



March 2011

Global Flipchart

Member of the Month



Ulla Wyckoff
Kingston, Jamaica

Inside this issue:

Member of the Month	1 - 2
View from the Board	3
Facilitation Trivia	3
Method of the Month	4-5
Regional Updates	6-7
Upcoming Events	7
Welcome New Members and New CPF's	8
Trivia Answer	109

What is your name?

Ulla Wyckoff

Where are you located?

Since 2004, I have lived and worked in Kingston, Jamaica, but I am German.

How long have you been a member of IAF?

I became a member of the IAF in 2006 when I attended my first conference in Baltimore. I was introduced to facilitation as a profession and to the IAF while being associated with Growth Facilitators, a Kingston-based firm, from 2005 - 2009. The partners of Growth Facilitators were IAF members and the first Certified Professional Facilitators in Jamaica. Under their mentorship, I became certified as a CPF in 2008 in Atlanta.

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

I work independently with my own firm, "Improvement, Coaching and Support". The approach to my work is twofold: working as facilitator and as a coach to groups and individuals. I facilitate and coach leaders and their teams to increase their effectiveness in identifying and solving their problems, making decisions, planning and managing projects, and building a successful culture. I also help leaders and their team members to develop their own coaching, facilitation and project management skills.

What are your jobs within the organization?

As an independent business owner I have to work on the business, i.e. developing my long term strategy, my sales and marketing activities and doing the administration, as well as in the business as facilitator and coach. It is a challenge to shift my focus from facilitation to running a business, in particular the sales and marketing which is a fairly new responsibility to me. Securing business has its challenges; however, I feel that being thorough with and dedicated to my clients and engaging them in collaboratively designing their interventions offers me a competitive advantage.

How do you use facilitation in your line of work?

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

iafchair@iaf-world.org

The Global Flipchart is IAF's

monthly newsletter

Karyn Dumble CPF and Sharon Cathers, Editors

Member of the Month Continued:

My facilitation ranges from workshops where a group or team wants to clarify a problem, identify how best to solve it, agree on action plans, move from vision to action, identify a strategic plan, develop a project plan, or conduct a project review. On the other side of this small scale 1- to 2-day workshop spectrum of my work, you will find Culture Change Programmes of a few months. As a Transformational Coach, I facilitate leaders in acquiring coaching skills in a participative and interactive workshop. Additionally, I coach leaders in how to more effectively lead and develop a team. I also offer the Transformational Coaching workshops and the Leadership Coaching as part of a Culture Change Programme. I have presented my facilitative approach to Culture Change at the IAF Caribbean Conference in Barbados in 2009.

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

A recent experience where the facilitation and coaching side of my business worked hand in hand was a Team Development and Culture Change Initiative with the management team of a retail chain that want to improve their collaborative ways of working throughout the organization. Desired beliefs and behaviours in collaborative ways of working were established in team workshops. The individual team members were coached in going through their individual change when behaving according to these desired beliefs and building on the jointly created vision of a collaborative culture. The workshops and coaching sessions were partly delivered online using available web meeting and conference technology. The leaders involved appreciated that they had a coach to work with on their personal challenges with the change.

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

Collaborating and networking with other facilitators and being involved with the IAF is a win-win situation. Being mentored and mentoring others, the developmental process in becoming a CPF, volunteering in IAF committees on a regional and global level, etc. all are

invaluable and most rewarding examples of how our profession is about sharing and personal and organizational growth.

My experiences have made me want to share these with others and to coach or mentor those who want to grow as leaders, consultants, facilitators or trainers by integrating a facilitative approach to their work. I am a co-founder of the Jamaica Facilitators Network (JFN). Together with two other CPF's in Jamaica, we established this network in September 2010 with the aim of becoming an IAF chapter by the end of 2011. In cooperation with the Caribbean Facilitators Network (CFN) coordinated by our Regional Director, Sharon Almerigi, we are currently promoting our profession in Jamaica and the Caribbean in online webinars.

Thank you Ulla! We're pleased to get to know a bit more about you.

A View from the Board



The Board of Directors held a meeting on Wednesday, March 9th. Exciting highlights from the Board meeting include:

- The Board approved the 2011 Business Plan to guide the work of the board and the organization over the upcoming year.
- The Board celebrated and approved the following new IAF Chapters around the world
 - ◇ IAF Taiwan
 - ◇ IAF Rome, Italy
 - ◇ IAF North Italy
 - ◇ IAF Geneva, Switzerland
 - ◇ IAF England and Wales
 - ◇ IAF Scotland.
- The new website is up and running. Work is in progress to continue to refine and adjust the Website during its early days.

The next meeting of the Board of Directors will take place on Sunday April 10th.

Jerry Mings,
Secretary, Board of Directors.

Facilitation Trivia

Welcome to the new Global Flipchart Trivia Series - designed to keep our Facilitation Community thinking and in discussion about our craft. We all may learn something new as well - good luck! The answer to the below Trivia question can be found at the end of this GF issue.

Question: What was the name of the first liquid-ink marker, and when did it become commercially available?

- a. McCready Marking Pen, patented by Richard L. McCready, 1890.
- b. Flair® fiber-tip pens, invented by Yukio Horie, Tokyo Stationery Company, 1962.
- c. Magic Marker®, developed by Sidney Rosenthal, 1952.
- d. Pen-Brush, marketed by Ferdinand Silcox, 1936.

The Global Flipchart wishes to thank Facilitation Community contributor Sandor Schuman for the new Trivia GF Series. You can find more Trivia on [Mr. Schuman's blog](#).

METHOD OF THE MONTH

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

Juggling Perspectives



Objective:

To make decisions based on a good weighing up of the varied interests involved, by clarifying the underlying logic of the different stakeholders.

Steps:

1. As a whole group, discuss with one another the focus issue which the group is considering, and arrive at a focus question statement, if you do not have one already.
2. Remind the group that each stakeholder looks at the same issue from a different perspective. Discuss as a group and name what the major stakeholder perspectives are for your issue. You may use as a starting point the three perspectives mentioned below.* For each perspective (probably three to five of them) post a flipchart, each in a different part of the room, to represent the perspective of each of the stakeholders groups.
3. Begin with the first flipchart. As a whole group, put yourself into the position of each stakeholder and summarize in a sentence in a sentence the values of this stakeholder and then, based on these values, how the stakeholder views the perspectives of the other stakeholders. Record this thinking on the flipchart.
4. Repeat this procedure for each of the perspectives.
5. Divide the space into the number of segments that you have stakeholder values by putting masking tape on the floor. Place your focus question statement on a large sheet of paper in the center of all of the segments.
6. Have the group spread themselves among the stakeholder compartments.
7. Read the focus question and give each stakeholder group a chance to discuss their perspective. Starting with one of the perspectives, ask: What is the core issue in this case from the perspective in which you are standing?
 - How does that feel?
 - What do you experience of the case? What happens next?
 - What would you say from this perspective to those in the other perspectives?
8. Ask the same questions of the people standing in each of the other stakeholder perspectives.
9. Now ask everyone to move to a new perspective and repeat the procedure.
10. Reflection:

Let's list the various perspectives that we have enumerated. (record on the flipchart)

How has this discussion influenced your thinking about the focus issue we face today?
11. As the group proceeds with the rest of their decision-making, check proposed decisions against the perspectives list for inclusiveness.

Background:

The background thinking here is the logic of competing quality values. In the work of professionals and managers, there are often three categories of stakeholders who are involved in work in their own ways. Each of these parties has their own values and norms by which to assess the work and the decisions of a professional or of a manager:

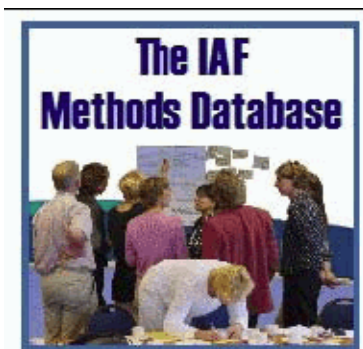
- **The professional content / professional knowledge stakeholders** From this vision, action should be undertaken on the basis of expertise, professionalism. Quality of work or of a decision is assessed by its basis on knowledge, accepted technique and procedures.
- **The fit-for-use stakeholders** This is about solving problems of others, taking action in the interest of the financial backers or clients. Quality is based on fitness for use, whether it does what it is intended.
- **The organizational stakeholders** This is about taking action in the interest of the organization, the team, to do our work better together. Does this add to the organization?

Example 1: The management of a hospital asked for a workshop to be developed for middle managers about safety in general – patient safety, medication, sterilization, but also how to deal with someone who leaves a bucket of soapy water in the middle of the hall where people could fall over it. The sponsors hoped to bring all of these issues to the attention of the employees. In this situation, the role of the middle manager was seen from three different perspectives:

- The role of the one who is responsible for the operation of the quality system, the manager as an expert. ‘Safety depends on the PDCA cycle’.
- The role of the Board, the Directors. ‘Safety means that we as a hospital receive high ranking as an institution. Safety is a competitive advantage.’
- The role of the Employee. ‘Safety is a lot of work. It is troublesome, difficult work.’

Example 2: The Directors of a large school want the managers to be aware of the costs of absenteeism and to develop an approach for handling dysfunctional faculty members or else creating a direct policy of letting them go. The situation from which the managers make this decision can be seen from three perspectives:

- The business perspective: the manager is responsible for the school’s finances, the economic and bookkeeping side of things. The right decision is the cheapest decision—it is about responsible money management and spending.
- The perspective of the faculty: This is about the fact that we are good teachers and we cannot provide inadequate teachers for our students. We have a social bond with one another and if one of us performs poorly, it reflects badly on us all.
- The perspective of the sick individual: This is about income that I have earned. How can I get through my illness, what can I do for income, what can I do for work?



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*

Regional Updates!

Caribbean Latin America



CFN Hosts Professional Development Day: Building Capacity for Facilitative Leadership

31 March 2011

By Toney Olton, Chair: Caribbean Facilitators Network

We chose the theme of facilitative leadership because it recognizes the importance of facilitation to most any professional whether as manager, team leader, business owner, HR, mediator/arbitrator, professional facilitator or anyone wanting to be a more effective leader. Our hope is that conference attendees will be able to build upon their group process skills and deepen their understanding of familiar topics. For more information write: thepotter@caribsurf.com.

Europe

The European team is involved in a range of interesting activities at the moment. Most of them are part of our long term goals of supporting facilitators through IAF chapters and driving membership throughout the countries of Europe through locally relevant initiatives. Pamela Lupton-Bowers has been trying to keep in touch from a remote location in Cambodia and here is what the others are up to.

Ben Richardson is beavering away to confirm the venue and arrangements for the IAF Europe Conference in October 14-16 to be held at the Hotel Dedeman in Istanbul, Turkey. Reflecting on Turkey's position as a bridge between Western and Asian cultures, the theme will be Building Bridges. Lindsay Wilson will be offering an English-speaking CPF event prior to the conference and Alan Heckman, ICA:UK is leading a three-day course on Group Facilitation (Tue/Wed/Thu). There will be a number of other pre conference workshops. The full calendar of events will be announced shortly. It is looking to be an interesting conference, so please block the dates.



Rosemary Cairns, as well as her usual work with the Regional Newsletter, is co-editing a special themed issue of e-Organisations and People (e-O&P) with Bob MacKenzie of the Association for Management Education and Development (AMED). They have sent out a call for articles that will focus on how the profession of facilitation is evolving. It will illustrate how facilitation is being used to create change and build bridges between disciplines in varied settings and at varied levels. Notice the nice link there with the Turkey Conference.

Kristin has been particularly busy this month supporting a number of groups of facilitators to prepare for chapter status. Europe had six proposals presented to the Global Board meeting on March 9. They included IAF Rome, Italy; IAF North Italy; IAF Geneva, Switzerland; IAF England and Wales; and IAF Scotland.

We are delighted and impressed by the amount of activity and energy invested across the region. One such activity is a conference organised by the Swedish group which Robert Verheule will be attending as Europe's CPF representative. Robert will be working with different chapters across Europe to look into ways of introducing CPF events in local languages.

The whole team will be meeting up in Brussels this weekend for a face to face meeting which will allow us to personally welcome Robert to the team and to plan in more detail the rest of our activities for advancing facilitation across Europe throughout 2011.

UPCOMING IAF EVENTS

Conferences

12-15 April 2011 - Denver, Colorado

8—9 September 2011—Bangalore India

14-16 October 2011—Istanbul, Turkey

Certification Events

12—13 April 2011 -Denver, Colorado

26 May 2011—The Netherlands (Dutch)

5—6 September 2011—Bangalore, India

12—13 October 2011—Istanbul, Turkey

17 November 2011 -The Netherlands (Dutch)

Welcome New IAF Members!

We extend a warm welcome to our colleagues from around the world who joined IAF from February 15th thru March 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.)

Current Membership from 70 countries: 1117

Canada

Andrea Warren, Georgetown, Ontario

Jamaica

Audrey Allen, Kingston 5

Netherlands

Marina Hall, Amstelveen

Erica van den Berg, Dordrecht

Nigeria

Omowunmi Agunbiade, Lagos

South Africa

Shurnell Andersson, Johannesburg

USA

Margie Jeffs, Idaho Falls, ID

Gloria Newberry, Idaho Falls, ID

Maya Rudd, Rockville, MD

Monica Villalta, Rockville, MD

Scott Chazdon, St. Paul, MN

Jerri Conrad, Reno, NV

Sherry McAndrew, Dayton, OH

Paula Smith, Richmond, TX

Welcome New CPF's

We would like to welcome our nine (9) new CPF's who were certified in the United Kingdom on February 15th and February 16th

Liz Brabender, CPF, Scotland

Neil Gowans, CPF, United Kingdom

Alexis Hunter, CPF, Scotland

Ian Millar, CPF, Scotland

Brendan Molloy, CPF, United Kingdom

Andi Roberts, CPF, United Kingdom

Janine Smedley, CPF, United Kingdom

Vagn Strandgaard, CPF, Denmark

Penny Walker, CPF, United Kingdom

Facilitation Trivia!

Answer: c. *Magic Marker*[®], developed by Sidney Rosenthal, 1952.

The Magic Marker was developed by Sidney Rosenthal and marketed commercially beginning in 1952.
<http://inventors.about.com/library/inventors/blpen.htm>.

Richard L. McCready's "Marking Pen Improvements" were patented in 1890, but I don't think they had much of an impact. <http://www.statemaster.com/encyclopedia/Marker-pen>

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.