



April 2011

# Global Flipchart

## Member of the Month



Lars Borgmann  
Denmark

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### What is your name?

Lars Borgmann

### Where are you located?

North of Copenhagen,  
Denmark

### How long have you been a member of IAF?

IAF member since 2006,  
CPF since 2007, and IAF  
Denmark Chair and Board  
member since 2010

### Tell us a little about the organization you work for...What is its name?

#### What does it do?

I am a fortunate partner of Cenfac Aps, with my good colleague Michael Ørbech, also a IAF CPF. In 2006, we looked around to find the right facilitation organization to collaborate and develop with since our organization is very much

in the field of facilitation. We specialize on interpersonal relationship and communication in the public and private sector based on a systemic perspective. We are facilitating the actual skills though training programs, but also we facilitate large scale interventions working with cultural change and development. I would say our approach is characterised by a very “Scandinavian” way of working with people. Less management and more people and personal development.

### What are your jobs within the organization?

I am mostly working on the floor with groups being an inspiration and a supportive disturbance: “being there out of the

way”. 50% of my work is training and education based on systemic facilitation and communication programs. The other 50% is hardcore facilitation, helping groups do better in their organization on their premises and in their context.

### How do you use facilitation in your line of work?

Our company has the approach to our customers that they are the wisdom and that they have all that is needed. We are what Einstein calls, “the difference that makes a difference”. Over the years, we have collected useful experience on what makes people engage in work and life and find new trust and power in being

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The Global Flipchart is IAF's

monthly newsletter

Karyn Dumble CPF and Sharon Cathers, Editors

## Member of the Month Continued:

part of a group with a task. We have been very inspired from the psychodynamic approach that states that every group has two major assignments: the rational “blue one” (the product or the desired result) and the unconscious “red one” (the emotional one that is about working with the safety of the group) as an important source to succeed with the “blue one”. We have found that the wellness of the organization is very much dependant on the wellness of the leaders and employees. Often we experience that the psychological “wellness” is about very simple structures like quality reflection time, listening, and a high level of presence in the daily conversations and meetings. It is so simple but to most organizations very difficult to facilitate due to high general speed, many changes and expanding complexity. We have devoted ourselves to be protectors of that reflective space and offer a quality space in which our customers can take a needed breath in a busy life and together have a timeout to find sustainable solutions to their tasks, development and needs.

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

I feel like sharing a case from the public/social sector recently to stress the above written. We were asked to support a group of two teams that recently had been under a fusion. The one team had a lot of aggression towards the management-team. At the time we came in, they had an average of 29% of the group being sick over a two month period. We asked the leader of the group for permission to gather a planning group representing all possible voices in the two teams. We had a two hour meeting with the group basically listening to everyone, facilitating dialogue and a room where everyone would experience being listened to and invited to listen to other perspectives in a forwarded light.

The rational aim of the meeting was to plan a two day session for both teams facilitated by me and my colleague. The effect was amazing. Everyone engaged in their own future by applying their stories and wisdom into the planning process. For our part, we took

responsibility for creating a process plan based on their input. They asked for simple things like: get to know one another better, listen to one another, laugh and have fun together, and come up with shared solutions to the good future of the team. We simply applied a program that allowed the team to do so – and they created the beginning of a new desired culture that changed the group in a way nobody would have believed just few weeks before. At a meeting a few weeks after the two day session, they told us how the old “enemies” were now even friends on Facebook, had lunch together and had solved major practical issues together.

My heart is so happy when I experience this kind of almost self-organized processes where I contribute with my trust in people and their ability to solve what needs to be solved.

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

When we trust the people we work with, they trust us. When we listen to the people we work with, they listen to us. When we engage truly they will do the same -it is the nature of relationship...

No tool will ever make up for such deep integrated understanding... It is in my understanding the spirit of facilitation.

Lars, thank you for sharing! We appreciate getting to learn a bit about how you use facilitation.

## From Your Global Flipchart Editors

By the time that this edition reaches your inbox, I'll be right in the midst of this year's IAFNA conference in Denver. Last year was my first IAF conference in Chicago where I also got my CPF. I had a terrific experience and so far have been experiencing nothing less at the 2011 edition. Even before the conference started, emails were flying around with folks introducing themselves to fellow workshop participants, a group dinner took place on the first night in town, and there is a general feeling of excitement and anticipation. I have been overhearing many comments about the openness of the IAF conferences—how sharing is an integral part of them and that the interactive learning that takes place is a key to success. (Also—I want to mention that nearly half of this year's participants are new! With so many first-timers, I see a bright future ahead.)

The IAF conferences are a time to share experiences (good and bad) with others who have similar reference points. There is so much great advice and wisdom freely shared amongst participants and presenters alike. The sense of competition that is pervasive at other industry conferences isn't felt in quite the same way.

I hope that you are able to take advantage of your "local" IAF conference. You'll find the listings for a couple of upcoming ones here in this edition of GFC. Drop us a line and send us some photos after and let us know what your experience was. And if you are in Denver, keep an eye out for me because I'd love to meet you!

In other news, Jerry Mings' ongoing series, "The Virtual Connection" will return in our May issue. We are happy to include updates from the Board of Directors including a summary our responses to the recent survey sent out to the membership. We are also pleased to share with you a review of Tim Hartnett's new book, *Consensus-Oriented Decision-Making*, just released by New Society Publishers this month.

As ever, we welcome your comments and content submissions.

Yours in ink stains,

Karyn

On behalf of

Sharon Cathers, Co-Editor

Karyn Dumble, Co-Editor

[globalflipchart@iaf-world.org](mailto:globalflipchart@iaf-world.org)

What was the worst meeting venue you have ever had to work in? Send your anecdote to [globalflipchart@iaf-world.org](mailto:globalflipchart@iaf-world.org) for inclusion in an upcoming issue.

## A VIEW FROM THE BOARD



Greeting to the IAF membership from your new Treasurer! My name is Daphne Cant and I live in Vancouver, British Columbia, Canada. Some of you may have had the pleasure of visiting my hometown for the Vancouver IAF Conference a couple of years ago.

Since being elected to the Board of Directors in December 2010, I have been very busy working with my fellow board members to put together a comprehensive budget for this current operational year. It was presented at the recent board meeting on April 10, 2011 and received a unanimous recommendation!

We have done a few things differently this year. We have structured the budget so that membership retention and membership revenues have been moved directly into each Regional Director's area of responsibility. We continue with a conservative approach anticipating revenue and look forward to proactively working to diversify income sources.

2010 end of year showed income at \$373,041.12 and expenses at \$420,370.29 for a loss of \$47,329.17. Two extraordinary expenses (investing in website upgrade and the North American conference support) together at over \$125,000 accounted for the disappointing year-end balance. No such expenses are foreseen this year as we confidently project income of \$396,370 and expenses at \$335,118. In fact we anticipate a much improved picture as the following table illustrates...

| <b>INCOME</b>     | Actual 2010        | Budget 2011       |
|-------------------|--------------------|-------------------|
| Membership        | 177,000.00         | 217,000.00        |
| Certification     | 175,000.00         | 166,000.00        |
| Conference Refund | 15,500.00          | 4,000.00          |
| Other             | 7,500.00           | 8,000.00          |
| <b>TOTAL</b>      | <b>375,000.00</b>  | <b>395,000.00</b> |
|                   |                    |                   |
| <b>EXPENSES</b>   |                    |                   |
| Core Admin        | 60,000.00          | 60,000.00         |
| Certification     | 160,000.00         | 15,200.00         |
| Conference/Web    | 125,000.00         | 130,000.00        |
| Other             | 83,000.00          | 102,000.00        |
| <b>TOTAL</b>      | <b>335,000.00</b>  | <b>420,000.00</b> |
|                   |                    |                   |
| <b>BALANCE</b>    | <b>(45,000.00)</b> | <b>6,000.00</b>   |

From our work on the Business plan this year, we have lined the budget up with our five key strategic directions in the following ways:

1. **Communication strategy** (marketing, branding, online and regional communication) to position IAF as 'The International Association' for professional facilitators and all those who have an interest in facilitation - we have earmarked funds to support an increased on line presence through a refreshed website and increased use of WebEx for meeting and training purposes
2. **Increased member retention and membership growth**, particularly through chapter development & support, and transformation of affiliation of new partnership relationships - budget support for Chapter development as well as regional goals for new membership and Chapter development
3. **Diversification of income sources** for financial strength & sustainability - this is an important goal for this year. Our budget for developmental activities can only increase within a framework of successful revenue diversification plans. The Board is discussing this particular with the portfolio of sponsorships and endorsements.
4. **Growth & Diversification of certification programmes**, including an entry level certificate that may lead to CPF - fund available for language translations, with plans for certification to be offered in Spanish during 2011 and plans afoot for an offering in Mandarin.
5. **Good governance & management**, including succession planning and role definition - 2011/12 Business plan and budget approved by the board

As someone new to the Treasurer position, I have been extremely impressed with the financial processes and approval protocols already in place and with the professionalism of the Peggy Bushee Services providing us valuable administration and accounting services. This year I will make recommendation to the Board to conduct an audit of our finances according to a Board policy guideline in support of an audit recommendation every three years.

We have come together as a new Board with determination to move ahead, reconciling some of the fiscal challenges of the past several years with our North American Conferences, to what looks to be a financially successful conference in Denver 2011. Chapter development is robust and spring is in the air!

As one of the phone companies proclaims - The Future is Friendly!

Daphne Cant

## FACILITATION TRIVIA!

BY Sandor Schumman

**Question:** Who first explicated the role of the group facilitator (with or without using that term)?

- a. Emory Stephen Bogardus, in his 1942 pamphlet, *Democracy by Discussion*
- b. Norman R. F. Maier, in his 1967 journal article, *Assets and Liabilities in Group Problem Solving*
- c. Michael Doyle and David Straus in their 1976 book, *How to Make Meetings Work*
- d. Bernard Lubin and William Eddy in their 1987 book chapter, *The Development of Small Group Training and Small Group Trainers*

## IAF Members' Survey—Feedback to Members



In January 2011, IAF members around the world were asked to complete a survey about their views of the IAF. 310 members completed the survey – around a quarter of the entire membership. Key headlines from the survey were as follows:

- The three top reasons for joining the IAF were personal and career development, networking with fellow facilitators, and access to the Certified Professional Facilitator programme. These three features were also the ones that members most valued about their membership in the IAF.
- 24 per cent of those responding used the IAF Methods Database at least once a month, while 24 per cent never used it. 33 per cent found the Methods Database easy to use.
- 69 per cent of those responding had attended at least one IAF conference in the past five years.
- At least 64 per cent of members responding found the Board election process quite or very fair, transparent and effective.
- 24 per cent felt that the IAF should offer a certification other than the CPF, 24 per cent did not agree, and 52 per cent were uncertain. On the specific question of a certification designation for those who are not facilitators but use facilitation in their work, 45 per cent were in favour, 30 per cent were opposed, and 25 per cent were not sure.
- The top three additional services members were looking for were: professional development activities, the opportunity to network and attend events locally, and teleseminars.
- The top four ways people wanted to become more involved were: presenting at an IAF conference, setting up a local Chapter, online networking, and becoming a CPF.

The IAF Board have discussed the results of the survey and have decided to take the following actions in the short term:

- To continue to encourage the creation of local Chapters because members are clearly looking for more local programming
- To review arrangements for the IAF Methods Database and publicise it so that more members use it
- To pilot carefully a proposed new certification designation for those who use facilitation in their work
- To maintain our drive to encourage more members to become Certified Professional Facilitators.

Members of the Board really appreciate the great feedback from members and we will be asking you to take part in another survey next year!

*Simon Wilson*

*IAF Board Member – Membership and Chapters*

## Regional Updates!



### CALL FOR PRESENTERS

We are pleased to invite you to submit a proposal to for this year's IAF Europe Conference. The 2011 IAF Europe Conference will take place at the Dedeman Hotel in the ancient and historic city of **Istanbul**. Please return your completed **[PRESENTER PROPOSAL FORM](#)** to [conference@iaf-europe.eu](mailto:conference@iaf-europe.eu), before the **30<sup>th</sup> April 2011**.

### LET'S MEET WHERE CONTINENTS MEET

The conference theme will be '**Building Bridges**' which reflects the fact that the conference will be held in the only metropolis in the world which spans two continents (Europe and Asia) separated only by the Bosphorus waterway and its iconic bridge. Istanbul is the meeting place of histories, races, cultures and beliefs. This is where the old and the new truly meet and flourish side by side. Can you support this theme by providing a; keynote presentation, facilitated workshop, a learning event, case study or other session? Please also let us know if you would be prepared to run a pre-conference event in the days before the conference. These are likely to be held in the nearby Taksim Square area of Istanbul

**This year, the conference programme will include a full schedule of events on Friday, Saturday and Sunday morning.** The language of the conference will be English, but there will also be sessions in Turkish (Translated) and workshops facilitated totally in Turkish. Some workshops may run twice, once in Turkish and again in English.

Your proposal should support the theme of the Conference and the ethos of facilitation. You may wish to categorise your contribution as one or more of the following;

**Tools, Techniques or Methods-** New or Old, but Proven

**Keeping the Chimney Smoking** - How to enhance your business, new markets, tools for acquisition

**Personal Development-** A facilitator's most important tool is themselves. What can I do to become a better me?

**Professional Development-** Where do we go as a profession? What's our future role in a changing World?

**Promoting the Profession-** How do we all raise the profile and understanding of facilitation?

### IAFNA 2012

Come to Halifax, Nova Scotia for the 2012 IAF North America Conference!

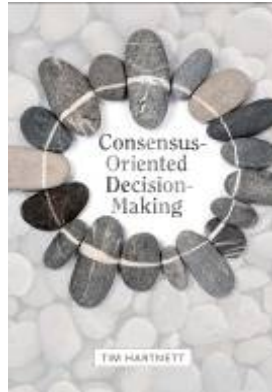


The event will be held at Dalhousie University.

Be a part of the planning at "IAF North American Conference 2012 Group" at LinkedIn.com

## Consensus - Oriented Decision Making

The CODM Model For Facilitating Groups  
to Widespread Agreement  
By Tim Hartnett, PhD  
New Society Publishers, 2011



### Book Description:

For any group or organization to function effectively, it must be able to make decisions well. *Consensus-Oriented Decision-Making* offers groups (and group facilitators) a clear and efficient path to generating widespread agreement while fostering full participation and true collaboration.

*Consensus-Oriented Decision-Making* combines:

- Deep insight into complex group dynamics
- Effective conflict resolution techniques
- Powerful communication skills

Groups using this simple, step-by-step approach experience increased cohesion and commitment and stronger relationships as a result of their successful cooperation.

Incorporating the principles of collaboration, inclusion, empathy, and open-mindedness, the consensus-oriented decision-making (CODM) process encourages shared ownership of group decisions. The method can be used in any group situation, regardless of whether the final decision-making power rests with a single person or team, a vote of members, or unanimity.

Business, government, nonprofit, social, and community organizations can all benefit from *Consensus-Oriented Decision-Making*. Whether you are a designated facilitator or an active participant, understanding this powerful framework will help you contribute to the success of your group through achieving maximum participation and efficiency, a clearer decision-making process, better decisions, and improved group dynamics.

**Tim Hartnett, PhD**, is a group facilitator, mediator, and family therapist who blends extensive knowledge of non-violent communication with insightful understanding of group dynamics and effective techniques for conflict resolution.

## BOOK REVIEW

### Consensus-Oriented Decision Making

by Tim Hartnett

#### Reviewed by Pat Franklin

This book, *Consensus-Oriented Decision-Making* provides a model for groups to follow and reach agreement. The model is nicknamed CODM (pronounced “co-dem”). The book is divided into three sections:

1. Introduction with principles behind CODM; facilitator role; and final decision rules
2. Overview of the seven-step process; a chapter on each step with details
3. Discussion of unanimity (full agreement)

There is a CODM crib sheet in the appendix and an index which is a useful reference.

I found that the first section is pretty basic material. The chapter on decision rules was interesting since it had many possibilities for decision-making that ran the gamut from one person decision-maker all the way to unanimity.

The CODM model itself was easy to follow and very logical. The author provided shortcuts at each stage that could enable the process to speed up, but also gave the downside of taking the shortcut.

I found the case studies that were sprinkled throughout the chapters to be very helpful in imagining how the step would play out with my groups. The key concepts were highlighted and even some phrases a facilitator might use were included at each step of the process. These inserts and key concepts broke up the text and made it reader-friendly.

I think this book would be most useful to a novice facilitator. As an experienced facilitator, I still found useful tools and concepts that I plan to use with my teams.

The book is user-friendly and one that I will keep in my reference library.

***Pat Franklin is President of Phenomenal Achievement Team in Charleston, SC. She specializes in environmental partnering facilitation with one of her clients, The Management Edge. She has done re-structuring of large organizations during her 21 years with the federal government. She is a trainer and is also certified in Business Process Engineering. Pat is a registered professional engineer in SC and TN and is a member of IAF. She can be reached at Pat.Franklin@mail.com.***

## Welcome New IAF Members!

*We extend a warm welcome to our colleagues from around the world who joined IAF from  
March 15 thru April 14th, 2011*

*(We only list those members who have chosen to be listed in our online membership directory. If you are concerned about  
having been included in this list, please contact the office via email at [office@iaf-world.org](mailto:office@iaf-world.org).*

***Current Membership from 70 countries: 1154***

### **Argentina**

Gabriel Paradiso, Buenos Aires

### **Australia**

Karen Delfau, Queensland

### **Barbados**

Jennifer Piggott, St. Peter

### **Canada**

Stéphane Bérubé, Longueuil, Quebec  
Karen Goodfellow, Burnaby, British Columbia  
Laurel Hubber, Burlington, Ontario  
Barbara McNeil, Banff, Alberta

### **Chile**

Laura Matamala Castro, Santiago

### **Denmark**

Vibeke Schrøder, Stenloese

### **Ireland**

Laura Richardson, Dublin

### **India**

Neelmani Singh, Mumbai  
Sunil Verma, Mumbai

### **Jamaica**

Grace Cowan-Allen, Kingston  
Hope McNish, Kingston  
Tanya Smith, Kingston  
Monica-Monique Walker, Kingston

### **Peru**

Ana Beatriz Bravo Hernández, Lima

### **Russia**

Lera Efremova, Moscow  
Alexandra Kosulina, Moscow

### **Sweden**

Maria Elander, Älmhult  
Mandana Jahanian, Stockholm  
Annika Lindberg Turesson, Stockholm

### **Switzerland**

Tineke Elgersma Borex, Vaud

### **Turkey**

Giuseppe Totino, Istanbul

### **United Kingdom**

Upendra Bhatia, Chesterfield  
Debbie Burns, Edinburgh  
Lisa Burton, Greenock  
Pat Cowley, Potters Bar  
Orla Cronin, Manchester  
Christopher Hansard, London  
Alison Jarvis, Edinburgh  
Karen MacLennan, Bridge of Weir  
Caty McColgan, Paisley  
David Ramsay, Greenock  
Jessica Reynolds, Isle of Islay  
Catherine Sexton, Leeds  
Muriel Young, Menstrie

### **United States**

Christine Boschen, Concord, California  
Caitlan Hendrickson, Eugene, Oregon  
Marilyn Hunter, Sacramento, California  
Sara Levinson, Chicago, Illinois  
Tamara Nation, Boulder, Colorado  
Jeff Rude, Charlottesville, Virginia  
Daniel Shows, Oakland, California

## UPCOMING IAF EVENTS

### Conferences

8—9 September 2011—Bangalore India

14-16 October 2011—Istanbul, Turkey

9 -12 May 2012—Halifax, Nova Scotia, Canada

2012—Melbourne, Australia

### Certification Events

26 May 2011—The Netherlands (Dutch)

5—6 September 2011—Bangalore, India

12—13 October 2011—Istanbul, Turkey

29-30 October 2011—Kennesaw, Georgia

17 November 2011 -The Netherlands (Dutch)

## FACILITATION TRIVIA ANSWER

**Answer: b.**

**Norman R. F. Maier, in his 1967 journal article, *Assets and Liabilities in Group Problem Solving***

If you have a different answer, please let me know. My nomination is Norman R. F. Maier, who described the role of a "discussion leader" in a "cooperative problem-solving activity" in his 1967 article, "Assets and Liabilities in Group Problem Solving: The Need for an Integrative Function," published in *Psychological Review* (Volume 74, Number 4, pages 239-249). His article was reprinted in the premier issue of *Group Facilitation: a Research and Applications Journal*.