



January 2011

Global Flipchart

IAF Member of the Month

January 2011

Lee-Ann Adams

Hobart, Tasmania, Australia



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How long a member with IAF

I have been a member since 2009

Organisation that I work for

I am employed by the Department of Police and Emergency Management (DPEM). Specifically, my work area is within the Tasmania Police Service (TPS).

The DPEM has approximately 1,600 personnel, comprising both state service and police personnel.

The TPS is very much hierarchical in structure, with four geographic and four support districts and is responsible for the provision of policing services to

approximately 510,000 residents of Tasmania.

What are your jobs within the organisation?

I currently hold the Change Management Coordinator position. This role has responsibility for the coordination and training of a network of 90 change agents state-wide.

Change agents are a voluntary network within the organisation. They provide a supplementary structure to management, whereby they assist in capturing open and honest communication leading to continuous improvement throughout the organisation.

I provide facilitative services to managers and their work areas. This includes, but is not limited to, strategic planning, problem solving, project focus groups, evaluation and review and

training needs analysis.

I also co-facilitate leadership development workshops within the organisation.

How do you use facilitation within your line of work?

My work environment is predominately paramilitary and comprising many subcultures.

The provision of a structured and safe environment for maximising the exchange of views is pivotal to achieving growth across the organisation.

The facilitative discussions with the client pre- and post-workshops are of equal importance as are the workshop/meeting themselves.

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

iafchair@iaf-world.org

The Global Flipchart is IAF's

monthly newsletter

Karyn Dumble CPF and Sharon Cathers, Editors

Member of the Month Continued:

Issues of particular importance in such a complex and dynamic work place include:

- whether managers should be present;
- the defining of clear purposes which are achievable within the time limit; and
- the level of commitment to the actions and outcomes that arise.

If a decision is made not to have the client within the workshop, generally they are invited back into the group towards the end of the workshop when the outcomes of the session are examined. An opportunity is also provided to the client to engage in further discussions and follow-up steps.

A recent facilitation experience: What did you do?

I facilitated a workshop where the objective was “to promote a greater connectivity, understanding and sense of purpose between supervisors and managers of an operational police district,” comprising 250 employees.

With whom did you do it?

The workshop comprised of six managers and 25 supervisors – each belonging to the same district command, but with varying roles and responsibilities.

How did you do it?

Small group work was conducted during the morning session in which the supervisors were broken into groups of five to examine four key questions generic to their role of being a supervisor within their district.

Participants were asked to ensure their small groups had a mixture of experience and work locations, with their findings asked to be captured on butcher’s paper.

Later in the morning, the small groups came back into a larger group with the exception of the managers who were in their own group examining 4 key questions of a similar nature pertaining to their own roles.

Within the larger group, the supervisors then summarised their small group findings back to each other, building on each others issues/solutions and ideas.

The afternoon was then spent with the managers and supervisors gathered in one large circle where findings from each of the groups were shared and discussed, and appropriate actions to be taken. By this stage of the process, the roles/ranks had become secondary to the engagement of individuals.

Towards the end of this session, the Commander of the District provided his personal thoughts on the day’s workshop, and in turn, each participant was offered an opportunity to express their own thoughts.

The workshop although simplistic in nature, reiterated the amazing outcomes that can be achieved through applying basic principles such as:

- neutral facilitation
- clear ground rules
- the layering of small group leading to larger group processes, and
- assisting people to be heard.

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

As a sole internal facilitator within my organisation, I am very conscious that my development is generally limited to feedback from clients, participants and reflective practice.

Seeking professional development opportunities with experienced peers, such as a mentee with the pilot mentoring/mentee program within the ANZ Branch of IAF, and recently undertaken the CPF process, has been invaluable in building upon my knowledge and skills. I would highly recommend both of these processes to other sole organisational facilitators.

Thank you Lee-Ann! We appreciate learning more about your role within the DPEM.

Readers: Be sure to check out the article on the IAF-ANZ Mentoring program on page 9.

METHOD OF THE MONTH

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

The Project Tree

Purpose:

To enable a group to analyze together how the different parts of their plan relate to one another before moving to a timeline.

Preparation:

Have the group create cards, one for each event in their plan. Draw on a very large sheet of paper (two or three pieces of flipchart paper taped together and mounted on the wall) the outline of a tree, including roots, a broad trunk, branches, leaves and fruits.

Process:

Ask the group to mount the steps of their plan onto the tree. If there are more than 5 people, divide them into subgroups.

- Roots – Which items need to be accomplished first before the rest can begin.?
- Trunk – Which items are the project's core activities, and will need to keep on throughout the process?
- Branches – Which are separate lines of work that can operate independently?
- Leaves – Which items make the whole plan attractive and can change as needed?
- Fruits – Which items achieve the goal of the plan, what the rest is aimed to achieve?

As members go along, they may need to create additional cards for project items thus far forgotten.

Reporting:

Have someone describe how the tree lives, starting with its roots and moving out towards its fruits. Group members may add to each other's descriptions.

Close with the question: What are some things that could help nourish this tree?

A view from the Board

Martin Gilbraith, IAF Chair - in Manchester, UK



Happy New Year, and welcome to this New Year issue of the Global Flipchart, from the new Chair of a renewed IAF Board. I feel proud and privileged to have the opportunity to serve our Association and our profession as Chair of the IAF Board for 2011 & 2012. I would like to take this opportunity to introduce the new Board and myself and to share something of how I am viewing my role as Chair.

First, let me thank my predecessor as Chair, Gary Rush, and those other members who have just retired from the Board as of the end of December – Mark Edmead, Tony Nash, David Spann, and Michael Spivey. They have all contributed greatly to IAF and its development during their terms on the Board. Their volunteer commitment to take this responsibility and devote their time and energy over recent years is much appreciated.

I would also like to thank, and welcome to the Board, those members who are prepared to make a new commitment and have been newly elected to the Board as of the beginning of January – Daphne Cant, Jerry Mings, Cynthia Pace, Ephraim Osunde, Bill Reid, Sheryl Smail and Linda Starodub. Thanks are also due to those Board members who are continuing to serve their terms – Sharon Almerigi, Kimberly Bain, Jackie Chang, and Carol Sherriff. Lastly, thanks to those who stood and were re-elected to second terms – Pamela Lupton-Bowers, Rhonda Tranks, and Simon Wilson.

I thank also Board Nominations & Elections Committee Chair, Julie Larsen, and the other members of the committee who led us through the recent election process. This has enabled us to start the New Year with every one of the 15 Board positions now filled and with renewed clarity and commitment of Board members to their roles. Thank you also to you, the members, for turning out to vote. Thank you, as well, to the many members who volunteer their time and expertise for IAF in so many ways, year round. For details of the IAF Board, its members and their roles, please visit the 'About IAF' pages at www.iaf-world.org.

I have been a member of IAF just since 2007. That said, I think I have attended ten IAF conferences in Europe and North America to date since my first in London in 1997. In 2008 I earned the IAF Certified[®] Professional Facilitator designation and was appointed to the IAF Board. I served first as Regional Representative for Europe, and then was appointed as Vice Chair for 2010.

My background in facilitation is in the international community and organisational development work of the Institute of Cultural Affairs (ICA) – a global network of autonomous non-profit organisations in 30 countries, out of which IAF itself originated in the early 1990s. I was first trained in ICA's ToP facilitation methods (the Technology of Participation) as part of my international volunteer induction training with ICA in 1986. Following a year volunteering with ICA India, and then six years working with ICA in Egypt, I have worked with ICA:UK since 1997 – supporting the grassroots community development work of our sister and partner organisations in Africa and elsewhere, training and orientating international volunteers, and applying ICA's participatory approach to the youth work sector and to local public service delivery in the UK – see www.ica-uk.org.uk. As Chief Executive, the focus of my day job is the management and governance of ICA:UK as a charity and a social enterprise. A good deal of my time is also spent delivering services, however, which in this case means providing facilitation, training and consulting to develop capacity for participation and partnership working, largely with public and voluntary sector clients nationally in the UK.

I think of my professional interests and goals in terms of facilitative leadership, where facilitation, management and governance intersect – so I have sought volunteer roles that have allowed me to explore and develop in that area.

These have included serving as Board member and Treasurer of ICA International from 1998-2006, more recently as Trustee of UK youth development charity FOCUS, and as a committee member of the UK Quaker Congo Partnership, and now most recently as a member of the Board of IAF.

I am viewing my role as Chair primarily as providing facilitative leadership to the Board – in order that we may best, collectively, provide facilitative leadership to the Association as a whole, and in order that IAF may best provide facilitative leadership to our profession and indeed to the world at large. With reference to IAF's six Core Facilitation Competencies, I would describe this facilitative leadership role in terms of:

1. Developing and promoting **collaborative relationships** through clarity, transparency and accountability - within the Board, within the IAF as a whole, and between IAF and its external partners and stakeholders
2. Adopting, communicating and applying **appropriate group processes**, notably IAF policies and procedures, and also structures
3. Sustaining and enhancing a **participatory environment** that is inclusive of diversity, encourages creativity and innovation, and manages conflict
4. Ensuring **appropriate and useful outcomes** through development and implementation of effective strategy
5. Building and maintaining **professional knowledge**, around association management and governance as well as facilitation
6. **Modelling** a professional, facilitative leadership approach at all levels

I am excited to be starting my term as Chair with a strong and committed new team of Board members to work with, to see them energetically acquainting themselves with their new roles with the active support of their predecessors and of continuing Board members. I am keen to enable the new Board to form, and indeed to perform, as quickly as possible so I am delighted that we will be meeting face-to-face this month in London to minimise costs, rather than in conjunction with a conference later in the year, as has been recent practice. I do however look forward to attending IAF conferences as well, as we all will, in my case starting with the North America conference in Denver, Colorado, USA in April.

At our January Board meeting we will articulate our work plan and budget for the year ahead. During the year, we will use the Global Flipchart and other means to communicate and engage with you, the members, on progress, challenges and opportunities for involvement. I expect key challenges and priorities for the Board to include (in no particular order and very much inter-related): membership retention and growth, chapter development, successful delivery of annual conferences in the regions, strengthened financial management and financial security, the upcoming new website and our online presence, and the development and growth of the certification programme. I think that one key to success, in all of these, will be articulating, communicating and delivering the demonstrable value that IAF can add to its members, to the profession and to the wider world. I think that another key to success will be applying our own expertise as facilitators to do all of this collaboratively, together.

Please get in touch with me, or any of your Board members, to share your questions, feedback or suggestions; now and throughout the year. You can email me at iafchair@iaf-world.org, Skype me at [martingilbraith](https://www.skype.com/user/martingilbraith), and connect with me at <http://uk.linkedin.com/in/martingilbraith>. You can find contact details for all IAF Board members at www.iaf-world.org.



The Virtual Connection

By Jerry Mings

Keeping the Group online “Create and Sustain a Participatory Environment”

A virtual facilitation event can consist of a variety of activities. Sometimes it is screen sharing where people can share their ideas and see it on a computer screen. Other times, it is a collection of information from many participants which is coordinated through a web-based service where people can input their ideas, manipulate these ideas and develop consensus through the process.

No matter what type of experience is being provided, there are three key elements for successful participation: at least one facilitator to design and facilitate the event, technology that allows everyone to participate, and an engaging process that encourages full participation throughout the entire experience. In this article, I'll share six insights from my experience (Figure 1) on creating and sustaining a participatory environment in a virtual facilitation event.

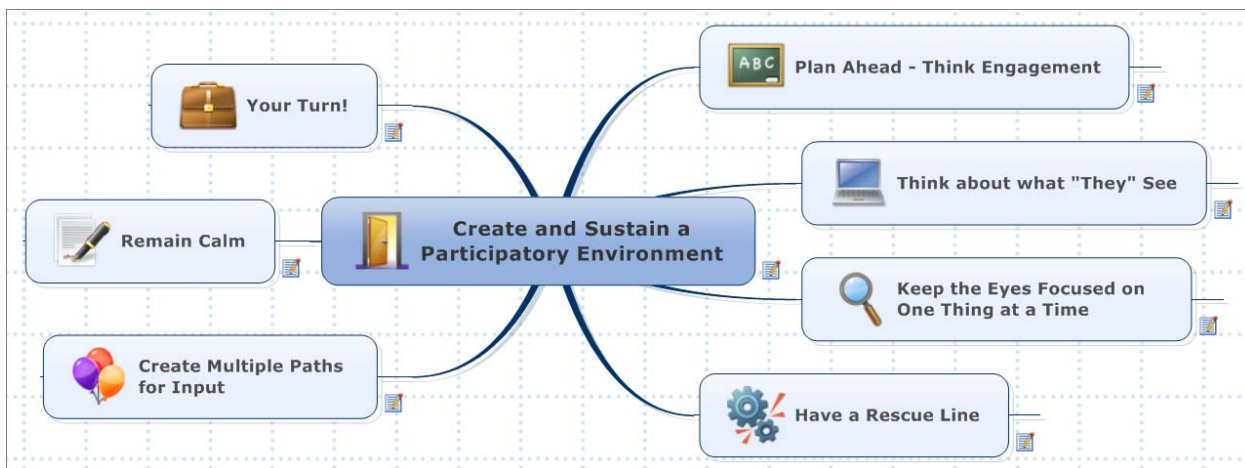


Figure 1 - Supporting Participation in a Virtual Facilitation Event

PLAN AHEAD - THINK ENGAGEMENT

A virtual facilitation event is an opportunity to engage people on a topic of interest at many different levels. The challenge is to think ahead about how to effectively engage people throughout the entire experience. The trick is to find technology that allows people to engage by voice, chat (typing messages), collaborative typing (use of a virtual white board) and pictures. A variety of input methods allow people to share their ideas with other members of the group. The key is to think ahead about how to manage all of the ideas in a coherent and organized manner. Experience has taught me that a well thought-out facilitation design, coupled with clear instructions for the group, can go a long way to support full participation by the group.

THINK ABOUT WHAT "THEY" SEE

Computers, like people, come in many shapes and sizes. To support full engagement by the group, it is helpful to ask the group about what they see in front of them and listen carefully to their descriptions. If people are working on small computer screens, things will look small and hard to follow. If people are working on large computer screens, they may feel that the material in front of them is both hard to see and does not properly use the screen space. One trick you can do is to reduce the screen resolution of your own computer to something that the average person would see

on an average sized laptop. This ensures that you have a good chance of seeing what they see during an entire facilitation event. Another other trick is to ask people about the size the screen and type of computer they are using for the session. Careful attention to the type of computer being used by participants can help eliminate frustration and support full engagement throughout a virtual meeting.

KEEP THE EYES FOCUSED ON ONE THING AT A TIME

An online virtual session provides everyone with an opportunity to see many different things on the computer screen. Some people will look at the menus, others will look at the activities taking place on the screen, and finally, some people will be lost. There are significant differences between the screens on a Mac-based computer, a Windows-based computer and Linux-based computer (e.g., <http://ubuntu.com>). In the opening session of the virtual facilitation, take time to allow people to describe what they are seeing and to address any variations that could interfere with full participation. An alternative approach is to continually remind people where to focus their attention at any given time during the facilitation. For example, if you are using a chat window, encourage people to focus their attention on the chat log. Careful attention to helping people focus on one part of the screen is an effective way to encourage everyone to be participating in the same activity at the same time.

HAVE A RESCUE LINE

There are times during a virtual facilitation when people will have difficulty with the technology. Sometimes a Voice over Internet Protocol (VoIP) will quit or the user may lose connection to the virtual software. One suggestion is to have an e-mail address where people can quickly send you a message if they are having difficulty during the session. The alternative is to have a co-facilitator for your virtual session and allow the co-facilitator to help with individuals who are experi-

encing difficulty during the session. Having a rescue line posted in advance of the meeting provides participants with confidence that if anything goes wrong during the session they will have a way to "re-join" the session.

CREATE MULTIPLE PATHS FOR INPUT

A virtual facilitation is the excellent opportunity for participants to engage by providing their input using a variety of methods. Some possible methods include:

- Typing messages through an instant-messenger-type chat window
- Talking to each other
- Creating small breakout sessions
- Participating in a large group dialogue facilitated by the facilitator
- Working in small groups and sharing notes back and forth in the small group to be shared with the larger group
- Creating graphics, pictures and illustrations in small groups and then sharing them and large groups
- Using twitter (<http://twitter.com>) to collect participant information in advance of and during the session
- Sharing work completed on individual computers by rotating the presenter feature (e.g., Yugma, Citrix, WebEx, etc) in screen sharing computer software
- Utilizing visual pictures through tools such as Skype (<http://skype.com>)

There are many opportunities to engage groups. Using a variety of tools in the software can increase participation and reduce potential boredom of participants.

REMAIN CALM

A virtual facilitation can bring its own difficulties. One type of difficulty is the failure of the Internet or computer technology. The other type of difficulty is when participants clearly don't agree with each other and conflict emerges. Both experiences can be a serious challenge when facilitating a virtual group. Here are two tips for consideration. First, be prepared for technology challenges. As mentioned earlier, have your rescue line prepared with written instructions in case you or the participants run into difficulties during the session. Second, have a process to allow participants to disagree and provide different perspectives on the topic. The use of visual tools can help groups see different perspectives, find common perspectives, and move forward with some degree of resolution. The key to success is to remain absolutely calm in the midst of what can feel like a very chaotic moment.

YOUR TURN!

An important element in our series on virtual facilitation is learning about perspectives from around the globe. Please share your virtual technology tools or insights you use when supporting IAF Competencies C - Create and Sustain a Participatory Environment. Send short description of the technology you use, the website location, and how to use the technology to support the competency. I will review your ideas and share them in the future articles.

Virtual participation is an opportunity to engage large groups of people from a wide variety of locations around the world. Our task is to seek out ways to keep people engaged once they are involved in online experience. Planning and patience is a good starting place to make your next virtual facilitation experience and enjoyable experience for participants.

Next month, "Guide Group to Appropriate and Useful Outcomes".

A Message from Your Global FlipChart Editors

It's January 2011 already. Happy new year to all of you! We hope the Global Flipchart continues to serve as an important resource in your facilitation adventures around the globe.

We took over the role of editors about six months ago. At that time we hoped to engage the membership, to have submissions willingly come our way, to have a nice thick issue each month filled with best practices and exciting news from around the globe... This month we are ever so close to achieving that goal! The last six months have seen the debut of an ongoing series on Virtual Facilitation and IAF Community Book Reviews, this month we received two (count'em TWO!) unsolicited submissions. Excellent! Keep up the good work, Members!

As ever, send us your feedback, your suggestions, your (mis)adventures in facilitation. We all benefit from your submissions. Lastly, if you know of a great book that would help facilitators everywhere, we'd welcome your review of it. We also welcome requests from publishers and PR folks who wish for new releases to be reviewed. There's a list as long as our arms (all four of them put together) of keen IAF members wishing to review new books.

We wish you all an amazing 2011!

Yours in ink stains,

Karyn Dumble

Sharon Cathers

Editors, Global Flipchart

Have you had a (mis)adventure in facilitation that you're willing to share? Send it to globalflipchart@iaf-world.org and help prevent a fellow facilitator from making the same mistake.

The Magic of Mentoring

By Sheryl Smail and Rhonda Tranks

Rhonda Tranks met Lee-Ann Adams in 2009 when she conducted an Introduction to Facilitation workshop for the Tasmania Police. Lee-Ann was already working as a facilitator, and the idea was to build an internal cohort of facilitators within her organisation.

When we decided to pilot a mentoring program in the Australia and New Zealand (ANZ) Region of the IAF, Lee-Ann responded to an expression of interest. She was paired up with Sheryl Smail as her Mentor. You can see the smiling results of the relationship all round. Taken in November 2010, Lee-Ann had just completed her CPF in Hobart



Left to Right: Sheryl Smail CPF, Lee-Ann Adams CPF, Rhonda Tranks

Lee-Ann and Sheryl met face-to-face for the first time in Hobart, although they had known each other for well over a year. Their international mentoring relationship had been conducted via Skype.

The Pilot Mentoring Program was a great success. Both Mentees and Mentors said they found the experience enriching and developmental. This year the programme becomes a regular part of the opportunities available for IAF members in the ANZ Region, with preference given to relatively inexperienced facilitators.

Key programme elements:

- An experienced facilitator (Mentor) guides a facilitator with less knowledge or experience in given areas (mentee)
- A virtual orientation programme is provided for Mentors
- Mentors provide their services on a voluntary basis
- A Mentor works with a mentee to foster self-reflection and insights, to identify needed knowledge, and to expand the mentee's horizons
- Mentoring relationships are generally for 6 months, with the pair meeting for a minimum of an hour each month or whatever is arranged between the individuals. Meetings may be face-to-face or virtual
- A contract formalises the agreement between the Mentor and Mentee and ensures both are aware of the structures within which they are working
- Mentors and Mentees are expected to participate in an evaluation of the programme

If you are interested in participating as a Mentor or Mentee in the ANZ regional programme email Sheryl Smail at Sheryl@pivotal4u.com for a copy of the Mentoring Programme Manual and an expression of interest form.

Sheryl Smail has been newly elected to the IAF Global Board as Director, Professional Development. Rhonda Tranks has been re-elected as Regional Director, Australia and New Zealand.

“I See What You’re Saying”

Working with Visuals in Virtual Meetings



By Michael Randel, CPF

Virtual meetings make it easy for people located in different places to interact with one another. There is a trade-off though – while we gain in ease of communicating (whether through an audio-conference, a video-conference, or a live webinar), we lose the richness of the multi-dimensional feedback we use in our face-to-face interactions.

This is changing. No longer do we have to put up with the limited channels of communication offered by traditional virtual meetings. We now have the ability to combine various tools to create a richer communication environment, supplementing verbal interaction with visual displays that can reflect real-time developments in meetings.

One way of doing this is to use web-meeting tools to complement the verbal interaction. This provides a visual display that can mimic the role of a flipchart in traditional meeting rooms, such as showing the agenda, capturing discussions and reports, and displaying plans as they are developed. This helps equalize participation, as all participants in the meeting have the same ‘view’ of information, and increases opportunities for shaping the content of these displays.

What follows is a case study of how we helped one client hold a team retreat, even though team members were in two locations with a six hour time difference.

DR Congo – Country Team Consultations

DR Congo is moving from being a post-conflict country to a more normal set of relations with partners and donors. After some years working in the country, one international agency was ready to develop a medium-term strategy for its work there, moving away from short-term strategies that needed to be more flexible with ever-changing conditions.

The team leader wanted to bring the country team together at an early stage in the strategy development process, in order to discuss ideas about possible priorities and themes. This consultation needed to involve 40 people in Washington DC and 20 people in DR Congo. However, the costs of bringing everyone together for a full team retreat were prohibitive – in addition to the travel expenses, there was also the opportunity cost of 60 people tied up in travel and meetings for the better part of a week.

The alternatives appeared limited. A video conference could be used to connect people, but these typically ended up as one-way discussions, with most of the talking taking place among the people in one location. It was also challenging to hold people’s concentration for more than one or two hours, and the strategy consultation would need more time than that.



We helped the team leader see new possibilities. A 5-hour video conference was arranged, mimicking the format of a half-day retreat, and

We introduced the use of visual displays to help convey information between the two locations. We recommended the

use of a web-meeting tool to help with visualizing all the discussions.

The facilitation team consisted of two people – the facilitator and the recorder:

The facilitator ran the meeting using traditional facilitation approaches, such as managing time and tasks, and moderating discussions.

The recorder's role was to capture and visualise all the information, using the web-meeting tool in place of a flipchart.

Two large meeting rooms were booked, one in each location. As they were already equipped with the necessary video conference equipment, we arranged for a laptop and LCD projector to be brought into each room. Each laptop had an internet connection and was opened to an online web-meeting page (we used Lotus Notes' Sametime tool – alternatives include Adobe Connect, Webex, and Dimdim).

Using the projectors, the web-meeting screen was displayed in each room along with the video conference, giving everyone a view of other participants as well as the shared display.

The recorder selected the 'share my screen' option in the web-meeting tool in order to display Microsoft Powerpoint. This was used to display information about the Agenda and instructions for Tasks. This permitted people in each location to be clear about what work they were supposed to be doing, and how long they had to work on a task.

When discussion and reporting took place, the recorder moved to Microsoft Word. This format allowed notes to be rapidly captured, allowing all participants to view notes in 'real-time'. When the recorder mis-heard the reports, the report could be immediately corrected.

Over the course of the next five hours, team members worked in plenary and small groups to share ideas. As each group reported, the recorder typed their comments into Microsoft Word, displaying it through the projector to local participants and through the web-meeting tool to remote participants.



By the end of the meeting, participants in both Washington and Kinshasa had many opportunities to interact with each other, sharing opinions and views about priorities for the new strategy. The recorder consolidated all the comments into the document, which was circulated to all members of the country team within a few hours of the meeting's conclusion.

This document and the consultation created a common foundation for the next stage of strategy preparation.

If you want to learn more about this event or other work Michael is involved in, he can be contacted through his firm's website at www.RandelConsultingAssociates.com.

Welcome New IAF Members!

We extend a warm welcome to our colleagues from around the world who joined IAF from December 13th thru January 13th.

(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: 1199

Australia

Bevan Bessen, Fremantle

Bahrain

Kent Farrell, Isa Town

Belgium

Wiebke Herding, Brussels

Albéric Augeard, Dion-Valmont

Canada

Glenn Cundari, North Bay, ON

Phil Culhane, Ottawa, ON

Lydia Franc Beaurivage, Prince Albert, SK

Sheila Beauchemin, Victoria, BC

Columbia

Manuel Sarmiento Guzman, Bogotá

Denmark

Kristina Malther, Frederiksberg

Vagn Strandgaard, Sorø

India

Uma Sundaram, Mumbai

Malaysia

Ambigai Ramasamy, Kuala Lumpur

Turkey

Alper Utku, Istanbul

United Kingdom

Martin Grimshaw, Brighton & Hove, East Sussex

Christine Mullen, Edinburgh

Neil Gowans, Glasgow

United States

George Gates, Washington, DC

Peggy Hutcheson, Atlanta, GA

Eric Kapon, Hilo, HI

Dana Kenney, Bethesda, MD

Robert Sopo, South Lyon, MI

Ann Weaver, Stennis, MS

Susan Carter, Cattaraugus, NY

Gary McClure, Brentwood, TN

Todd McGovern, Virginia Beach, VA

Tim Scott, Virginia Beach, VA

UPCOMING IAF EVENTS

Conferences

12-15 April 2011 - North America

Denver, Colorado

Certification Events

16 February 2011 - Watford, England

12—13 April 2011 - Denver, Colorado

26 May 2011—The Netherlands (Dutch)