



# Global Flipchart

December 2011

## Member of the Month

**Patricia Rita Nunis**



**Subang Jaya Town, Selangor, Malaysia**

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#### What is your name?

Patricia Rita Nunis

#### Where are you located?

Subang Jaya Town, Selangor, Malaysia

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

Since 2006 - 6 years

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

Currently I am the Vice President, Learning & Professional Development for the Malaysian Association of Facilitators (MAFa). I am also the Founder Director of a boutique consulting and facilitation company, HarmonyWorks Sendirian Berhad, based in Malaysia.

MAFa was formed 2 years ago with a specific intent to grow the practice of facilitation in Malaysia by sharing facilitative skills and approaches via quarterly fora for members and interested friends. The group also collaborates with civil society organisations in the country, providing facilitation services for small and large group events that may require it. A project in the past year has been providing the process plan and training of table facilitators for inter-faith/diversity dialogue events held for groups of university students, jointly hosted by civil society organisations from the different ethnic communities in Malaysia.

In another sphere, MAFa is now working towards making facilitation training more accessible to Malaysians, some of whom are more proficient in Bahasa Malaysia than English. We are promoting facilitation practice via the quarterly fora and also, the country conferences. Short programmes in facilitation tech-

niques are made possible with assistance from practising facilitators who conduct public and in-house workshops. We hope this will also lead to greater interest in the International Association of Facilitators and the global community of facilitators.

The current MAFa council comprises our President, Capt. (Rtd) M. Shanmugam, Dr. Hamidah Marican, Putri Juliani Johari, Brandon Chee, Steven Teo and Devandran Pillai and me, Patricia Nunis. Our seven-member-five-ethnicity team is a model of the diversity inherent in Malaysian society. We are proud of the fact that, in our diversity, we are able to collaborate to do our best for the Association and the future of facilitation in Malaysia.

Our next immediate project is our country conference on the 14-15 March 2012, which we are holding in IAF mode, applying the interactive opening and closing style with concurrent workshops and working with IAF competencies. The Conference theme is: **DIVERSITY: Facilitating the Dialogue, Moving into Action.** This conference is open to all, and we welcome facilitators from the region who may wish to attend or contribute. More information may be obtained from our website, [www.myfacilitators.org](http://www.myfacilitators.org)

My facilitation and consulting work done via HarmonyWorks Sdn. Bhd. involves providing process facilitation for corporate and civil society organisations, as well the training of in-house facilitators for organisations who have an internal facilitation and training unit. In this capacity, my colleague and I have also completed projects for government bodies in recent months. My partner in some of this

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## Member of the Month continued:

work is Dr. Hamidah Marican, who is also an IAF member and a certified Diversity Facilitator.

### What are your jobs within the organization?

Essentially I work two jobs, one for MAFa and the other for my own company HarmonyWorks. In MAFa, as the Vice President of Learning & Professional Development, I lead the effort to develop learning opportunities and facilitator development for our members and the human resource community in Malaysia. This is done by ensuring that the quarterly forum and yearly conference provide enough breadth and depth of insight into the practice of facilitation to draw interest and commitment from individuals to grow the practice for themselves. The development of a Malaysian facilitator community will allow young professionals access to new strategies and approaches to working with individuals and organisations.

The company HarmonyWorks has been in existence since 2001. I began with providing training in leadership and service culture development, performance management, coaching and counselling in in-house workshops for selected clients. As I became more familiar with facilitation and gained confidence, I began weaving facilitation into my training delivery. I grew my proficiency in facilitation by attending training with LENS International here in Malaysia and also, attending the IAF Asia conferences to get a feel and understanding of the scope of facilitation and how different people manage and use the skills and display the competencies. Since I was introduced to facilitation in the late 1980's, I have attended 7 IAF Asia conferences and the IAF Europe conference held in Oxford in 2009.

I achieved the IAF Certification in 2008 in my second attempt, as I did have to unlearn some of my earlier training approaches. Since 2008, I have actively sought opportunities to practise facilitation whether in a contracted project or with some civilian groups in a pro bono capacity. It has been a joyous journey of learning and self discovery for me as I facilitate groups of diverse interests and concerns.

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

Often I work on my own, providing facilitation training to in-house facilitators. Occasionally, I work with a colleague to provide process facilitation for meetings and review sessions for government, statutory boards or corporate and civil society organisations.

Process facilitation may involve planning the flow of the day and the facilitative approaches that may be used to arrive at the client desired outcomes. This is best done if we first meet with the client or convenor to understand what is needed, and the existing areas of concern. The choice of technique and time line is then determined to best utilise the time and resources in the event.

Three training workshops in facilitation that I have delivered are *Introduction to Facilitation*, *Appreciative Inquiry: a Team Approach* and *Developing Your Facilitator Toolkit*. These were delivered both as in-house and public events.

Processes I have used for meetings and planning sessions have been Focused Conversation, Appreciative Inquiry, World Café and some variations of Open Space Technology. An approach that I have newly learnt at the IAF Asia conference and recently shared with the Malaysian facilitator group is the Samoan Circle.

In early 2010, Dr. Hamidah Marican and I began a project we call "Breaking Walls, Building Bridges." It is our joint effort to promote dialogue on diversity beginning with issues related to Muslim-Christian relationships. We use a 30 minute documentary as a catalyst for dialogue in a one day workshop that explores differences, acceptance of the other and the celebration of diversity. In the dialogue process, we use focused conversation for debrief as well as introduce the ladder of inference as a self reflective tool to facilitate self-awareness. The documentary is the story of Imam Mohd. Ashafa and Pastor James Wuye of Nigeria, who have come together to work for peace. We felt that their story was especially significant to us in Malaysia where currently, Muslim-Christian differences are being exploited for political gain. Our objective is to de-mystify the issue of difference and open the doorways of understanding and mutual respect. We have had success with groups of students and educators and this continues to be one of our core projects operating from a non-profit framework.

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

Most recently on the 19 November, MAFa held our last quarterly forum for 2011. We had 22 participants, and I shared what I had gathered of the use of the Samoan Circle during the IAF Asia Conference in Bangalore. The session was opened by MAFa President Capt. (Rtd.) M. Shanmugam. Dr. Hamidah Marican began with an introduction icebreaker to open the space.



I introduced the Samoan Circle with context setting, sharing when and how I had experienced the approach, and took questions before inviting the participants to experience the Samoan Circle

with a discussion of a current issue in Malaysia - i.e. the need for a NO DRIVE Zone in the city area. Participants were invited to sit in two concentric circles with four in the centre representing the four identified stakeholders and the outer circle the larger community. Ground rules were shared and put up on the wall for easy reference. The four stakeholders were individuals, public transport operators, business owners and employers, and the town and transport authority. Only the four seated in the inner circle could speak. Those in the outer circle would need to tap themselves in to get an opportunity to speak.

Since the issue was of public interest, participants were eager to begin and the first ten minute phase of providing views went quickly with many contributions. The next two phases invited participants to suggest what each of the other stakeholder could do to assist them, and what each could contribute to the

## Member of the Month continued:

final desired outcome. Though the situation was partly a simulation due to the time constraint, we all could see what the dynamics of such a circle could do for groups wanting to create spaces for dialogue. Some of the community leaders present in the group were most interested to know how they could use such an approach for their community meetings. The sharing of this approach took about an hour of the morning meeting.

The second half was a presentation by Dr. Tahira Yasmin, a visitor from Pakistan who is a founder member of the Society of Facilitators & Trainers (SOFT) Pakistan. Dr. Tahira shared her work with the farmer field schools in Pakistan where facilitation is being used to reach to women, children and communities far beyond the original farmer education objective. Those of us present were privileged to hear of how facilitators were now working with women to build awareness of home economics, healthcare, childcare and various other initiatives that would have a longstanding impact on the lives of these farming communities. We ended the day at 1 pm with a sense of richness that is brought about by open sharing and learning.

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

One of the first things I realised about facilitation was that it had to come from a special place within the facilitator – at its best, it was a work of the heart. The individuals who modeled facilitation for me – Ann & John Epps, Larry Philbrook, Lee Milstein, Tom Schwarz, Nadine Bell and their delightful band of friends from IAF and ICA shared from their heart their learning and wisdom. It was this generous sharing at the yearly IAF Asia conferences that created the space for discovery to happen and the desire to develop my own skills and competencies so that I could myself become a bridge builder and facilitator for others.

Whilst we can pick up approaches from books and replicate processes that we have seen, the true art of facilitation lies in a facilitator's ability to become less intrusive, so that the group becomes more of itself. This ability is developed only when I know myself well enough not to allow my thoughts, perceptions and biases infiltrate the work of the group. It is then that I am honest with the group and they discover their own voice.

My heartfelt **THANK YOU** to all who have shared of themselves, investing their wisdom, time and energy to grow the practise of this art and skill of bridge building and self realisation that we name facilitation.

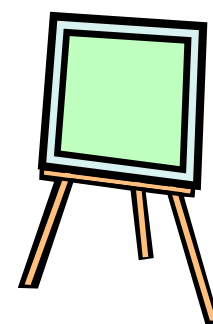
## GROUP FACILITATION TRIVIA

By Sandor Schuman

### **Question:**

***When were flip charts invented, and by whom?***

- Gee, I never thought about it. I just assumed they were always around.
- In the 1980s, fulfilling a practical need generated by the Total Quality Management movement.
- 1946 by Ron Lippitt and Lee Bradford.
- Early 1920s by the Dennison Manufacturing Company (later merged with Avery International to form Avery Dennison Corporation).



# A View from the Board

By Kimberly Bain

Regional Representative, Canada



Greetings from the Board:

December is a time for celebration and reflection in many parts of the world. Your Board is doing the same. We recently completed a review of our own effectiveness and processes. On the whole, while there are issues that were identified for improvement, Board members are pleased with the progress we have made on many of the IAF initiatives.

Personally, I am most excited about the engagement of our members on LinkedIn, at Chapter initiatives and at our regional conferences. Some examples:

- A suggestion was raised on LinkedIn that there should be a designated Facilitation Week. A motion was put before the Board and a Committee is being formed in the New Year to examine the option and make recommendations.
- A suggestion was made to create Facilitation Impact Awards and the Board approved a pilot project in North America.
- A delegation of IAF members from Russia indicated they would like to host a conference in a few years and the Europe Team announced the plan in October at the Istanbul conference.

Similarly, Chapters in different regions of the world have asked to translate IAF materials, hold certification events in different languages, etc. and in all cases the Board is responding, doing what we can to accommodate requests while still upholding our values, principles and core competencies.

The Board will meet in January to set our goals and objectives for 2012. Exciting things are happening!

Communications and conferences are our most visible actions, but lots of things are also happening in professional development and members services. Exciting conferences are being held in Melbourne and Halifax and there are LOTS of great local events being held at Chapters around the world! If YOU have ideas about initiatives or things the Board should consider, please contact any Board member before January 16<sup>th</sup> and we will present your suggestions at our face to face planning meeting.

In closing, I would like to acknowledge two Board members whose terms are coming to an end on December 31.

Sharon Almerigi, the Board Rep from Caribbean and Latin America is retiring her position after 5 years on the Board and Jerry Mings is finishing his 1 year term as Secretary. Thank you both for your continued service to our Association and your dedication to the profession.

To all members, enjoy whatever celebrations occur in your part of the world during the month of December.

Kimberly Bain



## IAF CHICAGO CHAPTER Holds Successful First Event!

By Gary Rush

We had 34 people attend the event. The event ran from 4:00 until 7:00 and people networked until about 8:00. I kicked it off with an exercise to gather ideas on how to ensure appropriate solutions – both from the Facilitator and from the client. Rocky Romero guided us through Business Modeling. We concluded with discussion about what we learned and about our next event.

### Some items of note:

- Our next informal meeting is on **January 20<sup>th</sup>**. We've been holding the meetings at 7:30 am at a breakfast spot in downtown Chicago. Send me feedback about which of the following times works best to see if we can have more of you attend:
  - ◇ 7:30 – 9:00 am
  - ◇ 12:00 – 1:30 pm
  - ◇ 4:30 – 6:00 pm
- Our next event is **March 23, 2012**. The topic, time, and venue are yet to be determined – we could use volunteers to help set this up.
- We will hold elections in March for the positions of *President, Secretary, Treasurer, and Events Director*. Send me your nominations and we'll plan for the elections in February. All positions are for a one-year term.

If you'd like more information on the Chicago Chapter, Gary can be reached at [grush@mqrconsulting.com](mailto:grush@mqrconsulting.com).



## OPENING

### MINUTES - 2011 ANNUAL GENERAL MEETING (AGM)

#### VENUE AND PARTICIPANTS

##### VENUE:

Saturday 15 October, 5:00-5:45 p.m. Hotel Dedeman, Istanbul, Turkey

Venue of IAF Europe Conference, 13-16 October 2011

##### PRESENT:

###### Board Members

1. Martin Gilbraith, UK ; Chair
2. Kimberly Bain, Canada; Regional Representative – Canada
3. Pamela Lupton-Bowers, Switzerland; Regional Representative – Europe
4. Carol Sherriff, UK; Global Conferences
5. Sheryl Smail, New Zealand; Professional Development
6. Linda Starodub, Austria; Sponsorships, Endorsements & Partnerships
7. Simon Wilson, UK; Membership & Affiliations

###### Members

1. Ann Alder, UK
2. Nathalie Berthier-Ortmann, Germany
3. Ivor Bundell, UK
4. Rosemary Cairns, Serbia
5. Liudmila Dudorova, Russia
6. Ann Epps, Malaysia
7. John Epps, Malaysia
8. Martin Farrell, UK
9. Irina Fursman, USA
10. Anna Gribanova, Russia
11. Jayna Johnson, Hungary
12. Johan Lelie, the Netherlands

13. Solly Manyaka, South Africa
14. Gian Carlo Manzoni, Italy
15. Tatjana Obradovic-Tosic, Serbia
16. Jean-Philippe Poupard, France
17. Catalina Quiroz Nino, UK
18. Kristin Reinbach, Germany
19. Ben Richardson, UK
20. Mikhail Rossius, Russia
21. Anniken Solem, Norway
22. Edwin Sutedjo, Germany
23. Liz Tayfun, UK
24. Guiseppe Totino, Turkey
25. Sophie Treinen, USA
26. Robert Verheule, the Netherlands

###### Non Members

1. Margi Hermundsgard
2. Richard Fursman, USA

#### 1. OPENING REMARKS

Martin Gilbraith as Chair of the IAF Board opened the meeting, welcoming those attending. He referred them to the Agenda that had been included in the conference package and in the September issue of the Global Flipchart, and as an email notice that had been sent to all members on 15 September 2011. He explained that IAF bylaws (last revised in 2009) require an AGM to be held during one of the Association's Global Conferences. The current Board had designated the members' meeting at the 2011 Europe Conference in Istanbul as the AGM for the year 2011.

#### 2. QUORUM

Martin further explained that the 2011 AGM in Istanbul was for information and feedback only, and did not require decision-

making – or therefore a 15% quorum of members in attendance. Reports to the AGM were shared online with members globally, as well as at the meeting, with questions and feedback sought from all.

### 3. ADOPTION OF AGENDA

## REPORTS

A flipchart version of the following agenda items had been prepared and those in attendance proposed no changes

1. Opening, welcome and Context
2. Quorum
3. Adoption of Agenda
4. Minutes of Last Meeting
5. Chair's Report
6. Treasurer's Report
7. Independent Financial Review
8. Board Election Report
9. Questions and Answers
10. Date and location of next AGM

### 4. MINUTES OF LAST MEETING

Martin explained that there were no minutes to be ratified but that minutes of this meeting would be recorded and circulated to members, for ratification at the next AGM.

### 5. CHAIR'S REPORT

Martin reviewed the main areas of the Association's activities and accomplishments for 2011, referring to his report in the July 2011 Global Flipchart, and highlighting the following:

Progress relative to the 5 Strategic goals for 2011:

1. Communication: New website; find a member; twitter ...
2. Member Retention and Growth – chapter development
3. Diversification of Income for Financial Strength and Sustainability – Denver surplus overture on SEP team
4. Growth and diversification of Certification – accessible CPF and training
5. Good governance and management – Vice-Chair, elections, policy and by laws review

### 6. TREASURER'S REPORT

Martin provided a brief overview of the financial situation, as also reported in the October issue of IAF's Global Flipchart.

Incomes:	Jan to Sept 2011 (US\$)
Membership	125,600
Certification	116,000
Other (Conferences)	98,400
	350,000
Expenses:	
Contract Services (CFP)	112,500
Programme Expenses	25,000
Office & Business	70,500
	208,000
Net Income:	142,000

### 7. INDEPENDENT FINANCIAL REVIEW

Martin explained that the Management Assistance Program for Non-Profits (MAP) of Minneapolis, USA had provided a report that independently assessed the 2010 year-end Financial Statements and the current financial procedures.

He noted the following highlights, and indicated that the full text of this "audit lite" was available on request.

- No concern on the accuracy of recording
- Except some expense reductions were recorded as revenue
- QuickBooks classes were used effectively
- Cash accounting (which is in use) is acceptable but accrual accounting is preferred
- The budget is not entered into QuickBooks
- Financial reporting to the Board is prompt
- The voucher payment system provides for good control
- QuickBooks 2004 is still in use

### 8. BOARD ELECTION REPORT

Martin referred the meeting to the October Global Flipchart article which provided a full overview of the online election in September 2011), thanking all those involved in the nominations and election processes for their hard work and outreach. He

highlighted that the following were:

Newly-elected:

Solly Manyaka (South Africa) - Sponsorships and Endorsements Director

Taralee Hammond (Canada) - Regional Director for Canada

Beatrice Briggs (Mexico) – Regional Representative for Latin America and Caribbean

Re-elected:

Jackie Chan (Taiwan) - Regional Director for Asia

Bill Reid (Canada) – Communications Director

Carol Sherriff (UK) – Conferences Director

Linda Starodub (Canada, based in Austria) – Secretary (different role)

Martin also took the opportunity to introduce all those current Board members present at the meeting (see participants section of minutes above), as well as Solly Manyaka who was newly-elected for 2012-13. Martin invited members to see the website for details on all Directors.

## 9. QUESTIONS AND ANSWERS

Queries were raised by members in Russia concerning issues of translation and interpretation for CPF assessment there and the potential new member income such certification might generate. This was referred for further bilateral discussions with Sheryl Smail, Director for Professional Development, Robert Verheule, who holds the Professional Development portfolio for Europe, and Lindsay Wilson, Director certification Operations. Sheryl also added that there was definite interest in providing global accessibility to the certification process, where we can get bilingual assessors or explore alternate approaches.

In response to queries about the Certified Practitioner level (proposed as a possible pathway to the Certified Professional Facilitator), Sheryl noted that the drive for this originally came from Latin America but further investigation had generated feedback that the issue in the region was more access barriers (e.g. language and cost) to CPF assessment rather than seeking a lesser level of certification. She also advised there is now a working group being established to look at formal IAF recognition of training programmes that are consistent with IAF competencies.

## 10. DATE AND LOCATION FOR NEXT YEARS AGM

Martin reminded the meeting that the Board was currently consulting with members on revisions to IAF's Bylaws, to go to vote in November. If passed, these would allow for next year's AGM to be held electronically rather than at a conference, in order to make possible a quorum of 15% of members in attendance. He noted that the Board would announce the date and location for next year's AGM in the new year, following the vote on the revision of Bylaws and that, in the meantime, he would welcome feedback and suggestions from members.

## ADJOURNMENT

The meeting ended at 5:45 pm.



Martin Gilbraith  
Chair



Linda Starodub  
Secretary-designate for 2012/2013, and present at the AGM

## BOOK SUMMARY AND REVIEW

### FoCuSeD™ Facilitation Games, a new book by Gary Rush, CPF

This new book from Gary Rush, IAF CPF covers how to conduct group facilitation exercises – *Participant Engagement Tools (PETs)* – effectively; how to incorporate concepts, such as the *Ziegarnik Effect* and *Gamification*; and how to design your own *PETs*. Included are over 50 *PETs* covering Get Participants to Know Each Other, Generate Ideas, Challenge Paradigms and Be Creative, Make Decisions, Understand Someone Else, Managing Focus and Perspective, and Managing Norms along with guidance on when to use each *PET* and how to modify each one for Participants, specific workshops, and teleconferences.



*Gary Rush, IAF CPF, President of MGR Consulting, attended the U.S. Naval Academy, has been facilitating since 1983, and providing Facilitator training since 1985. Gary is a recognized leader in the field of facilitation and Facilitator training. From 2008 through 2010, he chaired the International Association of Facilitators (IAF). He has written numerous “how to” books sharing his processes. The FoCuSeD Facilitator Academy class is the most complete, comprehensive, and effective facilitation class covering Holistic Facilitation. His facilitation technique is used around the world. He envisions a collaborative society that respects individualism and embraces diversity. You may reach Gary at [grush@mqrconsulting.com](mailto:grush@mqrconsulting.com).*

### Book Review: FoCuSeD™ Facilitation Games

Reviewed by Lauren Riley

Often as facilitators we can feel like we are juggling. We are juggling the logistics, the output, the necessary tools for the session and, of course, time! Add the human element of the team and the juggling act only grows more intricate. You as the facilitator don't know if this team has ever worked together or if they even get along with each other. These types of unknowns can destroy a session if you don't have the right tools and that's where *FoCuSeD Facilitation Games*, by Gary Rush, CPF can help you get back and stay on track.

*FoCuSeD Facilitation Games* is a very valuable resource to help a struggling team or facilitator understand what may be missing from their collaboration, as well as providing proven techniques to mitigate the gap.

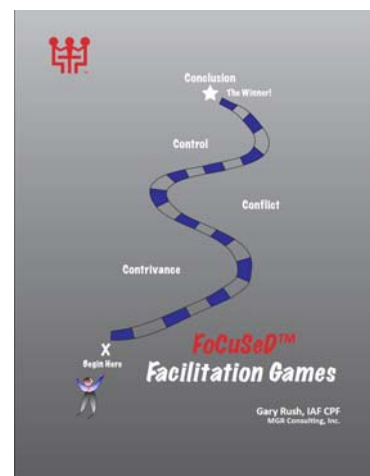
This resource is clearly organized so the facilitator can quickly pinpoint the issue and address it with the right participant engagement tool (*PET*) for the situation. This book walks the reader through the process of identifying the need for a *PET*, selecting the right *PET* and applying the *PET* in a way that is most effective.

The book gives the facilitator a clear understanding of the time required to ensure that the *PET* can work as well as the right questions to pose to the team as they work through the exercise. Should you need a team to get to know each other, there's a *PET* for that. There are additional tools to generate ideas, get creative, make decisions, work together, understand each other, manage focus/ perspective, and manage workshop norms.

All of the details are included for each type of *PET* you might need. The ideal number of people, time required, tools required and potential outcomes are specified to gauge where your team is and where they might potentially be after a *PET* is successful. The book clearly defines where you and the team are in the workshop process. You can be in divergence, struggle or convergence as these are all normal phases when you bring a team together to create an optimal solution.

This guide is a powerful tool to include in your tool belt, whether you are brand new to facilitation or a long time professional. Managing conflict in a group is not easy, but this guide can help you get the best possible results with confidence.

*Lauren Riley has facilitated strategic business decisions for Kentucky's largest property and casualty insurer, Kentucky Farm Bureau Mutual Insurance Company. She has facilitated and lead solution selection projects ranging from selecting billing software to choosing a corporate auditing firm on behalf of senior executive sponsor, as well as driving the evolution of the company's business analysis practices.*



## VOLUNTEERS NEEDED!

### Volunteer technical support sought for the virtual work of the IAF Board

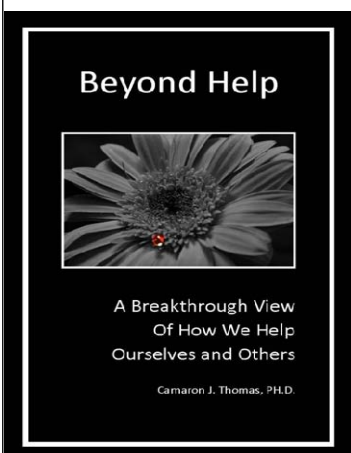
The IAF Board has invested in using Google Apps and WebEx as platforms for its virtual meetings and other online collaboration over the past year. We have gained some experience and expertise in these tools, but have identified a need for further technical support on an ongoing basis, and perhaps also during our face-to-face meeting in Amsterdam in January.

If you might be willing and able to provide such support, then I would be glad to hear from you - whether you might be able to support us in using just one tool or both, whether you might be able to offer initial support in January (virtual or in person in Amsterdam) or ongoing support all year.

To express an interest in volunteering for this role, please email Martin Gilbraith, IAF Chair, at [chair@iaf-world.com](mailto:chair@iaf-world.com). Many thanks!

### Book Reviewer Needed for *Beyond Help*, by Camaron J. Thomas, Ph.D.

Everyone wants to help...or assumes they do. And yet, we live in a state of continuous conflict; in a culture where civil discourse and face-to-face communication skills are all but forgotten. What's happened to us?



*Beyond Help* examines the human condition through the prism of how we help. It suggests that all of our difficulties – personal, professional, social -- stem from the same source which also forms the basis for how we help. When we help, we are trying to address conflict in one form or another: conflict within ourselves, with others at home or work; in groups at church, the PTA, on the ball-field; over policy issues, health care, the future direction of social security, etc. Despite our best intentions, others often react poorly to our advice, our thoughts and suggestions, our perfect and obvious solution. This happens irrespective of whether we're giving supervision to an employee, counseling a client, or talking to an adult child. Others push back, they resist; they snap at us, claim they've already tried that, or ignore our ideas altogether...and we thought we were helping!

The problem is not helping per se; nor the helpers, let alone those who seek help. It's how we help: we help one person-self to another; one image of who we think we are, what we need and know, to another similar image. That image is attached to a particular outcome, a specific way of getting there, sometimes to helping itself; we need "to get them to \_\_\_\_\_" – to do the right thing, make the best choice, stop doing this or that, or try to be another way. How we help is prescriptive and directive. It actually adds to the constant state of conflict we live in.

Clearly the broken nature of help deserves our attention but what's really important is what it's pointing to. It's pointing to a new direction – a transition that is already happening; that is all around us but we miss as we stare blindly at some device in our hands or move through life lost in thought. That new direction will in all likelihood be ushered in en masse by those who help. It is beyond the person-self, beyond our need to know, and even beyond thought. It will change everything, including everything we think we know about how we help.

This shift challenges us to go deeper; to tap into a different place; perhaps practice being elicitive, linking-up limbically and viscerally, building on inner experience as we hold our knowledge lightly, and recognizing the person-self as a stage in development. It will foster a new definition of help, a different relationship with conflict and truths, and an inner sense of quiet. Find this and more in *Beyond Help, A Breakthrough View of How We Help Ourselves and Others*.

*If you are interested in reviewing *Beyond Help*, email Karyn at [globalflipchart@iaf-world.org](mailto:globalflipchart@iaf-world.org).*

## Thank you for voting. IAF's Bylaws are revised!



**By Martin Gilbraith, IAF Chair**

Thank you very much indeed to the 351 members who turned out to vote at the online Special Meeting of IAF members last month on the Board's proposed revisions to the IAF Bylaws. The Bylaws with revisions are still available to view at <http://www.iaf-world.org/AboutIAF/ByLawsandPolicies/Bylaws.aspx>. Notice of the meeting and a summary and explanation of the proposed revisions were printed in October's Global Flipchart.

The motion was carried with 341 votes in favour and 10 against, on a turnout of just under 30% of the membership, well in excess of the 15% quorum required. The Board is grateful for your support for these important revisions.

We are also grateful for the rich feedback offered in 128 comments and questions from voters. The largest number of these were simple messages of support such as 'all good', 'very sensible', 'I support' and 'thank you'. There were a few other issues and questions that generated multiple comments, however, so I shall respond briefly to each of these here.

Around a dozen of you noted quite rightly that the revisions mean a relaxation of the previous requirement for IAF's books to be audited every three years, instead allowing them to be otherwise independently reviewed. Many of those who voted against cited this as their reason. The revision was proposed on the basis of professional advice that a full audit is not required under applicable legislation, and that it could be a disproportionate expense to the Association. We understand the concerns you raised. The Board will reconsider commissioning a full audit although it is no longer required to do so.

Around half a dozen of you were unclear on the rationale for the revision to the term of Vice-Chair. This was to enable the post to be filled every year instead of only every other year as before, with every second year the Vice Chair going on to serve a two year term as Chair.

A few also commented that they were in favour of proxy voting and sorry to see allowance for that removed. This revision was to bring the Bylaws in line with applicable legislation which do not allow proxy voting for Directors. We do however enjoy good attendance at Board meetings, and we can and do use online voting on Board resolutions between meetings.

I would be happy to discuss any of these or other issues raised by the revisions, in which case please email me at [chair@iaf-world.org](mailto:chair@iaf-world.org).

## METHOD OF THE MONTH

### The Wall of Woe

#### Objective:

To enable participants to externalize their own negative perspectives toward a situation they must manage. This is intended as an opening exercise at the beginning of a workshop.

#### Preparation:

Provide a very large wall space, sticky wall or whiteboard. At the top, write “The Wall of Woe” and below that the name of the project, phenomenon or event which the participants feel is blocking their way. The Blocker can be anything -- for example: “The travel freeze”, “The new contracting policy”, “job cuts”, “Unfair competition from ABC Inc.”, etc.

#### Procedure:

1. Context: introduce the Wall of Woe – here is a place to collect all of the many issues that they have with the Blocker. Take some time now to itemize what your issues, concerns, feelings and problems are.
2. Have participants write as many as they can think of directly onto paper or posted with cards or post-its. Some blues music as background could be suitable here. Let them continue until they have filled the wall space.
3. When everyone has gotten their woes on the wall, have participants gather their chairs around the wall, and reflect together on what you see:
  - What is something here on the wall that strikes you?
  - What are some things that are new for you? What’s familiar?
  - What touches you?
  - We all have matters within our sphere of influence – things we can change – and also things that may concern us but that we cannot change—our sphere of concern. Looking at the wall, take your marker again and underline only the items that lie within your sphere of influence.
  - When the group has finished their underlining, ask: What do you notice?

*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)*

## FROM YOUR GLOBAL FLIPCHART EDITOR



As we close 2011, I find myself looking back at the past year's issues of Global Flipchart. We've had terrific content contributed by IAF members from around the globe. We've learned new methods, had regular correspondence from the Board of Directors, and welcomed new guest columnists.

A standout part of Global Flipchart for me is always receiving the submission for Member of the Month; this month was no exception. Please be sure to take the time to get to know Patricia Nunis from Malaysia. Her closing comments certainly got to the heart of facilitation for me. Although we are spread out across the continents, we are a pretty tight community. I know that even though I'm sitting here all by myself in this home office, I am never actually alone.

Until next month, Merry Christmas, Happy Hanukkah, Happy Kwanzaa!  
Yours in ink stains,

Karyn Dumble, MA, CPF  
Editor

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

## FACILITATION TRIVIA ANSWER

**Answer: c. 1946 by Ron Lippitt and Lee Bradford.**

The aim of the workshop, underway in a classroom at the State Teachers College in New Britain, Connecticut, was to achieve a practical understanding of the Connecticut Fair Employment Practices Act. As the session proceeded, the workshop facilitators recorded the group's ideas on the classroom chalkboards. They were delighted with the productivity of the group, but soon became frustrated as the few chalkboards filled up with notes. To preserve the older notes they quickly transcribed them onto notepaper and then erased the chalkboards to make room for more. Desperate to maintain a visible record for use by the group, two of the facilitators—Ron Lippitt and Lee Bradford—hurried off after the day's session to the local newspaper and acquired the remains of a roll of newsprint. They spent the evening unrolling the newsprint and cutting it into usable-sized sheets. Using masking tape, they attached the sheets of paper to the walls and chalkboards of the classroom. The next day, instead of writing with chalk on the boards, they used grease pencils on the paper, and everyone was able to see the complete record of ideas. The year was 1946. Two facilitators, adapting information technology to meet the needs of groups, invented the first flip charts.

Sources:

Benne, K. (1964). History of the T-Group in the laboratory setting (page 81). In L. Bradford, J. Gibb, and K. Benne, eds. *T-Group Theory and Laboratory Method: Innovation in Re-education*. New York: Wiley.

French, W., and Bell, C. (1999). *Organization Development: Behavioral Science Interventions for Organization Improvement, Sixth Edition* (pages 33-34). Upper Saddle River, NJ: Prentice Hall.

# UPCOMING IAF EVENTS

## CONFERENCES

[IAF Oceania](#): 7-9 March 2012—Melbourne, Australia

[IAFNA](#): 9-12 May 2012—Halifax, Nova Scotia, Canada

## CERTIFICATION EVENTS

4-5 March 2012—Melbourne, Australia

7—8 May 2012—Halifax, Nova Scotia, Canada

31 May 2012 -The Netherlands (Dutch)

## Welcome New CPF's

**Congratulations to our members who recently earned the status of IAF- Certified Professional Facilitator™ (IAF-CPF™)**

**November 17, 2011  
Rossum, Netherlands**

Jolanda Buter, CPF, MDF Training en Consultancy

Anotinette Middeldorp, CPF, Ministry of Internal Affairs

Jolien Koole, CPF, Koole Communicatie

Laura Zschuschen, Nationale-Nederlanden

G.J.T.J. Van den Dries, CPF, Infram B.V.

## Welcome New IAF Members!

*We extend a warm welcome to our colleagues from around the world who joined IAF from  
November 15 thru December 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 71 countries: 1206**

### **Australia**

Lindy Amos, Boronia

Ian Colley, Annadale

Chandni Kapur, Melbourne

Nelli Noakes, Prospect

Glen Ochre, Thornbury, Vic

Linda Ray, Brisbane, QLD

Suzanne Walshe, Williamstown, Victoria

### **Canada**

Denise Blackwell, Sherwood Park, AB

Joanne Cey, Saint-Jean-sur-Richelieu, QC

Valerie Lannon, Victoria, BC

### **Denmark**

Charlotte Malther, Frederiksberg C

### **Germany**

Helga Stewart, Bad Wiessee

Judy van zon, Munich

### **Japan**

Miyuki Macri, Fukuoka

### **Nigeria**

Emeka Azinge Lekki, Lagos

Omokorede Fasoro, Lagos

### **New Zealand**

Rebecca Speirs, Wellington

### **Saudia Arabia**

Jenny Wells, Dhahran

### **Switzerland**

Elizabeth Crudginton, Crans-pers-Celigny

Sedef Duru Ozkazanc, Froideville

Nicole Picthall, Borex

### **Turkey**

Murat Muhurdaroglu, Istanbul

### **United Kingdom**

Dave Barrett, London

Sharon Bentley, London

John Burns, Birmingham

Ann Camus, Glenrothes

Mary Kate Dickie, Glasgow

Jan Halliday, Potters Bar

Sarah Holiday, Edinburgh

Lynn Jolly, Old Kilpatrick

Tem Kaluwa, Cheshire

Criz McCormick, Glasgow

Ann Marie McIntosh, Kilmarnock

Danielle Moore, Glasgow

Anne Seaton, Dumfries

Petrit Shala, Glasgow

Lorna Smith, Edinburgh

### **United States**

Carolyn Browning, Stamford, CT

Susan Hayman, Boise, ID

Kevin Holston, Atlanta, GA

Dolores J Smith, Chicago, IL