



September 2011

Global Flipchart

Member of the Month

Oscar Castello
Buenos Aires- Argentina



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What is your name?

My name is Oscar Castello

Where are you located?

Buenos Aires- Argentina

How long have you been a member of IAF?

Five years

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

I am a Consultant. The name of my consulting company is "Castello Consulting". I normally work for corporations from large multinationals to family companies. We provide corporations with the following services:

- Process Facilitation
- Leadership Development
- Coaching for Results (Developmental Process)
- Organizational/Cultural Change
- Management Training, and other related matters

What is your job within the organization?

I am the owner.

How do you use facilitation in your line of work?

I use facilitation processes to help groups reach consensus related to certain key objectives.

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

Actually I am developing a facilitation process within a medium size, family company that seeks to adjust their vision, values and leadership culture. They wish to better adapt to the changes brought by the new generation, to promote commitment, stimulate motivation, and as a consequence, maintain and increase the success of the company.

We began this process with the top level (Board of

Directors) where the key guidelines were agreed and from began working with the next two levels downward, encouraging them to make proposals related to the vision, culture, values and process required to reach their goals. In addition, we helped them to analyze the present situation versus the desired future (S.W.O.T.). After agreement is reached, recommendations will be presented to the Board for their consideration. This facilitation is still in process.

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

- Before starting any facilitation it is important to:
- Understand the culture of the organization
- Be sure that the people participating

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Facilitators

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The Global Flipchart is IAF's

monthly newsletter

Karyn Dumble CPF Editor

Member of the Month continued:

- in the process truly believe they are ready to listen
- d. Be sure that they will get an answer
 - e. Not interfere in their thoughts, but work to help them to reach consensus

Como te llamas?

Oscar Castello

Donde vives?

Buenos Aires - Argentina

Cuanto tiempo has sido un miembro de la IAF?

Cinco años

Nos dices un poco de la organización en la que tu trabajas. Cuál es su nombre? Que hace tu organización?

Soy un consultor, el nombre de mi consultora es "Castello Consulting", normalmente trabajo con empresas, desde grandes multinacionales hasta empresas familiares locales.

Normalmente proveemos los siguientes Servicios de Consultoría

- Coaching por Resultados (Proceso de Desarrollo)
- Procesos de Facilitación
- Desarrollo de Liderazgo
- Cambio Organizacional/Cultural

Entrenamiento Gerencial y otros temas relacionados

Cuál es tu posición en la organización?

Es mi Consultora

Como se usa la facilitación en tu tipo de trabajo?

La facilitación se usa como una herramienta fundamental toda vez que se requiera que un grupo llegue a un consenso sobre un tema determinado el cual es normalmente considerado como clave dentro de la organización

Comparte, por favor, una experiencia reciente – que hiciste, como lo hiciste, con quien lo hiciste? Para esto

escribe un relato de tu experiencia ?

Actualmente estoy desarrollando un proceso de facilitación en una empresa familiar mediana, su Directorio considera que deben realizar ajustes en su visión, valores y cultura, a fin de dar un mejor acceso a las generaciones jóvenes logrando así que ellos tengan una mejor adaptación y por lo tanto motivación y compromiso y la empresa continúe siendo exitosa.

El Proceso se inició a nivel del Directorio y luego llega a dos niveles más abajo, en donde se los alienta a analizar las propuestas, considerar los ajustes que crean necesarios, realizar un análisis entre la situación actual y el futuro deseado (F.O.D.A.) proponiendo el desarrollo de los procesos necesarios.

Todo esto dentro del marco de una facilitación

El consenso final del trabajo de estos grupos será luego elevado al Directorio para su consideración. El proceso de facilitación está aún activo es decir en desarrollo

Si tu puedes compartir con otros facilitadores alrededor del mundo (otros miembros de la IAF quienes leerán el 'Flip Chart Mundial') una cosa que tú has aprendido, cual sería?

- a. Comprender claramente la cultura de la organización antes de iniciar cualquier proceso
- b. Asegurarse que la gente que participará de la facilitación realmente cree que serán oídos
- c. Asegurarse que ellos recibirán una respuesta sobre la propuesta efectuada
- d. No interferir en el pensamiento del grupo solo ayudarlos a llegar a un consenso.

Notice of Annual Meeting

Notice is hereby given to members that a

Annual Meeting of the International Association of Facilitators

will be held 5-5.45pm on **Saturday October 15th 2011** at the Dedeman Hotel in **Istanbul, Turkey**

in conjunction with the IAF Europe Conference, "Building Bridges Through Facilitation"
www.iaf-europe-conference.org – members and non-member delegates are welcome.

Agenda of Annual Meeting:

1. Opening, welcome & context
2. Quorum
3. Adoption of agenda
4. Minutes of last Annual Meeting
5. Chair's report
6. Treasurer's report
7. Report on the 2010 year-end financial assessment on the Financial Statements and current financial procedures of IAF performed by Management Assistance Program for Nonprofits (MAP) of Minneapolis, USA
8. Board election report
9. Questions & answers
10. Date & location for next year's AGM

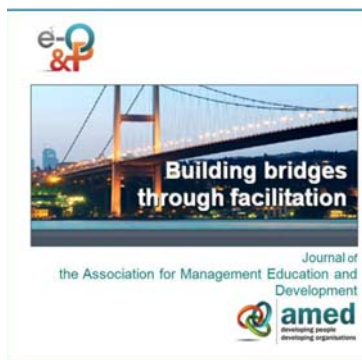
IAF's Bylaws, last revised in 2009, stipulate that "*The Annual Meeting of the members shall be held during one of the Association's global conferences designated for that purpose by the Board of Directors*" – see <http://www.iaf-world.org/AboutIAF/ByLawsandPolicies.aspx>. In order to comply with the Bylaws, the Board has designated the members' meeting at the 2011 Europe Conference in Istanbul as the Annual Meeting for this year.

Annual Meetings were held for many years at IAF's annual conferences in North America, but this practice was discontinued as the global membership grew and conferences proliferated, because it became impossible to achieve a quorum. Instead, the 2009 Bylaw revisions and Board elections since 2010 have been conducted by means of online polls; reporting to members has been by means of newsletters & online forums; and engagement and accountability to members has been by means of members' meetings at conferences.

The quorum for the Annual Meeting was reduced from one third to 15% of members in the 2009 revision to the Bylaws, but the stipulation to hold an Annual Meeting at a conference was not, so this remains an issue. To address this, and other issues, the Board has decided to engage with members to undertake a further review and revision of the Bylaws over the remaining months of 2011. The Bylaws might be revised to allow for a virtual Annual Meeting from next year, including the Board elections.

In the meantime, with this year's Board election underway, business conducted at the 2011 Annual Meeting in Istanbul will be for information and feedback only and will not require decision-making, or therefore a quorum of members in attendance. Reports to the Annual Meeting will be shared online with members globally, as well as with those able to attend in person, and questions and feedback will be sought from all. Please do get in touch with any questions or feedback in advance.

Martin Gilbraith - chair@iaf-world.org



The Autumn 2011 issue of *e-Organisations & People* 'Building bridges through facilitation' is now available online

By Rosemary Cairns and Bob MacKenzie

We are delighted to report that this special bumper pre-conference edition of *e-O&P* is now available online. It consists of 130 pages, 13 excellent articles by authors from around the world, and a collection of stunning images and illustrations. Here is a quick overview of the contents:

CONTEXT

- ◇ ***Building bridges with words***, by Rosemary Cairns and Bob MacKenzie
Celebrates the power of the bridge metaphor in spanning various perspectives on facilitation and offers a snapshot of the articles.
- ◇ ***Reflections on the history of professional process facilitation***, by Richard Chapman
Provides a personal view on how professional process facilitation emerged and has developed since WWII.
- ◇ ***Facilitation training for the real world: disruptive, spontaneous, and unpredictable***, by Viv McWaters and Johnnie Moore
Introduces a novel improvisational approach to helping people become confident facilitators.
- ◇ ***The power of transformative facilitation: building bridges across global challenges***, by Annette Moench and Yoga Nesarurai
Creates a conceptual framework for supporting 'transformative facilitators' in a changing world.

FACILITATOR PRACTICE

- ◇ ***Building bridges: the facilitator's role in developing learning capacity***, by Ann Alder
Offers an approach to help clients learn how to learn through working with patterns.
- ◇ ***Spanning a divide: facilitators as temporary leaders***, by Sarah Lewis
Illustrates how a facilitator deals with the challenge of assuming temporary group leadership.
- ◇ ***The art of online facilitation: sustaining the process***, by Simon Koolwijk
Identifies 12 distinctive factors and eight competencies for successful online facilitation.

FACILITATING FACILITATORS

- ◇ ***Transforming trainers into facilitators of learning: changing the habits of a Lifetime***, by Pamela Lupton-Bowers
Shows how a shift from 'death by PowerPoint' to lively experiential learning enables subject matter experts to embrace facilitative interventions.
- ◇ ***First person plural: bridging our facilitative selves***, by Bob MacKenzie
Suggests how learning facilitators can build bridges between their multiple selves and those of others using a personal self-facilitation framework

TRANSFORMATIVE FACILITATION

- ◇ ***Less is more: facilitating at the deepest levels of change***, by Vicky Cosstick
Argues that the less a facilitator appears to do, the greater the opportunities for transforming conversations.
- ◇ ***Building a future together: broadening ownership in corporate planning***, by Jonathan Dudding and Ann Lukens
Demonstrates how participatory techniques can help all stakeholders develop a strategic plan while building capacity.
- ◇ ***Facilitating local peacebuilders: they are the people we've been waiting for***, by Rosemary Cairns
Highlights how facilitation helps local peacebuilders to know and increase their impact in areas of conflict.
- ◇ ***Proving you're worth it: facilitating impact evaluation***, by Jeremy Wyatt
Demonstrates a facilitative approach to generating meaningful 'hard' evaluation data for local organisations.

The entire Autumn 2011 edition of *e-Organisations and People*, Vol 18, No 3 is available as a PDF document for downloading online at <http://www.amed.org.uk/page/autumnissueofeoandp> It's available to IAF Members at a specially discounted price of £14, and can be purchased by anyone else for £27.50.

We feel sure that these articles will contribute significantly to the conversations that take place at the IAF Europe Conference in Istanbul (October 14-16, 2011), and subsequently at the Joint IAF Europe/AMED Workshop 'Building bridges through facilitation' that will be held in London, England, on Friday, March 23, 2012. We will provide more details about the March Workshop nearer the time.

For more details about the IAF European conference in Istanbul, including a wide range of excellent preconference workshops, visit <http://www.iaf-europe-conference.org/>

To learn more about AMED, visit <http://www.amed.org.uk/>

METHOD OF THE MONTH

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

Bohm Dialogue

Purpose: To enable a group to develop a better understanding of itself.

The principles of "Bohm Dialogue" are:

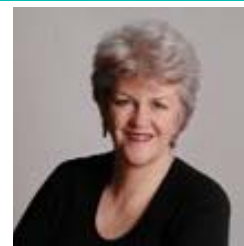
1. The group agrees that no group-level decisions will be made in the conversation. "...In the dialogue group we are not going to decide what to do about anything. This is crucial. Otherwise we are not free. We must have an empty space where we are not obliged to anything, nor to come to any conclusions, nor to say anything or not say anything. It's open and free" (Bohm, "On Dialogue", p.18-19.)"
2. Each individual agrees to suspend judgment in the conversation. (Specifically, if the individual hears an idea he doesn't like, he does not attack that idea.) "...people in any group will bring to it assumptions, and as the group continues meeting, those assumptions will come up. What is called for is to suspend those assumptions, so that you neither carry them out nor suppress them. You don't believe them, nor do you disbelieve them; you don't judge them as good or bad...(Bohm, "On Dialogue", p. 22.)"
3. As these individuals "suspend judgment", they also simultaneously are as honest and transparent as possible. (Specifically, if the individual has a "good idea" that he might otherwise hold back from the group because it is too controversial, he will share that idea in this conversation.)
4. Individuals in the conversation try to build on other individuals' ideas in the conversation. (The group often comes up with ideas that are far beyond what any of the individuals thought possible before the conversation began.)

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 Rhonda Tranks CPF



I'm writing this from the banquet room of the Taj Hotel in Bangalore, India sitting next to my Board colleague, Jackie Chang, Regional Director Asia. It's the final day of the first IAF Asia Conference to be held in India and it has been a great success.

So why does the Oceania Director's "View from the Board" start by talking about IAF Asia Conference? Because the global reach of the IAF allows us to connect with fellow facilitators from so many different countries and this is one of my personal reasons for being a member. The IAF regional conferences are key in supporting our mission to "promote, support and advance the art and practice of professional facilitation." The opportunity to learn together and form professional friendships with people from around the world who share your values and way of working is invaluable.

I urge all of our members to attend conferences, and if you have the opportunity, consider attending one out of your own region. You'll love the experience.

Conferences

Speaking of conferences, the next one on the global timetable is the European Regional Conference – to be held in Turkey on October 14 – 16 <http://www.iaf-europe-conference.org/Turkey>

Next on the circuit is the first IAF Oceania Conference is to be held in Melbourne, Australia on March 7-9, 2012. The Conference theme is "Building Capacity through Facilitation."

Closing date for Expressions of Interest for workshops has now been extended to Friday, September 16, 2011. Proposal forms can be downloaded from <http://iaf-oceania.org/>

Then the North America Conference to be held in Halifax, Nova Scotia May 9- 12, 2012.

"Audit Lite"

MAP for Nonprofits Inc. performed a year-end financial assessment on the Financial Statements and current financial procedures of IAF as of the year ended December 31, 2010. The review found "no reason for concern regarding the accuracy of recording and attribution of revenue and expenses in IAF's general ledger." The suggestions for improvements are not major and will be implemented. Thanks to our Treasurer, Daphne Cant, and the staff at Peggy Bushee Services for the work involved, and also in running such a tight ship.

New Find a Facilitator Function

Another recent action at Board level is the Find a Facilitator function of the website. In the past, this was an automatic listing of members. Concerns about privacy and legal implications were discussed by the Board and the previous system was pulled from the website until we developed something more robust from a governance perspective.

Our apologies to anyone who was inconvenienced, but I'm sure you'll agree that the new Find a Facilitator section of the website is both an improvement and addresses previous concerns. Thanks to our Director of Communications, Bill Reid, we now have an easy to use "opt in" in system. Check it out and add your own details if you want to be found as a facilitator.

Board Elections

Nominations for Board positions that will be vacant at the end of this term have now closed. Julie Larson and members of the Nominations Committee are currently checking references of nominees and elections will take place shortly. We encourage all members to take part in the elections.

Mentoring Program

In 2009, Oceania Region (or Australia and New Zealand Region as it was then known) piloted a mentoring program. The program was very successful. Most of the mentoring relationships were conducted virtually and some crossed regional boundaries. Even though the mentoring is not specifically around becoming a CPF, some of the mentees from that first program did go on to attain their CPF.

We have now commenced a new mentoring program – with more people, crossing more borders and some of the original mentees are now mentors. Both the Asia and Latin America and Caribbean Regions have expressed a keen interest in what we have been doing with a view to doing something similar.

IAF Global Board Elections

Coming soon: Support the 2011 IAF Global Board Elections... PLEASE VOTE!

Dear IAF members,

The Nominations & Elections Committee is pleased to report that we are finalizing an impressive slate of candidates for the upcoming elections to the IAF's Global Board of Directors.

The Committee is doing our utmost to make this an efficient, easy and effective process. In the coming days, you will receive an email with your unique and direct link to the elections site. This year, we have improved the elections process for Regional Directors, in that you will only be directed to vote for a Regional Director if it is pertinent to your region. This year, this includes Asia, Canada, and Latin American & the Caribbean.

Please take a moment to cast your vote. It really only takes a few minutes of your time and it enables you to share in the leadership choices of the Association. Last year, in the first-ever online global elections process for the IAF, just over 30 percent of the membership voted. This year, let's aim to at least double that! We count on you to do your part, so please stay tuned.

Should you have any thoughts or suggestions regarding the IAF's Global Board elections, please do not hesitate to be in touch.

Warmest regards,

Julie Larsen (julielarsen@mac.com) of behalf of the 2011 Committee

(which includes Ulla Wyckoff, Linda Mather, David Wayne, Gary Austin, Toshi Yamanaka)

Group Facilitation Trivia

By Sandor Schuman

Question: In the world of group facilitation, what does the acronym "NGT" stand for?

- a. Nascent Gregarious Tendency
- b. Nominal Group Technique
- c. Neo-Generative Thinking
- d. Name, Gather, Test

Answer on Page 10

Welcome New IAF Members!

*We extend a warm welcome to our colleagues from around the world who joined IAF from
August 16th thru September 14, 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: 1197

Australia

Richard King, Canberra ACT

Canada

Patricia Brady, Gagetown, NB

Guam

Michelle Rios, Barrigada

India

Mona Dhamankar, PUNE

Netherlands

Jolanda Buter, Wageningen

Antoinette Middeldorp, The Hague

Philippines

Bobby Ramos, Makati City

Maria Mignon Ramos, , Makati

Portugal

Daniel Perdigão, Amadora

Russia

Mariya Pronina, Chernogolovka

Switzerland

Glenn Barbeisch, Geneva

Trinidad and Tobago

Dorian Porter, Port of Spain

United Kingdom

Nicky Thompson, Woodbridge

United States

Mickey Benson, Vienna, VA

Theresa Blackmon, Louisville, KY.

Steve Coppock, Louisville, KY

Rebecca Hoffman, Charleston, WV

Lauren Montgomery-Rinehart, Burlington, VT

Dean Newlund, Peoria, IL

Charles Nichols, Louisville, KY

Deborah Osborne Moore, Louisville, KY

Kamala Silva, Louisville, KY.

Congratulation to our newest CPF's !

These members were certified September 5 & 6, 2011 in Bangalore, India

China

Karen Lim En Chi, Shenzhen

India

Neelmani Singh, New Mumbai

Sunil Kumar Verma, Thane (W)Maharashtra

Singapore

Toh Kwee Ping

Grace Yip

UPCOMING IAF EVENTS

CONFERENCES

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

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

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

CERTIFICATION EVENTS

12-13 October 2011—Istanbul, Turkey

29-30 October 2011—Kennesaw, Georgia

17 November 2011 -The Netherlands (Dutch)

4-5 March 2012—Melbourne, Australia

Group Facilitation Trivia Answer

Answer: b. Nominal Group Technique

One of the most widely used group-facilitation techniques, Nominal Group Technique (NGT) is well documented in Delbecq A. L., VandeVen A. H., and Gustafson D. H., (1975). *Group Techniques for Program Planners*, Glenview, Illinois: Scott Foresman and Company. It is often summarized as a six-step process that includes:

1. Silent Generation of Ideas in Writing
2. Round-Robin Recording of Ideas
3. Serial Discussion for Clarification
4. Preliminary Vote on Item Importance
5. Discussion of the Preliminary Vote
6. Final Vote