



June 2011

# Global Flipchart

## Member of the Month

Masakatsu Ninomiya  
Yokohama, Japan



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### What is your name?

Masakatsu Ninomiya  
(NINO)

### Where are you located?

Yokohama, Japan

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

2 Years

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

#### What does it do?

NIBAC International

The objective of the organization is to activate people and business through facilitative consulting and facilitation training.

### What are your jobs within the organization?

Representative

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

Conduct facilitation, training and services to business organizations and local communities.

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

We have recently planned and executed an interesting scheme called, "Facilitation Marathon" in Asia during March and June this year. Japan team virtually visited seven Asian countries one-by-one through online sessions with the goal, Hokkaido in Japan. We discuss specific topics under the theme of global facilitation with the facilitators of the host country and relay the results/methods to succeeding countries.

IAF Asia has kindly given us full support in calling

facilitators in each country and provided an online conference application called WebEx.

We finished the marathon with online an wrap-up session, inviting a representative of each country and 30 Japanese participants at Hokkaido, Japan on June 4th. What we gained from this marathon scheme is enormous. We became very familiar with many Asian facilitators, exchanged the information and views about facilitation activities, and accumulated online facilitation skills/technicalities through various trial-and-errors during the marathon sessions. We feel the scheme created fresh excitement among Asian facilitators. Hopefully, this

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The Global Flipchart is IAF's

monthly newsletter

Karyn Dumble CPF Editor

## Member of the Month Continued:

kind of virtual scheme will spread all over the world in our facilitation society.

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

In project facilitation, it is better to have dual goals. One is the nominal or formal objective of the project. It officially states what the project is aiming at. The other is the informal team goal. What should be the feeling of team members when the project is completed? If you are concerned only about achieving nominal project goal, you may lose members' support which could lead to the failure of the project. If you keep the fulfilment of team members in mind throughout the project, you can get mutual trust among members and your satisfaction in the end will be something more than monetary gain.

**Thank you! We appreciate getting to know a bit about you and your work.**

## ANNOUNCING TWO IMPORTANT NEW APPOINTMENTS



*Martin Gilbraith, IAF Chair – [chair@iaf-world.org](mailto:chair@iaf-world.org)*

At its June 10<sup>th</sup> meeting by conference call, the IAF global Board made two important new appointments.

Congratulations and thank you to **Kimberly Bain**, who has accepted her appointment to the position of **Board Vice-Chair** for the calendar year of 2012, to be followed by a two year term as Chair for 2013-14. Kimberly will complete her two year term as the Board's Regional Director for Canada this year. She holds the IAF Certified Professional Facilitator designation and has led her own facilitation and consulting practice since 1998. She also holds an MA in Public Administration and has strong prior governance experience. I am very excited that the Board has been able to appoint such a strong candidate to the post, and so early in the year to allow for a well planned and managed transition for her and for her successor as Regional Director for Canada.

Congratulations and thank you also to **Julie Larsen**, who been appointed as **Chair of the Board Nominations & Elections Committee** for a second year this year. Julie led the Association through an exemplary pilot year of a brand new, virtual, global Board nominations and election process last year, and so we are delighted for the opportunity to have her build on that experience and further consolidate and refine the process for us this year. We are also grateful to those other members who also responded positively to my appeal for volunteers to serve on this committee. They will hear from Julie shortly, as it is the Chair's responsibility to appoint the members of the committee. We can then all expect to hear from soon from Julie as well, when she announces the Board positions open for election this year and invites nominations from among the membership.

# Method of the Month

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

## The Silent Mindmap

### Objective

To generate a diversity of new ideas through silent, visual dialogue.

### Preparation

*In person:* Hang a very large roll of paper or several flipchart sheets attached together on the wall. Provide markers in a different color for each of the participants. Write the focus question in the center of the chart.

*Online:* Setup a whiteboard for the participants and ensure that each person chooses a separate color for their input. You might play some instrumental music in the background once the group has started their work.

### Instructions

Silently write as many ideas as you can to answer the focus question, each one inside of a circle. As you see responses from your colleagues, let them stimulate new ideas. As you think of something new to add to a colleague's thought, add a circle clustered next to their circle. In this way as a group, continue to silently dialogue about the focus question until the space is filled.

### Reflection

Now it's time to talk. As a group, read through the clusters and mark the two or three ones that most appeal to you, that seem to have the most possibility. Take each of the appealing clusters and develop it further with questions such as:

- What other thoughts does this cluster bring to mind?
- What do you like about it?
- What is this about—what's the central focus here?
- How can we take this further in our planning?

*The IAF Methods Database is run as an independent organization under agreement between the IAF and the IAF Methods Database.*

*If you have any questions about the Database, please contact [editor@iaf-methods.org](mailto:editor@iaf-methods.org)*

# A View from the Board

By Bill Reid

Communications and Publications Director



The recent Board meeting tested the mettle of directors in Eastern Canada as we had what was a 1:00 am start time for them with the meeting going until 3:30 am. To their credit, they were online, engaged and articulate as always.

Chair Martin Gilbraith reported on behalf of Treasurer Daphne Cant, who was caught up in flight delays, that the organization remains in good financial shape for the period ending this spring.

## Some key agenda items are reported here:

### Policy on Policies

The group participated in a discussion about IAF policies by reviewing a proposed policy on policy development in the IAF. With few modifications, the Board passed a new policy which will be available on the website. The policy is an important one as it sets a direction for the future which brings greater member participation to the policy process through the establishment of a policy committee which includes members directly.

### Highlights of the new policy

A key governance responsibility of the Board is the determination of policies which direct the management of human, physical, and financial resources. The Board Secretary has a particular responsibility "to ensure that IAF's Bylaws, policies and procedures are regularly reviewed, recorded and accessible as necessary."

Through the procedures for this policy, the Board will employ a systematic process to develop and amend policies and procedures. Although the Board is ultimately responsible for policy and procedure development, consultation shall, wherever practical and appropriate, include the membership. Policy will be reviewed periodically to ensure it remains current and relevant. Upon adoption of new policy or amendments to policy by the Board, Directors have authority for immediate implementation. The Board may choose to waive policy with a two-thirds majority vote of the Board.

### Development of New Policy & Procedures

Any Director or any other member may present a proposal for a new policy or procedure, or for the revision of existing policy or procedure. The Board shall determine whether or not to accept the proposal. If the proposal is accepted, it shall be forwarded to the Policy Committee for action. The Policy Committee shall consist of the Board Secretary acting as committee Chair, plus 2-4 additional members of the Association appointed by the Secretary. The Secretary may develop a draft policy for consideration by the Policy Committee, or commission another Director or member, or an ad hoc task force, to do so.

After review and revision by the Policy Committee, the draft policy shall be posted to the members-only policy section of the IAF website for a consultation period of no less than three weeks. Members will be notified of the consultation and invited to contribute feedback via the website. Members' feedback will be considered by the committee and the committee will see that the policy or procedure is revised as it deems appropriate. Policies and procedures approved and adopted by the Board will be posted on the Association website and reported in an appropriate communications medium such as Global Flipchart.

The policy continues the Board's process of being more accessible and transparent to the membership by posting drafts to the website, informing the membership, and having active members on the committee.

### Board Member Composition

Directors reviewed the updated board member composition for the 2012 Board. Vacancies were reviewed with the board members. Julie Larson has indicated she would stand as the Chair of the Nominating Committee for the 2012 Board nominations process. Her appointment was confirmed by Board motion and

unanimous agreement. Julie did an excellent job in this position last year and the Board appreciates her commitment to the organization again.

### **IAF Vice-Chair**

The position of Vice-Chair is currently vacant as Martin Gilbraith assumed the Chair this year for his two-year term. Martin has indicated that he will not be serving a second term as Chair and recommended early work on succession planning. Nominations were called for the position of Vice Chair and the Board is pleased to announce that Kimberly Bain let her name stand. Kimberly shared her resume in advance of the meeting and spoke to the board about her role on the board as Vice Chair. The board asked Kimberly to step out of the meeting while her resume and nomination were reviewed by the board. The board then elected Kimberly Bain as the Vice Chair of the IAF Board of Directors. Kimberly will assume the Chair in 2013.

We will have a feature on Kimberly in a future edition of Global Flipchart.

### **Other Items of Note**

There is no clear definition of what is a developing country and this makes it hard to identify which countries should be able to use the developing country fee structure. Linda Starodub, Pamela Lupton-Bowers and Martin Gilbraith will review the current definition and explore what policy options can be considered to create a definition to be used for membership fee purposes.

The Treasurer and Chair will work on a policy regarding expenses for review by the board at the September meeting. The existing IAF Expense Policy does not state that reimbursements for the use of customer-loyalty or frequent flyer "points" will or will not be accepted. It is the practice of IAF not to reimburse for the use of "points." This procedure has been questioned and the Board felt a thorough review was appropriate.

The next Board meeting is July 9th.

## **Worst Facilitation Venue Ever!**

I facilitated a brainstorming & marketing planning session on the back porch of the group sponsor's house. We needed a place to set up chart paper for graphic facilitation, and the sliding glass door was the only available space at the house. There was a picnic table on the porch where the group sat, after we cleared off the months and months worth of garbage and empty beer cans & bottles. I had to step over and around the sponsor's smelly hockey gear to get near to the sliding glass door, which of course moved each time somebody needed to use the washrooms. Everything was going as well as you might expect, until the wasps arrived, attracted by the smells of dislodged food and fermenting beer.

Thanks for the opportunity to have a laugh at myself!

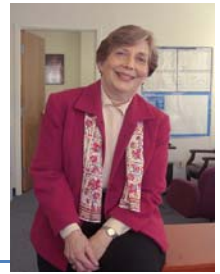
### **Susan Low**

Principal Consultant  
Directis Consulting

**Have you facilitated a session in a dream location? Were all of the spaces perfect and everything you needed at hand? Tell us about it! We'll share your awesome venue experiences in the next issue of Global Flipchart. Send your stories to [globalflipchart@iaf-world.org](mailto:globalflipchart@iaf-world.org).**

# An IAF History Lesson

*By Linda Mather CPF*



Recently, I had the opportunity to review some of the archived information about the beginnings of IAF and about the beginnings of the CPF. I've been a member of IAF since 2000. During that time I've become a CPF and an assessor; I've served two terms as Treasurer. And I've heard stories about the founding of IAF. I've been impressed by the foresight shown by the founders and by their commitment to what I would call the twin towers of outcomes and process.

Here's a brief history that I hope you find as interesting to read as I did in compiling it.

The International Association of Facilitators (IAF) was officially incorporated in 1994. However, the seeds for the IAF were developed by facilitators from the Institute of Cultural Affairs (ICA) starting in the late 1980s. The ICA, itself an outgrowth of the Ecumenical Institute (EI), was involved with community development and in supporting people around the globe in development. These facilitators were concerned with process as well as intent and gathered to "Share Approaches that Work," a phrase coined by the ICA. That in turn led to increased interest in research and cutting edge facilitation process.

Over the next few years, as the unofficial group continued to meet, several factors affected the nature of the subsequent development. Most of the people were in the field because they believed in being able to bring change to the world. This wasn't just a job. They "lived" in the non-profit, training, community engagement worlds. Few were on a corporate expense account. Therefore, their meetings sought low budget options that, in turn, produced a sense of challenge and personal commitment. Sharing a hotel room to save money affords one an opportunity for late night chats. One of the IAF founders noted that "Trust was built within the group and the desire to work collaboratively was growing."

At the same time, these people were committed to their expertise. Those attending discovered they shared a common interest in establishing credibility as facilitators, developing a means of interchange, ensuring quality in facilitation, looking at the components of organization transformation, and imagining the future of facilitation.

An "electronic meeting support" group had started a similar organization in 1994, and when the two organizations discovered each other they hit some bumps before finding common ground in their belief in the future of facilitation and ultimately forming one organization.

From the start, the group gave credence to the international nature of the organization. Starting with the second meeting, members from countries other than the United States were represented. By 1996, the first conference outside the United States was held in Holland. Corporate and government sponsorships were also a part of the conferences. For example, Texas Instruments sponsored in 1995 and the Oklahoma Department of Commerce sponsored in 1996.

This same mix of community work with business and training models is evidenced in the development of the IAF-Certified Professional Facilitators™ Competencies. Participants who were involved with the work of the ICA and with the ultimate founding of the IAF were interested and concerned with competencies from the start. First of all, they understood the role of process in group communication. Second, they sought to add validity and rigor to their work and to this new field of facilitation.

According to another founder,

So the question of "so what is a good facilitator, anyway" came up. There was no definition yet, and a lot of unclarity. And we needed to know first how we would define a good facilitator before we could measure whether someone was one. After all, from the client's point of view, they don't want to know what courses you have sat through, or how you performed on an exam. They want to know if they can trust that you can do the job!

The subject of competency was included in all of the early discussion in the founding of the IAF. By the mid-1990s, a task force collected examples from a variety of corporations such as Household Finance Corporation, Honeywell, Bank of Montreal, Levi Strauss; from governmental agencies such as the Ontario Ministry of Agriculture and Food, and the Washington State Child Care Coordinating Committee; from professional organizations such as the Association for Quality and Participation, and the American Society for Training and Development, and from education such as the Minnesota Technical College System.

These sources provided examples of assessments that were being used, were part of training programs, and were related to the field of communication. Thus, the competencies drew from the commitment and work of individuals who shared a belief in their work, who were willing to seek input from a variety of fields, and who were able to share with each other.

The IAF is only 17 years old. Most of us still face that question, "so what is a facilitator anyway." I applaud the founders for their vision of combining goals (their beliefs in affecting change) and their tools (understanding that rigor and discipline have to be present to support the profession). Hopefully, looking back in another 20 years or so there will be a clearer answer to the "what is a facilitator" question. In the meantime, let's all of us continue to work to support the profession and the IAF and the twin vision of outcomes and process.

**BIO:** In 1993, Linda Mather, Ed.D. founded Beacon Consulting Associates to help improve communications for corporate, non-profit, community, and public sector clients and to help them achieve better results.

She is professional facilitator, assessor, and global process manager certified by the International Association of Facilitators. With extensive expertise facilitating meetings on controversial community issues, Linda provides a safe environment for people to discuss their diverse views. As founding executive director of Forums Institute for Public Policy, Linda facilitated the New Jersey Policy Forums on Health and Medical Care for more than 10 years.

She served as Interim Dean at William Paterson University and as associate director at the New Jersey Department of Higher Education. She has also consulted for the Kellogg Foundation, the Wharton School of Business at the University of Pennsylvania, the Woodrow Wilson School of Public and International Affairs at Princeton University and the Board Member Institute. She holds a doctorate in education from the University of Pennsylvania.

## Website Update



*By Bill Reid*

The new IAF website has been up for just over three months now and feedback indicates that members are happy with the new look. Not surprisingly, there have been growing pains along the way and we are working through them. The website is an area where we have made significant budget reductions as we no longer pay for a webmaster, choosing instead to go with the Director of Communications fulfilling that role and supported by Peggy Bushee Services.

The first thing that IAF members need to know about the website is that it appears differently depending upon whether or not you are logged in. At a casual glance, anyone going to the site seems to have full access, but this is not the case. It is only with a login that all menus appear, giving members access to materials that help them with their ongoing work in facilitation as well as members' information such as meeting reports, minutes, financial information and access to finding fellow members.

Login information was supplied to members in an email blast before the website went live and we encourage everyone to logon to access the entire site. If you have login problems, please contact me at [communications@iaf-world.org](mailto:communications@iaf-world.org) and we will get you fixed up.

One area that is heightened in the new website is the security of member information. Previously, anyone could go to the website and search with the "Find a Facilitator" function. Our new website raises the bar on the protection of member information by placing it behind a very secure firewall with limited access. We know that there is a desire by many members to have their information accessible in a search and are working towards a solution that respects privacy issues and maintains the high level of security, while making a "search" feature available for those members who wish one. We will have a solution in place by the end of the summer which we hope addresses this need.

If you see broken links in the site, or have suggestions for content or additional pages, please let me know. I can't promise that things will be changed immediately, but certainly, as time permits.

Thanks for your support and patience.

## From your Global Flipchart Editor

I want to thank Susan Low for sharing an anecdote with us this month about her worst facilitation venue ever. Though not even in the same universe, I had the opportunity to groan at one last week. It should have been a “perfect” venue – a brand new meeting room in a hotel that has been open less than a year.

I had a bit of a spring in my step entering the building. After all, I had dodged traffic, arriving in a mere 25 minutes. This was a potential hour-long journey if one of the three highways on which I had to travel a total of 30 kilometres been backed up (and with Toronto traffic rating the worst in North America, there was great potential).

I got my directions to the meeting room. I strolled on down the hallway, wheelie-case and flipchart in hand. With that I turned into my meeting room for 30 people at rounds to find a classroom set up for 22 people, complete with a massive portable screen. Sigh.

After not receiving a reply when I called back to the front desk, I set about making the room right. The poor banquet staff person – when she walked in to see me tearing her hard work apart, she nearly fell over. Kudos to her, she caught herself and jumped right in to help with barely a blink. By the time the client group arrived, we had managed to shift the skinny long tables and classroom set up into a quartet of workspaces that promoted conversation and collaboration. Phew.

I’ll take full responsibility for the mix up. It was a brand new client, and though we had discussed room set up in our meeting and I had included it in the preparation materials, I failed to follow up that one last time to ensure she had communicated those needs to the hotel. That is now in my notebook as a learning. My notebook is getting thick.

In other news, this month Global Flipchart says good-bye to Sharon Cathers. Sharon has been my co-editor for the past year. She was diligent about getting our materials uploaded and communicating with many of the people submitting books to review and those offering to review. For a year we worked very well together, despite never having actually met in person. Sharon – good luck with your future endeavours and thank you for your efforts over the past year!

Next month, we’ll be sending out Global Flipchart a few days later than usual. Look for it in your mailbox on or about July 22<sup>nd</sup>. Our content deadline remains July 10<sup>th</sup>.

Yours in ink stains,

Karyn Dumble CPF

## Welcome New IAF Members!

*We extend a warm welcome to our colleagues from around the world who joined IAF from  
May 16th thru June 14th 2011*

*(We only list those members who have chosen to be listed in our online membership directory. If you are concerned about  
having been included in this list, please contact the office via email at [office@iaf-world.org](mailto:office@iaf-world.org).)*

**Current Membership from 70 countries: 1176**

### **Australia**

Virginia Baker-Woolf, Sydney

### **Canada**

Sherrill Johnson, Edmonton, AB

April McClellan, Toronto, ON

### **Columbia**

Carlos Duitama Mayorga, Calle

### **Finland**

Miira Heiniö, Helsinki

### **Guyana**

Patricia Gray, Demerara

Marva Williams, Georgetown

### **India**

Sanjay Dugar, Bangalore

### **Jamaica**

Stephanie Cato, Kingston

### **Japan**

Tomoatsu Holybay, Nagaokakyo

Toshiyuki Yamanaka, Nishinomiya Hyogo

### **Netherlands**

Karen van der Valk, Amsterdam

### **Peru**

Flavio Acevedo, Cajamarca

### **Romania**

Ioana Dragne, Bucharest

### **Sweden**

Anna Nilson, Stockholm

Sara Sjöblom, Gothenburg

### **Singapore**

Tan Hong Wee

Kwee Ping Toh

Grace Yip

### **United Kingdom**

Shirley Fenster, Slough

Aisling Gavin, Glasgow

Peter Hennesey, Glasgow

Philippa Johnston, Glasgow

Steve Moore, Glasgow

Sally Newton, Glasgow

Arthur Rahn, Glasgow

Pauline Reid, Glasgow

Monica Smith, Glasgow

Ross Smith, Glasgow

### **United States**

Christina Baldwin, Langley, WA

Judith Kahn, St. Louis Park, MN

Pat Petty, Sterling, VA

## UPCOMING IAF EVENTS

### Conferences

8—9 September 2011—Bangalore, India

14-16 October 2011—Istanbul, Turkey

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

2012—Melbourne, Australia

### 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)

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## Welcome New CPF's!

**Welcome to our newest CPF's who were certified in  
Rossum, Netherlands on May 26, 2011**

### The Netherlands

Henri Haarmans, CPF, Oegstgeest  
Marinda Hall, CPF, Amstelveen  
Bart Segers, CPF, Veenendaal  
Karen van der Valk, CPF, Amsterdam  
Floor Verdenius, CPF, Rossum

### Viet Nam

Lucia Nass, Hanoi