



The Global Flipchart

AUGUST 2009

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The Global Flipchart is IAF's monthly newsletter
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Member of the Month August 2009

GFC: First of all, Gillian, where in Switzerland is Crans-pres-Celigny?

It's just outside Geneva.

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

I have been an IAF member for 1.5 years, and a CPF since last December (2008).

GFC: Tell us a little about the organization your work for?

I have recently become an independent learning practitioner (June 2009). Previous to that I was the Head of Learning and Leadership at IUCN, The International Union for Conservation of Nature, located in Gland, Switzerland. It is the oldest and largest environmental network in the world.

GFC: What is your job within the organization?

As the Head of Learning and Leadership, I lead a unit that focused on informal and formal learning (including facilitated learning) within the organization, and headed the organizational development and change process.

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

I came into IUCN as a formal leadership trainer within the sustainability community (I was for the 6 previous years the Director of Capacity Development at LEAD International – Leadership for Environment and Development, based in London). So I expected that being the Head of Learning might focus on a more formal learning model, however it quickly and clearly became obvious that people had no time for “training” and that for an institution that based its identity on scientific expertise and therefore did not hold its expert frame



Gillian Martin Mehers
Crans-pres-Celigny,
Switzerland



lightly, the notion of learning was going to have to take on a more informal focus. As such facilitation became one of our key tools for creating informal learning environmental out of almost any situation. Whether it was a meeting context, strategic planning, team development, organizational development, or even a free coffee morning, we were able to develop and use our facilitation skills to make the interaction deeper and more meaningful through the addition of an individual and collective learning component which often came through facilitated reflective practice, storytelling, ideas generation, etc.

GFC: Share a recent facilitation experience.

Our team started a blog for ourselves to support our own reflective practice and to capture our learning for sharing and re-use. It can be found on www.welearnsomething.org. I just posted a blog on facilitating a cross-

cultural collision and it can be found here: <http://welearnsomething.blogspot.com/2009/08/cross-cultural-collision-caused-by-one.html>

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

Keep evolving your technique, approaches, skills and activities and learning new things so that you can maintain your own energy and enthusiasm around your work. Also notice what is working for other facilitators and see how you can incorporate that learning into your practice – don't worry about sharing things, everything in facilitation comes out differently based on how you use your own instrument (you!) We recently held a Facilitation Day where a number of great facilitators demonstrated their skill, what I learned for myself from these experts I blogged here: <http://welearnsomething.blogspot.com/2009/04/facilitators-demo-day-learning-from.html>

GFC: Thank you, Gillian. The IAF values your membership!



Contracting Controversial Work

By Ed McKinley, GroupWork, Victoria, Australia



Being asked to come in and help around a controversial issue, takes us to the deep end of facilitation work. It can be exciting to be invited to provide facilitation for such work, and it is very rewarding to see it through to successful and sustainable

outcomes.

Controversial work will probably involve: strong feelings, conflict, winners and losers, change, unstated dynamics, and rank and power. These are big issues to facilitate!

What follows are key factors we found need to be in place to proceed with controversial facilitation work.

1. We need to be involved in the process design from the word 'go'. We need to be engaged at the earliest possible point – not after the process and other key factors are firmly in place.
NOTE: If we are asked at short notice to step in, it is highly likely we will be asked to undertake someone else's process. This someone else is unlikely to be a facilitator!

2. We need to be involved in all decisions around the process we are using - including invitations, venue and time.
NOTE: We are being employed for our process wisdom as well as our facilitation skills, and need to see that all aspects of the work are well attended to.

3. Establish - early on - a clearly stated purpose that all parties are prepared to endorse.

4. We believe that good outcomes are the result of a well planned, transparent and enabling process - that is well facilitated. If, in our professional judgment as a facilitator, we believe the process has been significantly compromised – then we will need to withdraw our services.
NOTE: In the work we were offered at the start of the year, we withdrew our services as we did not believe the process in place

was capable of achieving the stated outcome.

5. While it is important to acknowledge that the work has been contracted with a particular person, we see our facilitation work being at the service of the whole group. Thus we are responsible to the whole group, and see the whole group as our client.

NOTE: Sometimes the client seeks to exert undue influence on the process.

6. We need to be involved in establishing who should be present at the meeting.

NOTE: Again, the client will probably have their biases, and there may be a need for some independent assessment!!

7. We need to establish who is the employing entity's primary liaison person for this work, and who is the facilitation entity's principal liaison person. All contact either way with any others - needs to be undertaken with the knowledge of the respective two key liaison people.

NOTE: Sometimes other people make unilateral decisions that compromise the work.

8. All key people involved are willing to attend, understand the process, and are prepared to engage in it. The process will involve being able to clear strong feelings.

NOTE: This is the bit that people will likely want to glide over, or avoid altogether! Yet controversial work involves strong feelings – otherwise it is not controversial! All people need to have a general understanding of what they are being asked to participate in. They need to be prepared to 'give it a go' – even though they may not be happy to be involved, or optimistic about the outcome.

9. We are being employed for our process wisdom. Thus, we will invoice for all work undertaken

up until the time of withdrawal.

NOTE: We are still chasing payment for our considerable effort contributed before we withdrew from the work at the start of the year.

This may seem a little excessive. Yet the ongoing stories we hear at the Victorian Facilitators Network (VFN), the Australasian Facilitation Network Conference, our Facilitation courses... and our own mistakes has got us to this point. Sometimes our eagerness, our ego .. or our economics can get us to 'yes we can' a little too easily.

And even when we say 'yes, we need to be clear of our trigger points – so we can withdraw our services if facing unacceptable compromise....

.... even if we may not get paid!

--Ed McKinley
www.groupwork.com.au

IAF Mission, Values and Vision

Mission

The mission of the IAF is to promote, support and advance the art and practice of professional facilitation through methods exchange, professional growth, practical research, collegial networking and support services. This is accomplished through peer-to-peer networking, professional development and annual conferences which are critical means for fulfilling the mission and reflecting our core values.

Values

Inclusiveness - Including the full spectrum of personal, professional and cultural diversity in our membership and in the field of facilitation

Global Scope - Connecting and serving facilitators locally, nationally and internationally

Participation - Advocating participative methodologies that generate ownership of decisions and actions

Celebration - Celebrating life through spirit filled quality interchange, activities and events

Innovative Form - Modeling a participative and flexible organizational structure that promotes growth, change and learning

Social Responsibility - Supporting socially responsible change within private, public and voluntary organizations

Vision

IAF's vision is to..

Be a leading influence in the art and mastery of facilitation

Be a worldwide connection between diverse members and partners

Provide ongoing global exchange of facilitation expertise

Be the premier provider of resources in support of the professional facilitator

Be a strong, evolving organization focused on inclusive and participatory practices

Provide relevant information grounded in applied research to meet customer needs and respond to social trends

Meet Tony Nash, Your IAF Board Treasurer



Tony is President and CEO of Inter-Connex Consulting Inc. (www.inter-connex.ca) a group facilitation firm he

founded in 1990. Tony's background prior to becoming a professional group facilitator includes banking, insurance and financial planning. His clients include organizations in most sectors of the Canadian economy, as well as government agencies, professional associations and non-profit groups. Tony works across Canada in the US and UK in both the public and private sectors. He has led national programs in the role of facilitator/moderator, and has designed and facilitated internal and external consultations. He is an innovative process designer and facilitator, skilled in achieving both maximum participation and optimum results from groups of all sizes. Tony is also skilled in the areas of strategic thinking, strategic and operational planning and moving groups to action. He has experience in and the specialized expertise required to facilitate large groups of 100-400+ participants. Aside from occasionally providing facilitation training to clients Tony prides himself on being "just a facilitator", i.e. someone who simply helps a group get from point A to point B more effectively and efficiently than if they had been left to their own devices.

Tony earned his IAF Certified™ Professional Facilitator (CPF)

designation at the first certification event in North America held in conjunction with the 2000 IAF Conference in Toronto. He is an experienced assessor and process manager with the IAF - CPF program. As an early volunteer contribution to the IAF Tony facilitated the IAF Ethics and Values Think Tank (EVTT) – 80 plus facilitators on-line over several months - to the first and second drafts of the IAF Statement of Values and Code of Ethics.

To contact Tony about the IAF's finances, contact him at treasurer@iaf-world.org.

Did you know...?

Prabu Naidu, the IAF Asia Regional Representative since 2005, will end his multiple terms at the end of August 2009.



Prabu, thank you for your long and untiring service!

The secret of many a man's success in the world resides in his insight into the moods of men and his tact in dealing with them.

- J. G. Holland

Facilitation Library

[How To Make Meetings Work: The New Interaction Method](#)

Michael Doyle and David Straus. 1976. Paperback.

I am a little embarrassed to share that Michael Doyle and David Straus' book, *How to Make Meetings Work*, has been on my Facilitation Library shelf for a number of years but I never really took a look at it. Something recently prompted me to see what was inside. And I need to confess that I was shocked by what I found. There, in a work first published in 1976, is just about everything one needs to know about being a facilitator. Some might say the book is dated, and probably there would be some new wrinkles if they were to write the book today. But, this book is excellent especially for those just getting started out as facilitators. It's like Facilitation 101. It has all the basics that one needs to know to get started.

I was having lunch recently with our IAF Chair, Gary Rush, Nino Tillman and Terry Bergdall, Executive Director and Associate Executive Director respectively of the Institute of Cultural Affairs (ICA), the developers of the Technology of Participation. We got around to trying to recall the first use of the term "facilitator". From the ICA perspective we recalled that it may have become currency during its intensive Town Meeting Campaign during the 1976 Bicentennial efforts when the ICA "facilitated" 5000 town meetings in the USA. But, Terry and I, as staff members at the time, could not be positive. Clearly, Doyle and Straus used it at least as early as 1976.

Doyle and Straus were founders of Interaction Associates (www.interactionassociates.com). David Straus is still associated with it and its sister nonprofit, Interaction Institute for Social Change. Unfortunately Michael Doyle died in 2007.

So treat yourself to a visit down memory lane and add this book to your facilitation library. Who knows, you might learn something – all over again! (Ed.)

Buying through Amazon.com helps the IAF

Did you know that if you purchase a book through the IAF online [Facilitation Library](#) on our Website, a portion of each purchase will be donated to the IAF. This is due to the special arrangement IAF has created through Amazon.com. From the Website's Library page, simply mouse over the title and click "buy now" in the Amazon.com dialogue box.

Book Title Additions are Welcome

If you have a book to add to the Facilitation Library, please send the book title, author, and a 250 word overview to globalflipchart@iaf-world.org.

Did you know...?

IAF has a lifetime membership. The cost is \$1200 USD.

Support your profession by taking advantage of this opportunity.

If you're interested or have questions

contact the office at office@iaf-world.org.

*All truly wise thoughts
have been thought already,
thousands of times; but to
make them truly ours, we
must think them over again
honestly, until they take
firm root in our personal
experience.*

*Johann Wolfgang von
Goethe*

Facilitation Articles

One page on our IAF Website that most members have probably not gone to too often is the Facilitation Articles page. Sixteen different articles ranging from Consensus Decision-Making to The Superlative Task of Facilitation authored by other IAF members are available to IAF members. Recently, in fact, the library of articles has been enriched by the addition of 8 articles written by some of our Canadian members including: John Butcher, Sylvie Lapoint-Lemaire, and Alf Grigg.

If you are member, use your member login and go to <http://iaf-world.org/i4a/pages/index.cfm?pageid=3379> and enjoy.

Here is our current list of articles that you will find of interest:

[A Superlative Task](#)

Consensus Decision-Making
Power Packed Meetings
Great Tools Make Great Teams
Reflection and Continuous Improvement
Ground Rules
The Power to Change Anything
The Key to Successful Strategic Planning
Bragging Rights
Facilitation, Training, Consultation or DIY?

Facilitation 101

Facilitation from the Inside Out

[Magic of the Facilitator](#)

The role of the Facilitator - Understanding *What* Facilitators Really DO!

What is a Group Facilitator?

What to look for in a group facilitator

If you have an article you'd like to share, please email it to office@iaf-world.org

Method of the Month

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

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

This Month's Method: Junkyard Golf

[Also known as:](#) Junkyard Golf and Community Building Event with Potluck

[Intent or purpose:](#) Probably the only good reason for having your own Junkyard Golf Course and Community-Building Event with Potluck is how much fun people have. This means that the main measure of success is how many people had fun for how long. Inclusion is the rule of the day.

If someone needs to know why you want to have this kind of fun, really, as in, what are the actual benefits of everyone in the entire community having fun together, everybody involved, safely, creatively, everyone, for three hours, you have found a potential champion. Because clearly, that person really needs

a few hours of good, healthy, solid fun.

[Used as component of:](#) as part of a larger planning process or creativity session.

[Optimal amount of time needed:](#) About 3 hours depending on the site, group, etc.

[Resources Needed:](#) Access to any wide range of materials around an office, home, junkyard, etc. These are used to create the golf course and the prizes.

[Procedures:](#) The Junkyard Golf Course and Community Building Event with Potluck can be broken down into four distinct phases

1. The Team-forming, Potluck picnic-readying, and Junk-gathering
2. The Hole-making, testing and par-setting, Trophy-making and naming; eating, continued
3. The Tournament
4. The Gathering and Trophy-awarding with the Schmoozing along with the Cleaning and Packing.

[Developer:](#) Bernie DeKoven

Have a method you would like to share? Send a description of the method to editor@iaf-methods.org

The IAF Methods Database is run as an independent organization under agreement between the IAF and the IAF Methods Database. Please direct Database questions to: editor@iaf-methods.org.

To go to the website: <http://www.iaf-methods.org>

Upcoming IAF Events

Conferences

29 - 31 August 2009 - Asia
Taipei, Taiwan

18 - 20 September 2009 - Europe
Oxford, England

24 - 26 September 2009 - Latin America
Bridgetown, Barbados

23 November 2009 - AUS/NZ
Nelson, New Zealand

Certification Events

27 - 28 August 2009 - Asia
Taipei, Taiwan

16 - 17 September 2009 - Europe
Oxford, England

22 - 23 September 2009 - Latin America
Bridgetown, Barbados

16 - 17 October 2009 - North America
Kennesaw State University - Kennesaw, Georgia

2 November 2009 - Europe (in Dutch)
Rossum, The Netherlands

23 - 24 November 2009 - AUS/NZ
Nelson, New Zealand

Welcome to New Members!

We extend a warm welcome to our colleagues from around the world who joined or returned to IAF from July 11th through August 10th. (We only list those members who have chosen to be listed in our online membership directory. If you are concerned about having been included in this list, please contact the office via email at office@iaf-world.org).

Current Membership from 70 countries: 1238±

Canada

Ashley Lye, Toronto, ON
Colleen Franklin-Sabourin, Manotick, ON
Jane Lewis, Melbourne, VIC
Jo-Ann Davis, Toronto, ON
Lara Wilson, Albert Park, VIC
Lisa Swell, North Vancouver, BC
Robert Ayling, Toronto, ON

China

Karen Lim, Shenzhen

Guyana

Lorna McPherson, Georgetown

Hong Kong

Kei Chiu, Hong Kong
Shirley Tsui, Hong Kong
Maria Leung, Hong Kong
James Bishop, Discovery Bay

Malaysia

Zainal Arifin Khalid, Petaling Jaya

Pakistan

Khadija Hashimi, Karachi

Sweden

Seija Martin, Stockholm

Thailand

Oleh Kaarmik, Bangkok

United Kingdom

Anne Marie Parker, Burnley
Bibiana Bucher, London
Chris Davies, London
Claire Priestley, London
Oscar Montoya, Plymouth, Devon
Pasima Sule, Uxbridge
Stephen Holmes, London

United States

Cheryl Taylor, Alpharetta, GA
Christina Graham, Alexandria, VA
Clive Felgate, Knoxville, MD
Douglas Ross, Ph.D., Sarasota, FL
Lynn Cherry, Panama City, FL
Nancy DeMay, South Windsor, CT
Philipia Hillman, Washington, DC