provides support to this Listserv moderated by Sandy Schuman. If you aren't a regular subscriber to this Listserv, make it a "gift to yourself" to subscribe and enjoy multiple conversations and threads from facilitators globally. Subscribe at <http://www.albany.edu>.

On April 5, 2007, Alison Hill [alisonhill@EARTHLINK.NET](mailto:alisonhill@EARTHLINK.NET) asked:

*I am co-facilitating a discussion among women in Portland, Oregon about bicycling to determine whether to regularly convene the group for discussions/actions around projects, problems, programs, events, studies, related to women and cycling. I need help figuring out how the group will prioritize what we imagine will be a long list of ideas.*

*More than 30 are planning to attend. We are asking them to think about what's important to them prior to arrival. We will ask the group to identify their ideas at the meeting (using "stickies", arranged by likeness on the wall).*

*We then want to get a sense for the group's priorities. We are planning to use "dots" to place next to the items of importance to them. We imagine that we could have 150 options, easily. We want to identify the topics that are most important to the group so we can schedule one of those topics for next month's meeting.*

*Does anyone have other ideas for how to identify priorities among a long list of topics?*

*continued on page 9*

## Using Dots to Make Decisions

*continued from page 8*

Here were some of the edited replies to Alison's query:

From Izzy Gesell [izzy@IZZYG.COM](mailto:izzy@IZZYG.COM)

*2 suggestions:*

*1) After the list is done, look to see if there are any "no-brainers." A no-brainer is anything that is obviously valuable to have and do-able with the resources available.*

*2) Use the Impact/Effort 4-part grid to determine which of the ideas are best for the situation. Left side is IMPACT, divided into Major Improvement & Minor improvement. Across the top is EFFORT, divided up into Easy to do and Difficult to do...Leads to: 1) easy to do, major improvement; 2) easy to do, minor improvement; 3) Difficult to do/Major improvement; 4) Difficult to do/Minor improvement.*

From Gene Scott [Gene.Scott@PS.NET](mailto:Gene.Scott@PS.NET)

*Once you have defined and combined the elements to be voted on, you pass out three dots for each major category. Each set of three dots are marked with a III, II, I and a slash across the center.*

*The elements to be voted on are numbered 1, 2, 3...*

*Each participant is asked to review the elements and record the number of the most important element on the III dot. Then record the second most important on the II dot. And the third most important on the last I dot.*

*Once all participants have voted on their dots, you ask them to put the dots on the number of the element they have recorded on the dot.*

*The first priority is the element with the most dots (easier to see and count, also indicates group interest). If there is a tie with the number of dots then break the tie with the weights on the questioned dots. The third tie breaker would be the individual size or cost of the tied elements. Now you have a detailed priority for further use. By using this process you use the % change aspect to determine priorities.*

*This process does several things ...*

*Reduce "Group think"*

*Provide a priority listing with three levels of tie breaking.*

*Provide greater ownership and involvement in the outcome.*

From Cameron Fraser  
[cameronf@SYMPATICO.CA](mailto:cameronf@SYMPATICO.CA)

*If you put a number of blank flip chart sheets up on the wall, your participants*

*continued on page 10*

## Using Dots to Make Decisions

*continued from page 9*

*could do the grouping of the "stickies" directly on to the sheets. Then you could move the compiled group simply by moving the whole sheet. So you ask the group "is there any group of ideas that seems like the most important?" You then take whatever they identify, which may take a bit of discussion, and move that sheet to the far right of a wall.*

*Criteria for selecting could be by asking for importance based on three quick sub-questions, generally remembered with the acronym **SUG** (or **GUS**, if you prefer):*

- Is it serious?*
- Is it urgent?*
- Is it growing?*

*If it's all three, it's likely a high priority. If it's none of them then it's likely pretty low priority, with "yes" answers to any 1 or 2 out of the three provides you the shades of gray in-between.*

*The second question is "is there a group that just doesn't feel that important when compared to the others?" That one gets moved to the far left. Now that you have the bookends it becomes much easier to rank the rest of the groups of ideas on a relative scale.*

*Re: voting I haven't seen anyone mention Pareto voting. Each participant gets six dots. They put 3 dots on the group of ideas that is most important to them as an individual, 2 on the second*

*most important and 1 on the third (meaning that if you have more than three groups then there are several an individual cannot vote for). Yes they only get six and yes they must divide them 3, 2 and 1. (I should say you don't have to do it this way but then its voting or multi-voting, rather than Pareto voting, and I think it's always valuable to be clear about what technique you are using)*

*Two caveats: Firstly, make sure the group avoids the trap of confusing sequence with priority. Sometimes a group will decide that what needs to be done first is the most important. That's not always true. They are separate concepts and should be discussed separately with priority coming before sequence.*

*Secondly, I try very hard to avoid having this (or any other approach to voting) be a binding vote. It's a launch point for a discussion about why the vote turned out the way it did and to test whether the result actually reflects where the group wants to spend their efforts in the future.*

In the archives of [GRP-FACL@listserv.albany.edu](mailto:GRP-FACL@listserv.albany.edu) you'll find more ideas offered to Alison's question and her response about "what actually happened" at her event. There also is information previously shared about Voting with Dots in the archives.

## Methods Database

By Jan Coerts, Peter Bootsma and Jon Jenkins

### Method of the Month

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

#### **Title: Nap and Tap**

**Intent:** The participants relax and nearly go to sleep where the subconscious begins to push ideas into the consciousness. At this point ideas can be tapped. When a group's creativity is blocked this is a good way of tapping their unconscious.

#### **Procedures:**

1. Ask everyone to find a relaxing position, relax and close their eyes for 10 minutes.
2. Tell people that they are trying to reach that state just before going to sleep where images slowly drift into your mind.
3. When a number of these images have come to consciousness, stop and write down everything you remember seeing. Write down everything without judging them at this point.
4. Ask everyone to share the ideas they have.
5. Use a processing method.

#### **References:**

Nap and Tap was contributed by Angie Theonis Teoh, a university student at Hanze University, Groningen, The Netherlands to the Methods Database. Do you have a story about your experience with strategic planning? The story could be funny, sad, inspiring, victorious, etc.?

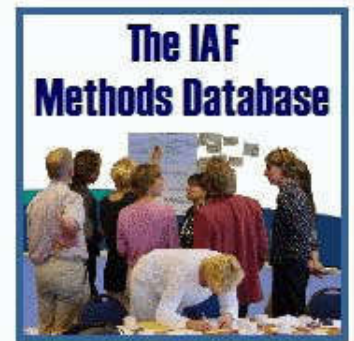
### The Tips of the Month

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.

#### **Using Center Pieces**

Consider using Center Pieces on tables. If your room is set in a U-shape, a separate table can be used for it. If you are using team tables then each table can have one. Some of the values in deciding on the center piece are: They should be:

1. Relevant to the topic of the program. In some cases they would be changed each session to indicate the changes in the program. Changes can be made so the piece evolves rather than completely changes each session. Other times it might be more effective to completely redo it every session. In some cases they would be the same throughout the program.
2. They should be subtle and not demand attention to themselves. People should not ask, "What is that thing?" It should be subtle also in the sense that it points to the topic of the program but in a tangential way.
3. It should be understated. The idea is more artful and less advertising.
4. They should be artful and elegant. In a sense the center piece represents the locus of the discussion, at the middle of the groups and not at the front.



*"The Method" is a monthly column in the Global Flipchart by the team that created the IAF Methods Database: Jan Coerts, Peter Bootsma and Jon Jenkins. The IAF Methods Database (www.iaf-methods.org) is run independently under agreement with the IAF. If you have any questions about the Database, please contact editor@iaf-methods.org*

**2006-2007 Board of Directors**

Cameron Fraser, *Chair*

Eunice Shankland, *Chair Elect*

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*

**Methods Database***continued from page 11*

*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)*

**Upcoming IAF Events Conferences**

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

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

**18 - 19 October 2007** – Africa  
Johannesburg, South Africa

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

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

**Other Conferences of interest:**

**14-17 May 2007 – Group Decision and Negotiation Meeting**, Mt. Tremblant, Quebec, Canada (near Montreal)  
Keynote speakers are: Steven J. Brams (New York University), Ralph L. Kenney (Duke University), Bertrand Munier (GRID), Suzanne Rivard (HEC Montreal), Rudolf Vetschera (University of Vienna), Christof Weinhardt (Karlsruhe University) and Michael Wheeler (Harvard Business School).  
More information, including instructions for proposal submission, is at <http://gdn2007.concordia.ca>

**15 June 2007 - IAF Benelux**  
Bovendonk in Hoeven (9 miles west of Breda)  
Keynote speaker: Michiel Hogerhuis  
For more information go to:  
[www.iaf-benelux.org](http://www.iaf-benelux.org)

**Certification Events**

**23 - 24 Jul 2007** – Kuala Lumpur, Malaysia in conjunction with the IAF Asia Conference.

An early application and early start on document preparation is highly recommended. If you are interested in participating in certification events, please go to [www.iaf-world.org](http://www.iaf-world.org) and download the forms and information about the assessment process and submit them to the office as directed on the web site. If you have questions, please contact IAF at [certify@iaf-world.org](mailto:certify@iaf-world.org).

## The Facilitation Songbook

*With this issue of the Global Flipchart we introduce the Facilitators Songbook. Here are two songs that somehow found their way into the editor's files. I wish I knew who wrote them; if you know, let me know, so I can give appropriate attribution. Until then, enjoy singing along and if you have written or collected songs about the facilitation, we'd love to hear from you to begin the "unofficial IAF Facilitation Songbook". Send your contributions to [globalflipchart@iaf-world.org](mailto:globalflipchart@iaf-world.org).*

### IF I HAD A MARKER

(Tune: If I Had a Hammer \*)

If I had a marker, I'd mark in the morning  
I'd mark in the evening all over this room  
I'd mark out resistance, I'd mark out tyranny  
I'd mark up the dreams & the visions of my clients all over this land.

If I had a flipchart, I'd use it in the morning  
I'd use it in the evening all over this room  
I'd chart out resistance, I'd chart out tyranny  
I'd chart out the dreams & the visions of my clients all over this land.

If I had a process, I'd run it in the morning  
I'd run it in the evening all over this room  
I'd process resistance, I'd process tyranny  
I'd process the dreams & the visions of my clients all over this land.

Well, I have a marker and I have a flipchart  
And I have a process to use that's right for this room

It's the marker of consensus, It's the flipchart of clarity

It's a process to find & hold the dreams & the visions all over this land.

\* Original words and music by Lee Hays and Pete Seeger

©1958, 1962 (renewed), 1986 (renewed); TRO-Ludlow Music, Inc. (BMI)

### MY FAVORITE THINGS

(Tune: My Favorite Things \*\*)

Bright colored markers and fits of brainstorming  
Flipcharts and easels and finally norming  
Enjoying gifts that participants bring  
These are a few of my favorite things.

Working with groups and designing a meeting  
Selecting a process, arranging the seating  
Recording the thoughts and ideas as they spring  
These are a few of my favorite things.

When the chart falls  
When the phone rings  
When I'm feeling mad  
I simply remember my favorite things and then I don't feel so bad.

Getting to know folks and dropping defenses  
Working together and gaining consensus  
Reaching a goal through a process with zing  
These are a few of my favorite things.

When the check's late  
When they change dates  
When I'm feeling sad  
I simply remember my favorite things and then I don't feel so bad.

\*\* The music for "My Favorite Things" was composed by Richard Rodgers, and the original lyrics were written by Oscar Hammerstein II, from the musical **The Sound of Music**.

©1959 Richard Rogers and Oscar Hammerstein II.



## Welcome to New Members!

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

Jodi Martin, Bellvista, QLD

### Canada

Catherine Wakelin, Toronto, ON

Nancy van Boxmeer, Toronto, ON

Stacey Pineau, Baddeck, NS

### Italy

Gian Carlo Manzoni, Milan

### Malaysia

Rosta Harun, Selangor

### Netherlands Antilles

Maximo Martina, Willemstad

### Singapore

Alene Ang Li Peng, Castle Green

Dorothy Lee, Singapore

Hock Ming Lim, Singapore

Ip Lee Lee, Singapore

Neo Kim Hang, Singapore

Thomas Tan Teck Ling,

Castle Green

### Switzerland

Amanda Carrothers, Geneva

Clark Elliott, Petit Lancy

Elisabeth Tayfun, Geneva

Fiona Walker, Geneva

Jérôme Monnier, Aubonne

Jerry Hall, Petit-Lancy, Geneva

JoAnne Freeman, Crassier

John Geoghegan, Geneva

Katrina Burrus Barbey, Vandoeuvres

Liliana Mircescu, Genève

Luciana Niven, Acacias

Malika Aït-Mohamed Parent, Geneve

Pamela Grant, Genève

Paul Vanderbroeck, Küsnacht ZH

Stephen Davey, Geneva

Susanna Soderstrom, Châtelaine

Sylvie Gelin, Genève

Virginia Guerrero, Geneva

Virginia Williams, Nyon

### Thailand

Peter Feldman, Bangkok

### United States

Adam Gurewitz, Washington, IL

Andrea Nagy, Aliso Viejo, CA

Angelica Morales, Peoria IL

Blake Ferguson, East Peoria IL

Brad Schulz, Research Triangle Park, NC

David Babbs, Edwards, IL

Eric Hawkins, Boulder City, NV

Jennifer Eichenberg, Blacklick, OH

Joel Oliver, Boise ID

L. Cantrell, Murfreesboro, TN

Mary Beth Williams, Peoria, IL

Matt Rodriguez, Lafayette, IN

Nathan McGee, Morton, IL

Rose Kor, Cheyenne, WY

Solomon Balraj, Peoria, IL

Susan Gunther, Northfield, NH

Thomas Stevens, Stone Mountain, GA

William Sheldon, Sugar Land, TX

