



October 2011

Global Flipchart

Member of the Month

Noruwa Joseph Edokpolo
Lagos Nigeria



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What is your name?

Noruwa Joseph Edokpolo

Where are you located?

Lagos Nigeria

How long have you been a member of IAF?

Since 2008

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

I work for Transformed Thinking. We are a human capital development company geared to helping individuals and organizations discover and develop their latent potential with interventions in the areas of leadership development, strategy planning, business coaching, and entrepreneurship development.

What are your jobs within the organization?

I like to refer to myself as the Head Coach. I am responsible for providing the general strategic direction for the

company and I am also the lead trainer/facilitator.

How do you use facilitation in your line of work?

Our work includes design and implementation of training and facilitation engagement with our different customers. Depending on what is required, we use different facilitation methods during our engagements.

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

We recently worked with a church to address the issue of dwindling attendance at their services. We organised a meeting with about 350 participants in attendance. The major goal of that session was to get feedback on what they thought was responsible for the reduction, and also for them to suggest steps that could be taken to arrest the slide. We used the café method and called the program “workers café”. We worked with some of their leaders to agree on the agenda and the

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The Global Flipchart is IAF's

monthly newsletter

Karyn Dumble CPF Editor

Member of the Month continued:

list of powerful questions. After the session, we equally worked with the leaders to distil the feedback received and to draw both short- and long-term objectives. We hope to revisit them in about 6 months' time to review the progress made.

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

The one thing that has made an indelible impression upon me is the willingness to share within this community. Everywhere I have been, at conferences, in one-on-one meetings, etc., I have been most impressed by the willingness of facilitators to share their knowledge and experience.

Thank you for taking the time to tell us a bit about yourself and your work.



THANK YOU FROM THE IAF BOARD!

On behalf of the global Board of IAF, I would like to thank all those involved in this year's Board elections. I am delighted that it generated such a strong slate of candidates again this year, and that both nominations and voter turnout were increased on last year.

Thank you to Julie Larsen and the members of the Nominations Committee for their rigorous and tireless work in supporting and assessing the nominations of prospective candidates. Thank you to those members who stood for election, prepared to make the commitment to serve IAF as volunteer Directors for a two year term, and in some cases a second term.

Congratulations to those who were successful and commiserations to those who were not – I hope IAF will be able to benefit from the commitment, time and expertise of you all in some capacity or another over the coming years. Thank you also to those members who nominated or provided references to candidates, and of course to all of you who took a few moments to vote – your participation as voters is vital to good governance of our Association.

Many thanks,

Martin Gilbraith, IAF Chair

chair@iaf-world.org

Election Results for Our Global Board of Directors!

Dear IAF member,

On behalf of the Nominations and Elections Committee, I am writing to share the results of the Association's recent elections for its global Board of Directors.

The following members have been elected to the positions described below for a two-year term:

- Linda Starodub (Austria) for Secretary
- Bill Reid (Canada) to continue after a one-year term for Director of Communications
- Carol Sheriff (United Kingdom) for a second term as Director of Conferences
- Solly Manyaka (South Africa) for Director of Sponsorships, Endorsements and Partnerships
- Jackie Chang (Taiwan) for a second term as Regional Director for Asia
- Taralee Hammond (Canada) for Regional Director for Canada
- Beatrice Briggs (Mexico) for Regional Director for Latin America & the Caribbean

We wish to thank all the candidates who stood for election. Your willingness to serve the Association in this way is of great benefit to us all and to the advancement of facilitation. To those who have been elected, both new and returning, we wish you a very successful term and we look forward to learning more about your initiatives.

We are also grateful to the members who took a moment to vote this year. A third of the Association's membership participated in the election, in a number slightly higher than last year. Ideally, we will keep improving year over year!

If you have any comments or questions related to this year's nomination and election process, please do not hesitate to contact the Committee. They have worked with great readiness and efficiency in the last few months to shape and oversee a process that aims to make the selection of the IAF's leadership team open, fair, and transparent to all.

It is never too late to start thinking about how you can contribute to the IAF. Many of these newly elected Board members will be forming committees and task forces to advance various initiatives. If you harbour hopes of serving on the global Board of Directors in the future, there is no better way to groom yourself for the role than to work alongside the current Director on various projects. Take a moment to reach out, learn more and become active in an organization that is dedicated to the work of its members.

Many thanks,

Julie Larsen (julielarsen@mac.com)

On behalf of the 2011 Nominations & Elections Committee - namely David Wayne, Gary Austin, Linda Mather, Toshiyuki Yamanaka and Ulla Wyckoff

Content Knowledge and the Facilitator

By Gary Rush, CPF



Occasionally, when clients ask me to facilitate workshops, they begin by asking if I have experience in their industry, “Have you worked in the XXX industry in the past?” They are looking for content knowledge, much as they would if they were hiring a consultant. This needs to change.

Facilitator versus Consultant

- *A Facilitator is a content neutral person who guides a group of people enabling them to come together and accomplish their task.*
- *A Consultant is a professional who provides expert advice in a particular area of expertise (from Wikipedia).*

A significant difference is that the *Facilitator* is *content neutral* (Facilitators are responsible for the process) and the *Consultant provides expert advice* (Consultants have business content knowledge). Therefore, hiring Facilitators requires a different set of guidelines.

Hiring a Facilitator

When hiring a Facilitator, asking about their industry knowledge can be self-defeating. If a Facilitator has knowledge about a particular industry, he or she may become biased and inadvertently violate neutrality – *this can be problematic*. This may be in part because he or she listens with a different perspective – assumptions about content knowledge taint what her or she hears. When hiring a Facilitator, ask the following:

- *Is the Facilitator an IAF Certified™ Professional Facilitator (CPF)?* This is the most critical question because if the Facilitator is a CPF, then the remaining questions are about degree of competence. A CPF is a credentialed Facilitator who has demonstrated evidence of meeting the core Facilitator competencies. *Hiring a CPF ensures that the core Facilitator competencies are met.*
- *How well does the Facilitator listen?* This is the most critical and important skill a Facilitator brings. It is critical to help the participants hear what is really being said – otherwise the dialog stops. *This critical skill is what separates an average Facilitator from an effective one.*
- *Does the Facilitator have experience with the type of workshop I need?* If the client is looking for a Facilitator to facilitate a Strategic Plan and the Facilitator has no experience designing a Strategic Planning Workshop, then he or she is learning on the job. *Clients need a Facilitator who has process experience in the particular type of workshop.*
- *Does the Facilitator prepare?* Some Facilitators have facilitated workshops without preparing – interviewing participants to know what he or she is walking into. Preparation is critical. It ensures that the workshop is designed to accomplish what the group needs to accomplish. It enables the Facilitator to determine the group dynamics so that he or she can plan how the group will evolve to achieve useful solutions. *Never hire a Facilitator who does not prepare. Without preparation, the workshop will fail.*
- *What else does the Facilitator provide?* This relates to whether the Facilitator provides a documenter or not. *This is optional, depending on client needs.*

You might note, that content knowledge is not mentioned in any of the questions above. That's because Facilitators don't need to know content – that's the responsibility of the Subject Matter Experts (SMEs) – the participants. *The Facilitator needs to be a process expert.*

Content Knowledge

My job is to listen to what the participants say, reflect back to them what they have said, and move them through a process. I need to know the process – well. They need to know the content – well. *Effective Preparation* helps me gain sufficient knowledge of their terminology, basic concepts and their business. When I interview the participants, I ask them about terminology or basic concepts that are unfamiliar to me. I talk with the client to clearly understand what he or she is requesting, clarifying terminology and basic concepts in the process. This preparation ensures that I have a basic understanding of the business and can focus on the process.

Active Listening is required in the workshop so that I can follow the participants. It is a skill for effective communication, understanding, and comprehension. As an active listener, you feed back what the other person has said – their intended message. I use the words of the experts. I ask if I don't understand. When the Facilitator listens and reflects, using the words and concepts of the subject matter experts, it works very well.

Stages of Active Listening

- *Make contact* – connect with the person or persons speaking. *Over 50% of communication is non-verbal.*
- *Absorb* – this is the difficult part. Hear what they are saying without judging or evaluating. *Do not analyze, it gets in the way of hearing.*
- *Reflect* – feed back what you've heard. Use the speaker's words, although not necessarily word for word. *This is when understanding comes in.*
- *Receive Confirmation* – check with the participants that you heard and understood the message accurately. *Remember, it's their words, not yours.*

Conclusion

If you are hiring Facilitators, hire based on his or her ability to listen, process experience, and whether or not he or she is a CPF. You have the content knowledge; you need the process knowledge. *If you are a Facilitator*, be diligent in preparation and use effective Active Listening in workshops. Effective Facilitators can facilitate successfully in any industry when they listen to the Subject Matter Experts.

Gary Rush, IAF CPF, Founder and President of **MGR Consulting, Inc.** attended the U.S. Naval Academy. *As a Facilitator*, he improves client business performance through effective application of exceptional facilitation processes. *As a trainer*, he teaches specific “how to” with an understanding of “why” to perform as an effective Facilitator; he provides detailed Facilitator and process tools and, as an IAF CPF Assessor, he covers the IAF Core Facilitator Competencies.

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IAF TREASURER REPORT SEPTEMBER 30, 2011

Daphne Cant, IAF Treasurer



Greetings to all of the IAF membership through our Global Flipchart, and to all those members who are fortunate enough to attend the Istanbul conference and the IAF Annual General Meeting there. Regrettably, I am not able to attend the AGM in person, but I would like to offer the following financial report to be delivered by our IAF Chair, Martin Gilbraith.

We are having a very good year thus far and at the beginning of the 3rd quarter have begun planning our 2012 budget. Some of the financial notables of 2011 include:

- Almost half of the board are new this year and engaging in a big learning curve to appreciate the amazing shape the organization is in, to identify areas which are ready for growth and development, and to continue the work to further professionalize the organization's infrastructure. One small sentence embracing a huge amount of board work! The biggest work of all being the review and updating of the Policies and By-Laws.
- We commissioned a review of our financial and bookkeeping processes through the MAP Not for Profit group in Minneapolis for the 2010 operational year. This assessment and recommendation review was just short of a full audit, an 'audit lite', if you will, and resulted in a number of suggestions on how we can improve our systems. The review was extremely positive and the recommendations were optional in nature.
- The IAF successfully filed the required taxes report for 2010 in the form of an IRS form 990 in the state of Minnesota
- We are working toward the second year of working from a budget which is designed to reflect directors' area of responsibility whether they be geographic or strategic. There is, of course, some overlap but it is proving to be an effective way to merge global strategic initiatives with regional sensitivity.
- After having a couple of financially challenging North American Conferences in recent years, we were delighted and so impressed with Ginger Adams and her team that organized the Denver Conference in April. The conference was a wonderful success for its professional goals, and also a resounding financial success. It resulted in a whopping surplus of \$96,569.18 which was returned to the global accounts.

A snapshot of our financial picture at the end of September 2011 can be seen in this table.

	Sept 2011 actual	2011 Budget
Income		
membership	\$135,600	\$297,660
certification	\$116,000	\$166,000
other (conference surplus)	\$98,400	\$19,000
Total	\$350,000	\$482,660
Expenses		
Contract Services (CPF)	\$112,500	\$240,935
Program Expenses	\$25,000	\$31,500
Office & Business	\$70,500	\$48,734
Total	\$208,000	\$321,169
Net Income	\$142,000	\$161,491

A couple of clarifications on this table:

- Membership income budget was projecting a small increase in all regions. The actuals in fact, show a small decrease with total membership at the end of Sept 2011 at 1191 compared to Sept 2010 at 1221 members globally. There has been an increase in membership in Europe - up from 317 to 352 and in Oceania up 74 from 67. Africa steady at 19 members and decreases in USA by 56, Canada by 29 and Asia by 10. Work continues to make membership into IAF a good investment even in this difficult economic climate.
- Overall expenses have been intentionally frugal and there have been some cost savings as a result of improvements to our website.
- The large discrepancy in the expense category on "Contract Services" between actual and budget has much to do with our cash accounting system which doesn't show expenses before the cheque is actually written. There will be approximately \$90,000.00 additional funds paid out for assessment services by year's end.

Daphne Cant

treasurer@iaf-world.org

METHOD OF THE MONTH

Sweet Stories

Purpose:

To enable participants to learn more about one another and to learn to trust each other a little more.

Preparation:

Provide a large bag of coloured candy pieces. They can be wrapped in various colours, or else colour-coated like M&Ms. Adapt the storytelling colour code to the colours of the candies you have.

Procedure:

1. Have each participant take one candy – do not eat it yet!
2. After participants have their candies, post the colour code shown below so that participants can check what story they are to tell
3. Ask the group to take turns sharing with the group a story based on the following code:
 - Blue candy: A time at work when you felt very proud
 - Green candy: A boss you respected and why
 - Yellow candy: A reason you are proud to belong to this organization
 - Brown candy: an embarrassing moment at work
 - Orange candy: A time at work when you failed
 - Purple candy: A funny thing that happened to you at work
 - Red candy: A time at work when you were scared
4. Eat the candy.
5. Reflection with the group:
 - What are some things you have learned about one another in this round of stories?
 - How difficult (or easy) is it to share information about yourself with others?
 - How can we continue to learn more about one another in our work together?
 - What is one thing you are taking away from our discussion today?



**Brian Cole Miller: Quick Team-Building Activities for Busy Managers, New York, AMACOM, 2004
ISBN-10: 0-8144-7201-4**

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

View from the Board

By Simon Wilson, Director of Membership and Chapters



Around the world, IAF members are creating chapters so that IAF activities can be organized closer to where you live. Chapters are groups of IAF members at the country, state or city level – the more local the better. We now have more than a dozen chapters worldwide and the momentum is building.

For members who set up or join a chapter, the benefits are:

- A local group of facilitators with whom to network
- Increased sharing – most chapters meet monthly or bi-monthly rather than one annual conference, allowing you to share and learn more often, and to focus on areas of local interest more effectively
- Increased involvement in the IAF – information is passed to the chapters more often and chapters more frequently communicate with the IAF regionally and globally

For chapters, the benefits are:

- More support from the IAF because you are a part of the IAF, not just affiliated with us
- Access to global speakers through the IAF
- Help in promoting both your chapter and the profession of facilitation. The IAF is responsible for promoting the profession – you gain from what we do. The IAF will encourage local facilitators to join a chapter – providing them with chapter contacts and providing chapters with access to members in their areas.
- A proportion of each chapter member's IAF membership fee goes to support local programming.

The IAF as a global association needs deep roots. Chapters will help us put down roots and spread the word into more communities. We hope it will help us to grow and attract new members around the world.

If you are interested in creating a chapter, please contact your regional representative.

Can Parallel Thinking and JAD Save the US Congress?

By Mark Monteleone

This article proposes that the United States Congress consider Parallel Thinking (Six Thinking Hats) and Joint Application Development (JAD) as methods for gaining agreements on various issues. This year's difficulty of gaining a compromise, much less a consensus, on the nation's debt limit begs for a proven method for settling issues. Due to partisan positions, simple negotiation methods have been ineffective. Instead of deals being made via dialogues, congressional committees hold long drawn-out discussions that extend for months. Parallel Thinking and JAD may be a solution for saving the US Congress from itself.



Observation of the "AS-IS"

Little is getting done in the United States Congress. And it is hurting everyone. Elected representatives in Congress are diverse stakeholders. All of them have their own agendas with interests that they believe reflects what is best for the United States. It appears that everyone is talking and no one is listening. Around the table of congressional committees are assertive individuals, all pushing their positions and trying to dominate the discussion. Essentially, their meetings are a series of discussions in which each person is attempting to win arguments while tearing-up the opposing views to pieces.

What is needed is a process that provides a constructive and collaborative dialogue and an effective decision process.

- **A discussion is an examination of ideas by argument or debate**
- **A dialogue is a conversation where there is an exchange of opinions**

Proposal of the "TO-BE"

First and foremost, a neutral facilitator needs to be appointed by the chairperson of each committee for guiding the participants to, hopefully, a consensus or, in the least case, a compromise. **Note that the neutral facilitator provides process for meetings and does not participate in content.** Each committee chairperson opens the meeting by stating the objective and then passes the floor to the facilitator. After establishing

meeting roles and rules, the facilitator introduces the parallel thinking technique called the "Six Thinking Hats" (1) to promote a dialogue on the meeting objective rather than a discussion.

Rules are vital to have a successful meeting. The facilitator needs to gain an agreement that participants will treat each other with respect and most important focus on issues, not blame.

Using the six thinking hats, the facilitator asks all participants to think in parallel (all wearing the same colored hat). Below is a possible sequence of the hats:

1. **Blue Hat** – the facilitator opens the meeting by establishing the objective, the six thinking hats process and the hat sequence that will be used.
2. **White Hat** – each participant states only what is known (facts) and not known about the problem, like the character Detective Joe Friday, "Just the facts ma'am," on the famous US Television series "Dragnet" (2). Assumptions may be included, but they must be later confirmed as facts.
3. **Red Hat** – each participant states only intuitive likes, dislikes, fears, hunches, and gut feelings on issues concerning the objective
4. **Black Hat** – each participant states only the issues that are threats concerning the objective
5. **Yellow Hat** – each participant states only the issues that are opportunities concerning the objective
6. **Green Hat** – each participant states only how to address the threats and opportunities identified in the black and yellow hat dialogues

Parallel thinking forces each participant to consider all points of view and prevents one view from dominating the dialogue.

After conducting the parallel thinking dialogue, the facilitator then announces a follow-on technique for decision making. Joint Application Development (JAD) is an effective technique used in business analysis for settling issues. The facilitator explains this technique and how issues will be resolved (3). During the technique explanation, the facilitator gains an agreement from the participants on additional meeting rules concerning a vital role – the decision maker.

Essentially, after the participants conduct a dialogue on the issues, the facilitator attempts to guide the participants through active listening and questioning - the end goal being a consensus or a compromise. If an impasse develops, the issue(s) are resolved by a neutral person called a decision maker. And per the meeting rules, the participants already agreed to accept the ruling(s) of the decision maker, if needed. This allows the meeting to progress and conclude with results that the committee can forward to the full Congress for an up or down vote.

- **A consensus is when participants change their positions for the betterment of the group.**
- **A compromise is when participants make a deal, winning their view on some of the issues and losing on others.**

So Who Is the Decision Maker?

As stated above, the decision maker is a neutral person that breaks through impasses. On a project, the role is typically performed by the project sponsor. The guideline is that the person needs to be high enough in the organization to rise above the fray and decide on issues. However, in this case there is no project sponsor and finding a neutral elected official is difficult. Therefore, it is best to have a neutral arbitrator with no political affiliation. One approach is for the chairperson to blindly select an arbitrator with assurances that the arbitrator's identity be kept anonymous (Arbitrator Protection Program?).

Summary

It is unclear if Congress would consider any of the above methods even though they are proven facilitation techniques. However, there is a sense of urgency that something is needed.

Just saying Congress is broken due to the participants is insufficient. Process is needed.

As a US citizen, writing this article has been somewhat therapeutic. It has allowed me to put forth a constructive solution. If you know of other proven facilitation techniques that would be useful in Congress, your comments are welcomed.

References

1. de Bono, Edward (1999), Six Thinking Hats, Back Bay Books
2. Webb, Jack (2005 release), Just The Facts Ma'am: The Warner Bros. Recordings
3. Wood, Jane and Silver, Denise (1995), Joint Application Development, Wiley



Author: Mr. Monteleone holds a B.S. in physics and an M.S. in computing science from Texas A&M University. Mark is the President of Monteleone Consulting, LLC and can be contacted via e-mail – mark.a.monteleone@sbcglobal.net. He is a member of the International Association of Facilitators (IAF) and holds certifications in project management and business analysis:

- Project Management Professional (PMP®) by the Project Management Institute (PMI®)
- Certified Business Analysis Professional (CBAP®) by the International Institute of Business Analysis (IIBA®)
- Advanced Master's Certificate in Project Management (GWCPM®) and a Business Analyst Certification (GWCBA®) from George Washington University School of Business

Notice of an Electronic Poll—and an appeal for member's feedback



Notice is hereby given to IAF members that
 a **Special Meeting** of the members of **the International Association of Facilitators**
 will be held **by electronic poll** between **November 14-28, 2011**
to vote on revisions proposed by the Board of Directors to the Bylaws of IAF.

In the September issue of the Global Flipchart, I gave notice of an Annual General Meeting to be held at the 2011 Europe Conference in Istanbul. This is to comply with a requirement in the Bylaws, last revised in 2009, that an annual meeting be held at one of the IAF's annual conferences – although the requirement of a quorum of 15% of members present in the same Bylaws means that such a face-to-face meeting is unlikely to ever be quorate. To address this and other issues, the Board decided to engage with members to undertake a review and revision of the Bylaws over the remaining months of 2011.

At its October 7th meeting, the Board agreed on a number of revisions to the Bylaws to be put to member consultation, in order that any further revisions be determined at its November 8th meeting, and then put to an online vote of members in November. These revisions are summarized below, and available to view in full on the IAF website at: <http://www.iaf-world.org/AboutIAF/ByLawsandPolicies/Bylaws.aspx>

Please let me have any questions or feedback by email, and any proposals for further revision, by November 1st.
 Please also look out for the invitation to cast your vote in November, and do so!

The Board is proposing a number of minor revisions for clarification, including updating language to reflect current usage – such as 'regional conferences' instead of 'global conferences', and 'Director' instead of 'co-ordinator'. In addition, a number of substantive revisions are proposed as follows:

- **Section 3.01, Annual Meeting** – revision is proposed to allow for the annual meeting to be held by electronic means, or at a regional conference, as explained above
- **Section 3.02, Special Meetings** – revision is proposed to allow for a special meeting to be called by 50 members in good standing or 10% of voting members whichever is less. This revision was recommended by IAF's legal advisor to bring the Bylaws in line with applicable legislation in the US State of Minnesota where IAF is registered
- **Section 4.07, Directors' Meetings** – revision is proposed to disallow voting by proxy. This revision was recommended by IAF's legal advisor to bring the Bylaws in line with applicable legislation in the US State of Minnesota where IAF is registered.
- **Section 5.03, Directors' election and term of office** – revision is proposed to allow for the post of Vice-President to be filled every year, rather than every alternate year (prior to the Vice Chair serving a 2-year term as Chair) as at present
- **Section 8.02, Audit** – revision is proposed for the books and accounts to be independently reviewed, without necessarily being fully audited, at least every three years. This revision was recommended by IAF's legal advisor to bring the Bylaws in line with applicable legislation in the US State of Minnesota where IAF is registered

Many thanks indeed!

Martin Gilbraith

chair@iaf-world.org



From Your Global Flipchart Editor

The IAF is buzzing with activity right now. The conference in Turkey takes place in a few short days. The planning for both the Oceania Conference in March and the North America Conference in May is in full swing. The recent Board elections mean some new faces at the helm in the New Year. IAF Chapters around the globe are forming and building their activity.

So why are our membership levels not increasing across the globe?

(I think it was about this time last year when I climbed up on my little soapbox to whinge about a similar topic. Perhaps this will become an annual thing.)

I have a decent amount of experience with member-based organizations, more specifically, with a member-based organization following the Chapter model. In that organization, people cited a lack of member benefits as a predominant reason for not becoming a member or for choosing to not renew membership. I suspect that is also the case with the IAF. The WIIFM isn't clear.

Here's the thing about member-based organizations...The What's In It For Me doesn't come from the top. It's created by the members themselves.

I have a story that I haul out for occasions just like this one.

I worked with a trio who believed in their cause. Technically, those three people were part of a Chapter that had a membership of 30, but they rarely heard from the other 27 members. These three decided that it was no longer good enough to have such a small base of active members.

Together, we worked on a plan. They set a goal for membership. They began to plan social activities to invite existing and potential members to attend and get to know each other and the organization a bit better. From there,

they offered workshops and other learning events that were based on suggestions they received at the social events. People stepped up to help plan the learning events because the people behind the organization were now their friends. Word got out about how active the Chapter had become and that brought them even more people and supported even more events. By the end of year one, they had doubled their membership – and most of the “new recruits” were active in the organization because they felt comfortable in the organization and were able to see the benefits of membership immediately. Now, at the end of year three, they have a membership of over 200. These members determine and help plan activities on an ongoing basis. Because the ideas for new workshops and learning events come from within the ranks, they are consistently well attended. The benefits of membership are clear, relevant, and available locally.

We can make IAF stronger. We need to start locally and move benefits of membership up the organization, rather than waiting for them to be handed down to us. The membership levels globally will respond in kind. I will hazard a guess that the increase in memberships in Europe and Oceania is directly related to the high level of activities of the European Chapters. Let's see if we can't get this going in other parts of the world.

Okay, I'm putting my membership soapbox away for another year. Feedback and conversation on this topic is welcomed.

Yours in ink stains,

Karyn Dumble CPF

Editor, Global Flipchart

globalfipchart@iaf-world.org

UPCOMING IAF EVENTS

CONFERENCES

IAF Oceania: 7-9 March 2012—Melbourne, Australia
IAFNA: 9-12 May 2012—Halifax, Nova Scotia, Canada

CERTIFICATION EVENTS

29-30 October 2011—Kennesaw, Georgia
17 November 2011 -The Netherlands (Dutch)
4-5 March 2012—Melbourne, Australia

Welcome New CPF's

Congratulations to our newest IAF-CPF's, certified in Chicago, Illinois on September 26 -27, 2011!

Michael D. Lorence, CPF of Abbott Laboratories

Mariellen Johnson, CPF of Abbott Laboratories

Sheri Levi, CPF of Abbott Laboratories

Mario Peniche, CPF of Abbott Laboratories

Ron Oyston, CPF of Abbott Laboratories

Mamta Patel, CPF of Abbott Laboratories

Andrea Widen, CPF of Abbott Laboratories

Steven Weitz, CPF of Abbott Laboratories

Welcome New IAF Members!

*We extend a warm welcome to our colleagues from around the world who joined IAF from
September 15th thru October 13, 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: 1183

Australia

Roxanne Glans, Greensborough

Canada

Angela Brown, Dartmouth, NS

Mark Sullivan, Toronto, Ontario

Anne Marie Turnbull, Oakville, Ontario

Denmark

Jens Lillebaek, Glostrup

France

Florence Béraud, Ornex

Favrice Gribon, Lyon Cedex 07

Netherlands

Jolien Koole, Culemborg

Sweden

Tony Hertz, Västra Frölunda

Turkey

Tim Bright, Istanbul

Elif Gonen, Istanbul

Levent Morova, Istanbul

United Kingdom

Ange Jones, London

David Fleetword-Walker, Solihul

United States

Ramin Ranjabar, San Francisco, CA

Vera Connolly, Queenstown, MD

David De Witt, Oak Brook, IL

Shannon, Mong, Alameda, CA

Bert Ross, Woodstock, GA, OR