



Global Flipchart

August 2011

A View from the Board

By **Linda Starodub**,

IAF Director of Sponsorships, Endorsements & Partnerships (SEP)

In Vienna, Austria



Inside this issue:

A View from the Board	1 - 2
Method of the Month	3
Power of knowing	4—5
Board Nominations	6
Twitter	7
Welcome New Members	8
Upcoming Events	9

Getting on “Board”

My first connections with IAF stemmed from some ICA training I did in Toronto (my home town) in the mid-90s. I attended my first IAF conference in Tulsa in 1997, and then Toronto’s in 2000, where I also presented on cross-cultural co-facilitation, using the example of a Future Search for the UN system in Pakistan, the subject of my doctoral dissertation.

However, after moving from New York to Europe several years ago (first to Bonn, and then to Vienna), it took me a while to find my way back to the “tribe”, which I did by flying to Helsinki last October for the 2011 Europe IAF Conference. Once reconnected, one thing led to another, and I was humbled to have been nominated, and then elected to the IAF Board.

As I write this, it is some six months since the face-to-face Board meeting in London end January. That experience – which seems very long ago now -- was so valuable in immersing me in the current realities of IAF, and exposing me to all the deliberations and arrangements involved in keeping a global association such as ours running smoothly, and staying relevant and responsive to its membership in different regions of the world.

While I certainly absorbed a great deal at the London Board meeting, my learning continues – sometimes at what seems an exponential trajectory. As Sponsorships, Endorsements and Partnerships are linked to so many other aspects of IAF’s operations, my learning spirals upwards, as I discover how much more I need to absorb on a particular subject to usefully contribute.

Getting down to Business (Plans)

The Sponsorships, Endorsements and Partnerships (SEP) role on the Board had been vacant for quite some months when I took over in January. I was fortunate enough to have a solid briefing from the previous SEP Director, and I read up on our operating procedures, to understand the underlying framework for initiatives in this area.

International Association of

Facilitators

14984 Glazier Ave,

Suite 550

St. Paul, MN 55124

office@iaf-world.org

+ 1 800 281 9984

(toll free, US & Canada)

+1 952 891 3541

Fax +1 952 891 1800

Martin Gilbraith

chair@iaf-world.org

The Global Flipchart is IAF’s

monthly newsletter

Karyn Dumble CPF Editor

View from the board continued:

I also tracked down information to help me get a better handle on just how and where SEP activities are currently happening – and where there is potential to do more.

Against this backdrop, my first task was updating the [role description](#) which was ratified by the Board in April.

I then needed to see how to ratchet up SEP to support the strategic directions of our Business Plan for this year, in particular the third one: *“Diversification of income sources for financial strength and sustainability”*.

My early review of SEP-related financial flows revealed that while there has been little SEP income at a *global level* in recent years, conferences were generating SEP-related income and activities, and good lessons on that are being captured and passed on. SEP encompasses many kinds of arrangements that may play out slightly differently depending on the location. This suggests that SEP initiatives might need to be rooted in the regions (and not necessarily limited to conferences). And it underlines that SEP activities at the *global level* would essentially be starting from scratch.

Nonetheless, numerous “feelers” and possibilities for potential global SEP activities have popped up, even since January of this year, when I assumed the SEP role. (*e.g. member and non-member requests to feature an IAF link on their own websites; providers of facilitation-related products and systems approaching IAF for endorsement and/or financial partnerships; universities with a facilitation-related programmes wanting to partner in some way; private sector and non-profit entities asking us to advertise for facilitators for them; non-profits asking us to help them certify facilitators.*)

Considering whether to pursue these different proposals has given rise to some policy and practical issues: (*e.g. is the proposal aligned with IAF values and purposes; if so, whether and how to implement; whether to charge, and how much; and how to monitor over time*). It has not always been easy to apply or interpret the SEP-related provisions of the Operating Procedures to the kinds of proposals and questions currently coming up.

For me, there is also a broader question about how can we encourage sponsorships, endorsements and partnerships that usefully engage and link IAF and its members to others for mutual benefit – whether or not there is any income-generation.

Taking a careful look

Consistent with the SEP role description, and as indicated by Martin, our Chair, in the July issue of this column, I am now seeking volunteers (ideally with representation from all our regions) who are willing to form a “virtual team” to work on a “trickle-up process” to examine and (re)define our SEP initiatives. The aims are to:

- Stimulate thinking and action on SEP that will help diversify IAF income sources in the mid to longer term, and promote other arrangements of benefit to IAF and its membership;
- Inventory the full scope of existing SEP activities in each region (and globally), brainstorm additional/potential possibilities, and capture good practices in promoting and implementing SEP initiatives, including relevant practices of other Associations;
- Consider whether the arrangements identified/being proposed are consistent with the IAF values/purpose and beneficial to our membership;
- Identify where the scope/intent/meaning of existing operational guidelines related to SEP may need updating to respond to wider opportunities going forward, and highlight where a more fundamental policy review might also be required.
- And incidentally, to track how this team works as a springboard to promoting greater engagement of volunteers in working with the Board and the Association.

Please join me

I envision that this process would take place up to year end, on a virtual basis (and using a suitably-friendly platform). If you are interested in taking part in all, or even a part of the work of this virtual team, please be in touch with me at:

sponsor@iaf-world.org

or

skype me Istarodub (in Austria)

Method of the Month

Stepladder Technique

Purpose

Facilitation and structuring of decision-making in groups in order to improve their effectiveness and the quality of the decision.

Preparation

The facilitator should be familiar with the method and the problem that the group needs to solve. Advance knowledge about the group can also be helpful. The group should have an ideal size of four people. If it exceeds this number, it can be divided up into several teams of four who are concerned with different parts of the problem.

Steps

The process consists of three steps:



Step 1 Divide the team of four into a core team of two people who start discussing the problem at hand. After 10-15 minutes (depending on the complexity of the problem) the group continues with:

Step 2 The third team member joins the core team by presenting his/her ideas regarding the problem. The core team listens and after the presentation, the three participants discuss the problem among themselves. The same procedure is carried out in:

Step 3 when the fourth team member joins. He/she joins in, presents his/her perspective on the problem and the group discusses. Now when all members have joined in, the whole team discusses the problem in order to reach a solution together.

The benefits of this technique are that each member is given enough time to think about the problem and the opportunity to speak his/her mind. By hearing everyone's point and giving it attention in the discussion, the group has the opportunity to arrive at a shared conclusion.

The power of knowing patterns and doing less

By Rosemary Cairns

Rupert Ross, who was a Crown attorney working in the Canadian North, tells a story about being out on a lake with aboriginal guides who had been fishing and guiding on this lake for decades. Suddenly, while the sky was still blue with not a cloud to be seen, the guide said it was time to go back to the lodge – a storm was coming. Ross could see no evidence whatsoever of a storm, but he trusted the guide's knowledge. They went back to the lodge and shortly thereafter, the storm arrived.

How did the guide know? Ross concluded that, from years of being on the lake and seeing it in all weathers, the guides had become attuned to patterns that were invisible to him but clear to them. When they recognized the pattern, they exercised their leadership – to protect their group – and said it was time to leave the lake. But if they were asked to explain why, they could not do so in words. Some level of pattern recognition, of instinctive knowledge, was at work but not one they could put into words that made sense to others who did not have the same knowledge of the lake they had.

I have been thinking about this story often as Bob MacKenzie and I have worked during the past six months on preparing a special 'facilitation' edition of AMED's *e Organisations and People* journal. I have been struck, as I watched the articles take shape, of how often facilitators have developed an intuitive understanding of patterns in groups and activities – but how difficult it can be to describe why we know what to do at a particular time and in a particular circumstance.

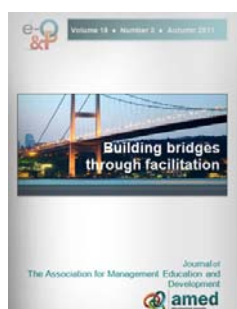
What makes this edition of the Journal quite extraordinary for me is that so many facilitators have taken on that challenge of trying to describe how we know and work with those invisible patterns, in a variety of different settings. Clearly, we are continually striving to learn more, to understand better – but oddly, it seems that the more we understand, the less we might actually seem to *do* in a group.

I first glimpsed this paradox when we held an Open Space conference in Valjevo, a small gem of a city located in the middle of western Serbia, and I had the opportunity to work with Harrison Owen, who developed Open Space Technology. So I saw how he organized the room, how he prepared the agenda wall, and most particularly, how he prepared himself. Early in the morning, he sat alone in the centre of the room and meditated for several hours.

After the room had filled up and people were sitting in two outer circles, he walked around and then into the centre of the circle, opening the space so participants would feel comfortable walking into it and shouting out their ideas for topics they wanted to discuss. People quickly took up the invitation and soon were sitting in various rooms talking together. We, howev-

er, sat on the hotel steps, looking out on the square – and yet, we were part of the process. I could feel the energy ebbing and flowing as we 'held the space' for the participants.

On behalf of IAF, thank you to all the facilitators who have taken the time to share their thoughts, ideas and knowledge with us through this special e-O&P edition, and thank you to AMED for partnering with IAF to carry out such an exciting endeavor. We hope it will be just the first of many such activities.



Building bridges through Facilitation:

Autumn 2011 edition of *e-Organisations & People*

For over 25 years, *Organisations and People* has appeared quarterly as the journal of AMED. In that time, it has been connecting the worlds of work, theory, ideas, innovation and practice by making new

knowledge and original thinking accessible to developers, facilitators and their clients through persuasive and stimulating writing.

The Autumn 2011 issue of *e-O&P (Vol 18 No 3)* is a special themed edition produced collaboratively by IAF and AMED in anticipation of IAF's European conference being held in Istanbul Oct. 14-16, 2011. It focuses on how the profession of facilitation is evolving, and illustrates how facilitation is being used to create change and build bridges between disciplines in varied settings and at varied levels.



Contents include:

- Editorial: Rosemary Cairns (IAF) and Bob MacKenzie (AMED) on bridges as metaphor, and an overview of the contents.
- Ann Alder (UK) on facilitating the development of learning capacity
- Ann Lukens (UK) and Jonathan Dudding (UK) on facilitating for change
- Annette Moench (Germany) and Yoga Nesadurai (Malaysia) on the power of transformative facilitation

- Bob MacKenzie (UK) on self-facilitation
- Jeremy Wyatt (UK) on facilitating impact evaluation
- Pamela Lupton-Bowers (Switzerland) on transforming trainers into facilitators
- Richard Chapman (UK) on the development of personal process facilitation
- Rosemary Cairns (Serbia/Canada) on facilitating local peace-builders
- Sarah Lewis (UK) on facilitators as temporary leaders
- Simon Koolwijk (Netherlands) on the art of online facilitation
- Vicky Cosstick (UK) on the role of facilitators in transformative conversations
- Viv McWaters (Australia) and Johnnie Moore (UK) on facilitation training for the real world.

This special issue will be published on the AMED website on 26 August. IAF Members who are not also AMED Members can purchase this special edition at a discounted rate of £14. You can purchase using PayPal at <http://www.amed.org.uk/page/autumn-issue-of-e-o-p-on-26-au>



You are invited

AMED and IAF Europe are co-hosting a full-day follow-up workshop on Building Bridges through Facilitation on Friday, March 23, 2012, in London, England. Join the authors and co-editors to continue conversations stimulated by the publication's theme '*Building bridges through facilitation*', and the IAF Europe Conference in Istanbul in October 2011, whose theme is '*Building Bridges*'. Places are limited, so please put the date in your diary now. There will be a modest fee to cover lunch and room rental. Further details will be posted at <http://www.amed.org.uk/events/building-bridges-through-facil>. Feel free to contact Bob (E: bob_mackenzie@btopenworld.com) or Rosemary (E: rosemary.cairns@iaf-europe.eu) if you have any questions, comments, offers or suggestions.

About AMED

AMED is the Association for Management Education and Development, www.amed.org.uk. A long-established membership organisation and educational charity, AMED welcomes individuals and groups who are devoted to developing people and organisations. AMED exists for people who want to share, learn and experiment, and find support, encouragement, and innovative ways of communicating. Conversations are open, construc-

tive, and generally facilitated. Spamming and direct selling is not tolerated, although people are able to advertise their forthcoming events on the AMED online Calendar, provided they offer AMED Members a reasonable discount.



AMED exists for the benefit of its members and the wider society. Exclusive Member benefits include excellent professional indemnity cover, free copies of the journal *e-O&P*, and discounted fees for attendance at a range of face-to-face events, various Special Interest Groups run by volunteers, as well as access to our interactive website. AMED builds on its three cornerstones of **knowledge**, **innovation** and **networking** in the digital age. Wherever it can, AMED seeks to work with like-minded individuals and organisations, such as IAF, to generate synergy and critical mass for change.

In addition to full Members, Networkers and guests are very welcome to register free on our website. They can then also attend AMED events and share in all those resources and benefits that are generally available to the public. To find out more, visit the AMED website www.amed.org.uk, or contact our Membership Administrator, Linda Williams, AMED, PO BOX 7578, Dorchester DT1 9GD, E: amedoffice@amed.org.uk, T: 0300 365 1247

Nominate yourself or an excellent colleague to the IAF Global Board!

Dear IAF Members,

This is a reminder that nominations to serve on the IAF's Global Board of Directors are due by Monday, August 22, 2011.

Do you know of someone who is dedicated to strengthening the field of facilitation? Someone who is a great team player or possibly a mentor, an excellent communicator across distance, and with a skill set that would benefit the IAF? Perhaps you, yourself, are willing to consider investing your time and professional energy with the Association? If so, please submit a nomination for the IAF's Global Board!

The IAF Board consists of 16 Directors who participate in the governance of the Association as a whole and share equally in its legal and fiduciary responsibilities. The term of office is two years. The following positions are open for election for 2012-13:

- Secretary
- Director of Communications & Publications
- Director of Conferences
- Director of Sponsorships & Endorsements

Three Regional Director positions on the Board, which are elected by the members of those regions, will be open as follows.

- Regional Director for Asia
- Regional Director for Canada
- Regional Director for Latin America & the Caribbean

Descriptions of these roles are available on the IAF website at: <http://www.iaf-world.org/AboutIAF/BoardofDirectors.aspx>

Each position requires a commitment to IAF's values, an understanding and acceptance of the responsibilities and liabilities of non-profit governance, and good communication skills combined with sound judgment. Candidates should be willing to devote time and energy to IAF business throughout the year, both by working on one's own and with others on assigned tasks, as well as by participating in conference calls and attending at least one face-to-face Board meeting and at least one conference throughout the year.

The 2011 Nominations & Elections Committee would be happy to provide you with more information about this opportunity. Please do not hesitate to contact us (via the Committee Chair, Julie Larsen, at: julielarsen@mac.com) for more information or to nominate a candidate.

Your 2011 Committee

(Consisting of Ulla Wyckoff, Linda Mather, David Wayne, Gary Austin, Toshi Yamanaka and Julie Larsen)

Twitter: the Next Level, and Using Twitter in A Facilitated Session

by Bill Reid, Director of Communications



Did you create a Twitter account after reading the last issue of the Global FlipChart? I hope you had a chance to start one. In this month's article, we will take a look at some of Twitter's advanced features and I will describe a facilitation in which we used Twitter.

When you send a tweet, you can also add a link. One type of link is a picture link and you can use a picture from your computer or smartphone. It is a simple and a quick way to share. Simply go to your Twitter account and start to write a tweet. Below the tweeting dialogue box you will see a small camera icon on the left. Click it and it takes you into your computer files where you can make your selection. Go ahead, tweet me a picture of your smile! to @billreid74.

A second type of link is a hyperlink to a website or blog. As part of your tweet, you can include an internet address, keeping in mind that you need to include the full address. If you sent out a tweet about IAF, you would need to type it as <http://www.iaf-world.org>. For short web addresses, typing it in is fine. But what about longer address; if, for example, you wished to send out information about IAF events, you would notice that it is a fairly long address to type. Here is where you can get help. There are programs which will shorten any address. One example is "tiny url" and you can find out how to use it on your computer at, you guessed it, www.tinyurl.com.

To get deeper into Twitter, you may wish to look at other supporting programs. One example is Hootsuite. You can find it at www.hootsuite.com. This program and others like it allow you to preset when your tweets will go out so that you can cover all time zones for example. They offer other services for the power user such as linking your messages so that they also appear on Facebook, LinkedIn, etc. at the same time as you tweet.

But how can you use Twitter as a facilitator at a meeting? Let me share one session I facilitated. Many of you know that British Columbia, Canada, where I live, is a huge province and travel costs can be prohibitive for attending a one-day meeting. I was asked by a client to facilitate a meeting of software users from throughout the province because of the problems they were encountering with the software. As you can probably surmise, the problems faced by those who live in a large city are quite different from those in a more rural setting. And those in the rural areas are the ones with the most trouble getting to the actual meeting due to time and cost.

Twitter helped fill the gap when we used a hashtag. The # symbol, called a hashtag, is used to mark keywords or topics in a tweet. It was created organically by Twitter users as a way to categorize messages. We set up a hashtag for the meeting. It was something simple such as #solvingissues. It does have to be a unique word.

We streamed the meeting live as speakers made presentations. In the large convention room of 130 people, a simple camera focused on the speakers who had a microphone. Highlights of group discussions from individual tables got reported out. We took pictures of the sticky notes on the wall for each category we discussed and then took pictures of the walls with a camera and posted the pictures on Google Docs so those joining us online could read the results.

People online with Twitter could tweet comments throughout the session and all were coordinated by the hashtag. Tweets could be as simple as, "I agree with the comment on band-width" or "consider the need to use the software on different platforms." You get the idea. It was easy to integrate the online comments. One volunteer monitored the Twitter feed and replied as necessary. We had also connected the "Twitter-feed" computer to a projector so everyone in the room could also observe the comments.

So that is one way that Twitter supported a facilitated session, allowing many people from the most remote locations of the province to participate in the session without expenses of travel or time.

Welcome New IAF Members!

*We extend a warm welcome to our colleagues from around the world who joined IAF from
July 20 thru August 15, 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.

Current Membership from 70 countries: 1194

Australia

Helen Batterham, Brisbane, QLD
Mary, Maddock, North Melbourne, Victoria

Canada

Kim Alexander, Stratford, ON

Denmark

Edwin Sutedjo, Ottobrunn

India

Brij Chandiramani, Gurgaon
Valerie Gray, Bangalore

Netherlands

Laura Zschuschen, Amstelveen

Saudia Arabia

Amna Ghamdi, Najmah

South Africa

Ramotlathane Johannes, Moatshe Pretoria

Sweden

Cecilia Rydin, Gothenburg

Switzerland

Claire Bellmann, Geneva

Turkey

Nilüfer Kadioğlu, Istanbul

USA

Steffie Armontrout, Portland, OR
Tawni Blamble, Douglasville, GA
LeAnne Brumbelow, Atlanta, GA
Janice E Carter, Louisville, KY
Walter Fisher, Chicago, IL
Mariellen Johnson, Abbott Park, IL
Sheri Levi, Abbott Park, IL
Kat Morgan, Colchester, Vermont
Ron Oyston, Buffalo Grove, IL
Mamta Patel, Abbott Park, IL
Lauren Riley, Louisville, KY
Kelly Ross, Chicago, IL
Perrin Worrell, Houston, TX
Michael Lorence, North Chicago, IL

UPCOMING IAF EVENTS

Conferences

IAF Asia: 8—9 September 2011—Bangalore, India

IAF Europe: 14-16 October 2011—Istanbul, Turkey

IAF Oceania: 7—9 March 2012—Melbourne, Australia

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

Certification Events

5—6 September 2011—Bangalore, India

12—13 October 2011—Istanbul, Turkey

29-30 October 2011—Kennesaw, Georgia

17 November 2011 -The Netherlands (Dutch)

4—5 March 2012—Melbourne Australia

7—8 May 2012—Halifax, Nova Scotia