



## **INSIDE:**

- A new approach to managing IAF membership in Europe
- The latest 2010 Helsinki conference news
- New resources for your facilitation practice

## # 9 SEPTEMBER 2010



Europe is one of seven regions within the International Association of Facilitators. The IAF Europe team members volunteer their time to plan and support activities and services for IAF members living in Europe, supported by Entendu Ltd.. Contact us at [pamela.lupton-bowers@iaf-europe.eu](mailto:pamela.lupton-bowers@iaf-europe.eu); [gary.austin@iaf-europe.eu](mailto:gary.austin@iaf-europe.eu); [kristin.reinbach@iaf-europe.eu](mailto:kristin.reinbach@iaf-europe.eu); [rosemary.cairns@iafeurope.eu](mailto:rosemary.cairns@iafeurope.eu), or speak with Ben Richardson or Nicki Cadogan of Entendu at [office@iaf-europe.eu](mailto:office@iaf-europe.eu).

### ABOUT THE NEWSLETTER

The IAF Europe Newsletter is published monthly by the IAF Europe Regional Team for members of the International Association of Facilitators living within Europe.

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**Cover picture:** Jenny and Robert create the international gesture for facilitation. Fists against each other for the brain. The thumbs-up for the job of the facilitator.

The sixth annual IAF Benelux conference Sept. 17, 2010, will focus on new and inspiring ways of decision making based on the functioning of the brain. Conference organizers include Albert Postema, Carolien de Monchy, Jan Lelie, Jenny Wase, Judith de Bruijn, Marten Schroder, Robert Verheule, Sibrenne Wagenaar, and Vivace Schreurs. For more, see <http://www.iaf-benelux.org/>

We hope to bring you a report from the conference in the October newsletter.



## Conferentie 17-09-2010 IAF-Benelux

Please send your contributions to your Newsletter to [rosemary.cairns@iaf-europe.eu](mailto:rosemary.cairns@iaf-europe.eu)

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# A new approach to managing IAF membership in Europe

*By the IAF Europe Team*

September 1st will bring a major change to how IAF membership is managed within Europe that we hope will make renewing your membership more convenient and also bring additional benefits to IAF members living and working in Europe.

The new approach will help to raise IAF's professional profile in Europe and allow us to pursue a variety of goals to increase IAF membership across the region, while reflecting IAF's new emphasis on chapter development as a way for members to become more engaged at the local level, worldwide. The membership management changes will be implemented step by step over the next four months.

Earlier this year, the IAF global board approved an innovative two-year pilot project under which Entendu will manage membership and finance administration for the European Region of the IAF. This proposal was put forward by the IAF Europe team, which includes Pamela Lupton-Bowers, Switzerland, Europe regional representative on the IAF Board; Gary Austin, UK, who works on professional development; Kristin Reinbach, Germany, who is responsible for membership promotion and chapter development; and Rosemary Cairns, Serbia, who handles communications including the monthly IAF Europe Newsletter and until now, responsibility for membership administration within Europe. Ben Richardson also works with the team in a non-

executive capacity as treasurer.

Entendu has been working with the IAF Europe team for the past 18 months, providing administrative support and managing organization of two European conferences - the 2009 Oxford conference and the 2010 conference to be held in Helsinki Oct 15-17 ([www.iaf-europe-conference.org](http://www.iaf-europe-conference.org)) Entendu will progressively become the administrative hub for all matters relating to the management of membership, finance and events in the European region.

## Key Benefits

Key benefits for IAF members living in Europe will include:

- an IAF Europe office available to members during normal European working hours
- convenient and flexible methods of maintaining membership with a choice of how you renew. Harmonization of bank transactions across Europe through the new Single European Payment Area Rules (SEPA) helps us to achieve this
- payments can be made in Euros and Pounds Sterling – currencies which cover 76% of IAF members in Europe
- increased support for Chapters including (where necessary) the management of their resources
- additional benefits such as discounted

*Nicki Cadogan (left) and Ben Richardson (right) preparing for last year's IAF Europe conference in Oxford.*

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professional insurance to members

- local discussion groups through the [www.iaf-europe.eu](http://www.iaf-europe.eu) website.

While the pilot project begins in September, full implementation of the new process will take place over the next four months, as Entendu works with Peggy Bushee Services Inc. in the US to reflect the new approach within IAF's web-based membership management process.

We will keep you informed at each stage of implementation between now and January 1, 2011. You can still access IAF through the global website and when these changes are in full effect, you will be transferred automatically to the IAF Europe site in order to make your payments.

### Your Options for Renewal

In the meantime, you can advise us directly if you would like to pay or renew your membership fees in ways other than paying in US dollars via the IAF Global website. As of September 1, 2010, you can choose to:

1. make an automatic bank transfer (Standing Order) annually on the date of your membership renewal in either Euro or Sterling. If you have a standing order, we will email you in advance to tell you that you are nearing your renewal date and afterwards we will follow up with a confirmation of renewal. You need do nothing more. To arrange this now, please contact the IAF Europe Office (contact details below)
2. send us a cheque by post in your local currency.
3. charge your membership to your credit card in Sterling, by phoning or faxing us with the details. Currently we are establishing Merchant Accounts to enable card transactions to be made in both Euro and Sterling; this full online card payment system for Euros and Sterling will be available later in the year.
4. until the new system is fully in place, continue to renew your membership in the normal way via [www.iaf-world.org](http://www.iaf-world.org) and have your fees charged to your credit card in US dollars.

### Insurance and other discounts

We recently surveyed IAF members in the United Kingdom regarding potential discounts on professional indemnity insurance premiums, and

thank all of you who responded so promptly. This excellent response has enabled us to respond to questions asked by the insurance company underwriters. We hope to have an initial trial in the UK. If this is successful, the offer will be deployed more widely across the rest of Europe.

We will be looking at other opportunities to provide discount services to members that will support you in your work as facilitators, such as reduced cost of materials and equipment. If you have any views as to what other benefits we should investigate, please let us know.

We will measure our success in this pilot project by how we achieve the following seven goals:

1. being responsive to the needs of members and the profession
2. raising awareness and understanding of IAF's principles and work through greater media contact, closer ties with other influencing bodies, advertising and events
3. developing and supporting a strong and vibrant network of Chapters
4. increasing membership across Europe
5. creating links with academic bodies and like associations
6. gaining sponsorship and support from other respected bodies; and
7. serving as a benchmark for other IAF Regions.

Our team greatly appreciates all the work that Entendu has done to get this new system underway, as well as the support and assistance extended to Entendu by Peggy Bushee Services Inc.

**Please feel free to contact the IAF Europe office or speak with Ben Richardson or Nicki Cadogan through any of the following methods.**

## CONTACTS

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Speakers at the Resurgence Open Space. (Left) Scilla Elworthy, Peace Direct; (right) Tim 'Mac' Macartney, Embercoombe. (Photos ©Teena Gould 2010)

# Open Space enhances Resurgence Reader's Weekend

By Patricia Lustig

Resurgence Magazine was founded 40 odd years ago with the vision to promote ecological sustainability, social justice and spiritual values ([www.resurgence.org](http://www.resurgence.org)). I have read the magazine for more than 20 years. About fifteen years ago, the editor, Satish Kumar, and his team decided to run a weekend conference to bring the readers together, to present workshops by the authors of articles that it published, and to encourage and support its growth. We started going to these conferences ten years ago as a family.

The conference consisted of various speakers who spoke to large plenary sessions, and there were some parallel sessions and music and poetry. After several years I noticed that I missed the opportunity to reflect, to talk with others about things I'd heard, to perhaps run a session myself on something that would have been interesting to explore further. I got 'full' of information very

quickly and most of the sessions were lectures. And I found that other people agreed.

So I spoke to Satish and Angela Burke, who organise the conference, and suggested that we run Open Sessions in the following year. It took some convincing, because they didn't understand what Open Space was (and it is easier to understand from experience than from explanation from someone).

The conference takes place at a tented conference centre in the west country called Green and Away ([www.greenandaway.org](http://www.greenandaway.org)) which is a sustainable venue. It is assembled on a field in June and taken down again in August. Participants camp, and there is a field kitchen to provide food and a bar, all under canvas.

At breakfast on the village green during the two middle days of the conference, Satish makes announcements and introduces the idea of the

Open Space sessions which take place directly after lunch. This gives me an opportunity to set the context for the Open Space.

### A variety of sessions

I've found that to make it work well, it is best if I button hole a few people I know will want to run sessions and start a flip chart page with their sessions and a short description so that people can get an idea of what it is for the first day. After that people understand and the flip chart page gets filled up easily.

We run it with the bare minimum of explanation and organisation. I explain what it is, explain the Law of Two Feet, and show people the sign up sheet and where it is kept. In the afternoon, I explain it again (people do come and go) and then get each person who has volunteered to run a session to stand up and tell us what their session will be about. I then allocate a space (in one of the large tents if it is raining) and people choose where to go (or not).

We get all sorts of sessions. Sometimes people get really excited by one of the sessions and convince the speaker to continue. Sometimes people just offer something that they are passionate about. Here are some examples:

- We had a session called Tools for Peace presented by Scilla Elworthy of Peace Direct. A lady (Sue) offered a method she had used with school children during the session, and then offered to run an Open Space that after-

noon.

- Nic is passionate about No-Dig gardening and ran a session to discuss how to do it, and pros and cons.
- Sika who is one of the musicians and plays the didgeridoo ran a session on circular breathing and how to play the didgeridoo.
- Misha Norland, who ran a session on homeopathy, was asked to continue and agreed to do so.
- Another Sue ran a meditation at the river bank.
- Tina ran an energy session helping participants feel grounded.
- Stef Bradley who is walking the Transition Towns in Great Britain over a six month period and collecting stories about Transition Towns to share, ran a session sharing tales and collecting more.
- Ian Chambers ran a session called Plan for the Planet around his new book to be published this year by Gower.

The sessions are varied, always more on the second day than on the first. People really love them – it has become a part of the conference now. I have been running them for the past three years.

Next year, they will be expanded – Angela thinks that we can get two sessions in each afternoon (so four in total instead of two, two hours each day instead of one) so that people have the opportunity to go to more than one if they wish or to run longer sessions.



### ABOUT THE AUTHOR

*An experienced consultant and facilitator with a background in strategy, leadership development and change management, Patricia has delivered major change management and capacity building programmes within blue chips, the public sector and the not-for-profit worlds. She began in IT, moved into organisational development and capacity building, and has worked for major organisations in Europe, the USA and Asia.*

*Patricia is a Visiting Executive Fellow at the University of Reading (Henley Business School) where she helped to develop the Henley Certificate in Facilitation. As part of Henley's executive education programmes she frequently facilitates Action Learning Sets. She has also taught at Roffey Park Institute and is part of the Chartered Institute of Personnel Development's OD Faculty, in particular running their Scenario Planning and Strategy workshops.*

*Patricia is co-author of *Beyond Crisis: achieving renewal in a turbulent world*, published by John Wiley & Sons, 2010 and available on Amazon: <http://tiny.cc/88mdh>*

**Patricia Lustig**

# Q&A: Partners in Facilitation

By Chris Whitehead

Partners in Facilitation is a new organisation formed in the UK with the goal of raising awareness of facilitation as a profession. Partners in Facilitation seeks to advance the leading edge of facilitation learning and practice by jointly hosting and promoting larger scale events within the UK. Chris Whitehead, one of the founding partners, tells us about this new organisation:

## Who are “Partners in Facilitation”?

There are seven individuals in the group representing four different established facilitation organisations. The organisations represented are Facilitate this!, Facilitating Change, Kinharvie Institute of Facilitation, Louise Robb Associates, and Simply Change.

## How did you all come to meet?

We were part of the team that designed and delivered the IAF European conference in Edinburgh in October 2007. As a result we spent a lot of time together and developed some very strong friendships. We realised that we were all committed to developing our own facilitation skills and practices but hadn't the structures in place to support our desire to learn and grow. In response to this we started a “Practice Development Group”.

## What is a “Practice Development Group”?

We meet on a quarterly basis to share our experiences and learn from each other. One of the group hosts and facilitates the event. It is quite informal but as we have got to know each other we have shared and learnt a lot from each other. I can say personally that my facilitation has developed significantly as a result. Having been involved in our group for two years I would recommend this type of group for anyone involved in facilitation or coaching.



*The Partners in Facilitation team. (photo courtesy of Chris Whitehead)*

## How do you set-up a “Practice Development Group”?

Just find a group of like-minded people and go for it! Existing contacts, IAF or Linked-in would be a good place to start. One thing that helped when we started was to set-up a loose set of ground rules to keep us on track. (Well, we are facilitators what do you expect!)

## You have been publicising an event with Ingrid Bens. Can you tell us how that came about?

We were trying to think of different ways to encourage and develop Facilitation in the U.K. to complement the work of the IAF. One idea was to ask a renowned speaker to deliver some events to explore different aspects of facilitation. In designing the IAF conference we had a number of speakers who we thought could provide some provocative subject matter.

One of those was the American facilitator and author, Ingrid Bens. So we invited her and she accepted...

### Who are the events designed for?

We were primarily looking to invite our clients to the events but we also want to encourage any one with an interest in facilitation to come along. This would include those who are responsible for coaching and leading your team, whether it be one to one or during meetings, so that you get full involvement of all and get the job done efficiently.

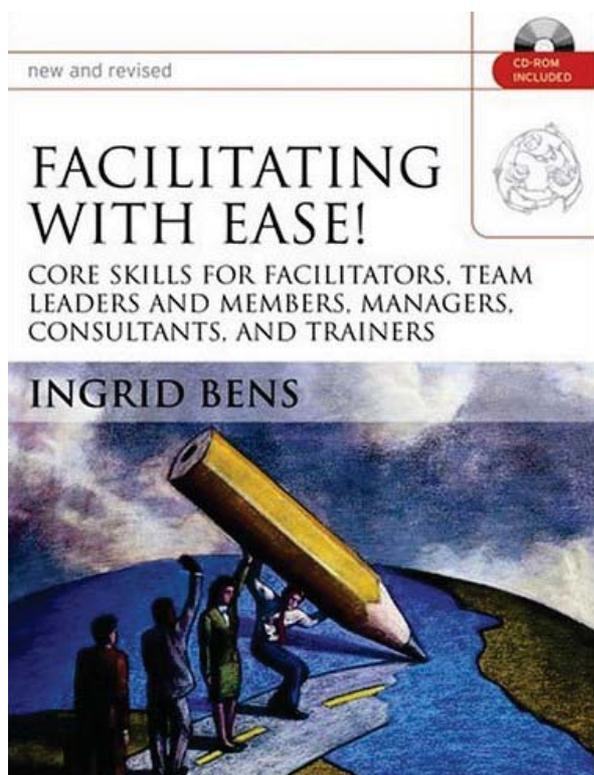
“Too often we hear from team members that their team leader does not run good meetings, they take too long, very little gets decided and even less gets delivered.” These events will address these issues.

### When are the events and how do they differ?

We have a day exploring the subject of facilitative leadership on Monday 4<sup>th</sup> October at Goodenough College, London. We then move onto Surgeons Hall, Edinburgh on Thursday and Friday 7<sup>th</sup> & 8<sup>th</sup> Oct to spend two days exploring Advanced Facilitation Skills.

### How can people book for the events?

We have a web-site set up with more details and booking can be completed directly from the site. Everyone is welcome. You never know – you might find it an ideal opportunity to meet some other facilitators and start your own “Practice Development Group”.



### ABOUT THE AUTHOR



*Chris is Managing Director of Facilitating Change (UK) Ltd. , and is a Certified Professional Facilitator (CPF) accredited by the International Association of Facilitators (IAF). Chris is also a member of the UK leadership team of the Institute of Public Participation (IAP2) and recently facilitated a workshop at their conference on the impact of revised planning legislation on participation in the UK. He is currently involved in designing an International Symposium on Public Participation being held in October this year.*

*Chris has been project manager in the design, delivery, analysis and reporting of public consultations on a number of highly contentious energy developments and has been influential in implementing consultation elements of the new Scottish planning legislation. Currently he is working with Planning Aid for Scotland to implement a new system to monitor effectiveness of public consultations.*

*Chris has international experience facilitating interventions in many different business sectors, both public and private sectors. He has over ten years experience in facilitating workshops internationally. Chris has ten years experience in Senior Operational roles with two major Blue-Chip companies where he focused on delivering significant Supply Chain improvements. Chris has a MSc (Distinction) in Information Systems Management. He has also co-written a number of academic papers and has taught to MBA level.*



# The UK Facilitator's Network

## *A Brief History*

By Gary Austin

Editor's Note: A lively discussion has been taking place recently on the UK Facilitators Network Linked-In group, both about certification processes and about the idea of forming a UK chapter of IAF. This discussion got me wondering about the history of the UK Facilitators Network, and so I asked Gary Austin if he would tell us the story.

In 1989, a small group of facilitators who had all been trained by Gary Rush, of Chicago, USA (more recently chair of the International Association of Facilitators), decided to form what we called a 'User Group' of like-minded Facilitators, organised to meet on a regular basis, share best practice and have a safe environment to experiment and practice tools, techniques and processes.

Initially this small group was created and formed by Facilitators from what was the NatWest Bank and Rolls Royce Facilitator pools, namely Karen Tompkins and Gary Austin of NatWest and Dave Rees and Lindsay Wilson from Rolls Royce.

Through various contacts and connections this group, now called the European Facilitator's User Group, soon began to grow in numbers.

The group agreed that it would be an individual member association, and would meet up to three times a year in various places, wherever the members resided. Over the years, EFUG gatherings have been held in England, Scotland and Wales but not beyond the shores of the UK as we had few if any other European members.

With this geographic reality in mind, plus the fact we were practitioners rather than 'users', the group renamed itself the UK Facilitator's Net-

work (UKFN) and continued to support facilitators throughout the United Kingdom. UKFN had a database of names and organisations totalling between 80 – 100 Facilitators, who paid a small administrative fee annually to help support venue hire and food/refreshments.

With a secretariat and chair responsible for the day to day managing of the association and organising of gatherings around the UK, the network continued to flourish, with many great meetings and members from all walks of working life, cross-sector and cross-industry, all meeting and learning from each other in many great venues across the UK.

### First European Conference

In 1995, I attended the first IAF Europe conference, during which 15-20 Facilitators based in and around Europe met for a long weekend of sharing in a smallish room and hotel in the Netherlands. It was from this point, with a now annual IAF Europe conference, that the gathering of UK based Facilitators became a little more sporadic. There were fewer people willing to take on the organising role(s) apart from a few 'usual suspects' whose time and energy waned a little as the willing support did not materialise. At several UK facilitator meetings, somewhat few and far apart, the option of becoming IAF UK was openly discussed, sort of a fore runner to the current IAF Chapters conversations, by several years!

These conversations, however, never materialised in to anything concrete, as UK based facilitators wished to maintain a separate presence at that time from the IAF. Many did not wish to become members of the IAF but still wanted a 'professional association' of sorts to support their work and practice.

The UK Facilitator's Network has met twice in the last two years, once at Pinpoint's excellent premises 'near' Oxford and more recently at the Defra Innovation Centre in Reading, UK. Both sessions were well attended and facilitators brought ideas, tools, techniques etc to share with their peers and colleagues.

As the on-going discussion around IAF chapters continues, I expect there to be further UK Facilitator's conversations on the possibilities of evolving in to IAF UK.

### IAF Europe Conferences 1995-2010

- 1995 – Ede, Netherlands
- 1996 - Beek-Ubbergen, Netherlands
- 1997 - Sundridge Park, Kent, England
- 1998 - Brussels, Belgium
- 1999 - Utrecht, Netherlands
- 2000 - Stockholm, Sweden
- 2001 - Sunningdale, England
- 2002 - Soesterberg, Netherlands
- 2003 - Staverton Park, Northamptonshire, England
- 2004 - Portoroz, Slovenia
- 2005 - Bad Honnef, Germany
- 2006 - Stockholm, Sweden
- 2007 - Edinburgh, Scotland
- 2008 - Groningen, Netherlands
- 2009 – Oxford, England
- 2010 – Helsinki, Finland

### ABOUT THE AUTHOR



*As well as being a founding member (1989) of the UK Facilitators Network, Gary is a past Chair and Regional Representative of the International Association of Facilitators (IAF) and part of the Advisory Board for the Global Facilitation Service Corps. He is an IAF Certified Professional Facilitator (CPF) and an assessor on the CPF programme.*

*Gary has more than 25 years of facilitation consulting experience, working with clients across all industries, in the private, public and third sectors and around the world. He co-developed/founded circleindigo in 1999. He specialises in design and facilitation of change based workshops and interventions. Gary is also a visiting lecturer at University of Westminster, London where he runs programmes on change, transition, resilience and facilitation for the Business Psychology Centre.*



Panoramic view of Eteläsatama (Southern Harbour) in Helsinki. (roccodm, Wikimedia) Creative Commons Attribution-Share Alike 3.0 Unported

# Helsinki is getting closer...

By Ben Richardson

The conference is getting closer and things are happening fast. All bedroom accommodation is fully booked at the Conference centre, but we are still taking registrations. You will find information about the two additional hotels where we have reserved rooms for participants on the website at [www.iaf-europe-conference.org/registration.html](http://www.iaf-europe-conference.org/registration.html).

We will run a shuttle bus service to bring delegates to the conference centre from either the Rantapuisto Hotel or the nearby Metro Station (The Scandic Simonkentta Hotel is on the Metro line). This way you won't have to miss any of the conference activities. There will be more information in the Arrival Information which will be sent to all participants in the next few weeks.

If you are booking into a local hotel, please let the conference office know where you will be by email on [conference@iaf-europe.eu](mailto:conference@iaf-europe.eu). It will help us to keep in touch with you. If you need to contact the Conference Team from your hotel, just call us on the Helsinki number 09 2316 5522

## BEFORE THE CONFERENCE

### An Open Space Event

There will be an ongoing Open Space event starting from the middle of September until the close of the conference. By using LinkedIn, we hope to continue the online discussions that are already taking place and then to look at the issues more deeply during the conference. We could call it our 'Red Thread', or more appropriately in Finnish, our 'Punainen Lanka' which winds its way throughout the conference. The open space is focusing on the question of

certification and the Certified Professional Facilitator program. This is already a lively topic for discussion on the UK Facilitators Network on Linked-In. Our team is very interested in the question 'How can CPF be spread more widely in countries where English is not a first language?' We are happy to convene the discussion on that topic.

At the conference, there will be a session on Friday before the formal welcome ceremony and other opportunities to get together formally and informally over Saturday and Sunday. We will investigate ways for people who can't be with us in Helsinki to get involved with us. Soon, we will let you know more about the online Open Space process that will lead to the conference and how the whole process will be managed.

If in the meantime, you have any thoughts, views or suggestions, please contact Ben Richardson at [ben.richardson@iaf-europe.eu](mailto:ben.richardson@iaf-europe.eu)

### Pre-Conference Workshops

We now have four one-day pre-conference workshops at the Sofia Conference Centre on the days before the conference.

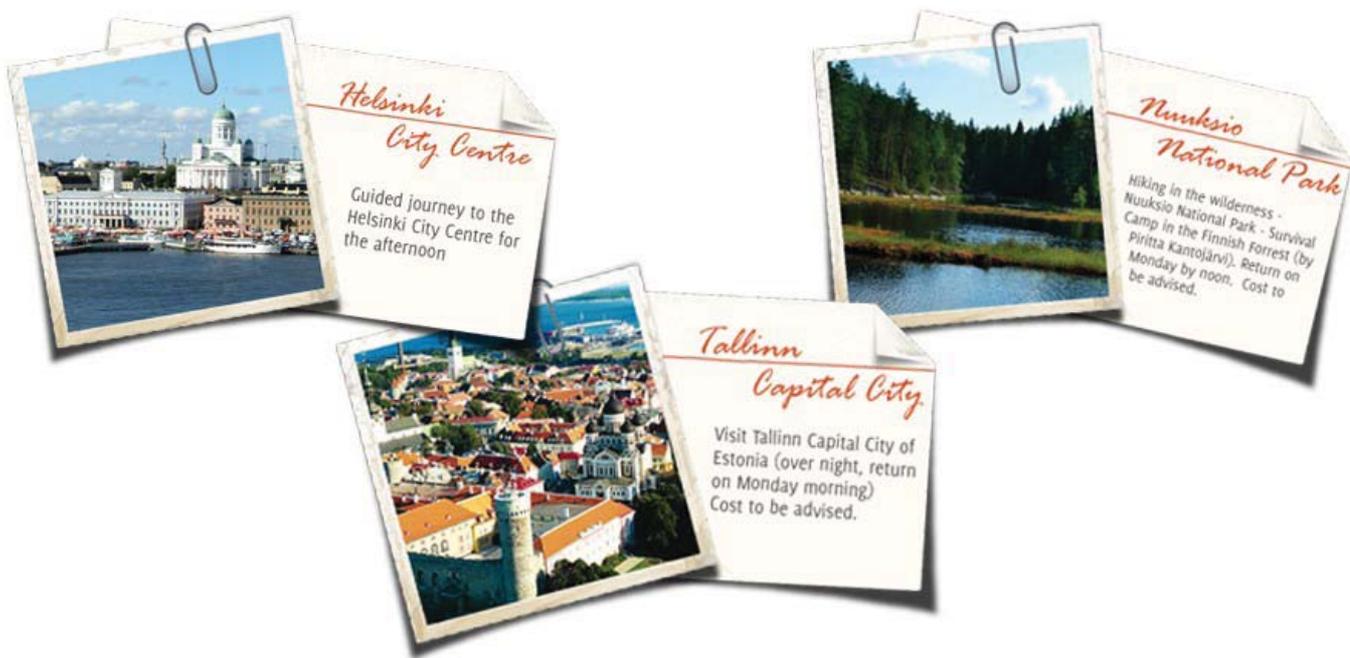
#### Thursday 14th October 2010

09.00 - 16.00 *On Your Knees! Exploring status in facilitation*

with Simo Routarinne, Johnnie Moore and Viv McWaters

Register at: [www.regonline.co.nz/knees](http://www.regonline.co.nz/knees)

Fee: €295 with early bird: €225 (until 20<sup>th</sup> September)



08.30 - 17.00 *The Drivers Model: The Secrets to Facilitating Strategy*

with Michael Wilkinson

Register at: [www.leadstrat.com/shop/index.php?l=product\\_detail&p=86](http://www.leadstrat.com/shop/index.php?l=product_detail&p=86)

Fee: \$395 if registered by 15<sup>th</sup> September, fee after that date is \$495. 50% off the first participant's fee if you register a second person for the same session.

Friday 15th October 2010

08.30 - 17.00 *The Seven Separators of Great Facilitation*

with Michael Wilkinson

Register at: <http://www.leadstrat.com/training-facilitator-seven-separators.html>

Fee: \$395 if registered by 15<sup>th</sup> September, fee after that date is \$495.

50% off the first participant's fee if you register a second person for the same session.

09.30 - 15.30 *Transferring a Facilitator's Philosophy to the Virtual World*

with Tony Mann

To Register: contact Josh Matthews at [josh.matthews@resourcestrategicchange.com](mailto:josh.matthews@resourcestrategicchange.com)

Fee: €195 before the 1<sup>st</sup> October.

You can find more details at [http://www.iaf-europe-conference.org/pre-conference\\_programme.pdf](http://www.iaf-europe-conference.org/pre-conference_programme.pdf) If you are already registered for the conference and staying at the Sofia, we can easily extend your stay in your assigned bedroom to include the pre-conference workshop days.

## DURING THE CONFERENCE

### Conference Programme

An additional session has been added to the

conference programme:

Saturday 16th October 2010

09.40 - 10.40 *Brainfacilitation: What can we learn from modern cognitive psychology and neurology.* with Robert Verheule

Find out more about this new session and other changes to the agenda by going to [http://www.iaf-europe-conference.org/conference\\_programme.pdf](http://www.iaf-europe-conference.org/conference_programme.pdf)

## AFTER THE CONFERENCE

### Visits and Excursions

Please do not forget that your Finnish planning team are offering some unique opportunities to explore the countryside of Finland, visit their Capital city Helsinki, or cross the Gulf of Finland to Estonia.

Sample the sights and history of Helsinki on an afternoon excursion or travel by ferry for an overnight stay in picturesque Tallinn. If you want to sample the open air and the nature of Finland join the group who will walk and camp in the Nuuksio National Park. Places are still available. Please find out more on the website or contact your guides:

#### *Excursion to Helsinki*

Pepe Nummi

[pepe@grapepeople.fi](mailto:pepe@grapepeople.fi)

+358 (0)415 374 757

#### *Overnight trip to Tallinn*

Camilla Reinboth

[camilla.reinboth@sosiosolve.fi](mailto:camilla.reinboth@sosiosolve.fi)

+358 (0)405 653 910

#### *Walk in the Nuuksio Park*

Piritta Kantojärvi

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+358 (0)400 664 889

# Magic Innovation Leadership

## *Releasing the Innovative Power of a Group*

By Kristin Reinbach

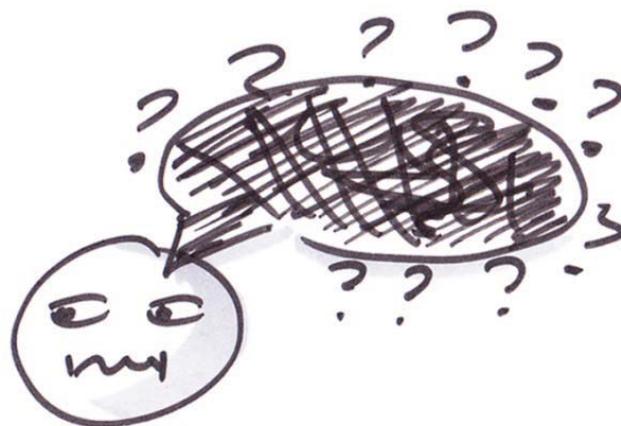
### Group work without facilitating – only at your own risk!

Great creations often originate from single genius minds – think Mozart or Einstein, for example. Innovation should be great creation, so when it comes to innovation: is working in a group a wise choice? Many people hate creation processes in groups – with good reason. Left to themselves, group creative process can lead to:

- verbal idea homicide,
- reduction to the lowest common denominator,
- humiliation of individual team members
- reaching no outcome at all
- and if it comes to the pinch: No innovation at all – while leaving serious lesions in the organisation's soul.

### Making the most of your internal resources

Still, one can and should use group work to enhance the innovation process. First of all, it means you are making the most of resources that are already available. You don't need to negotiate for a special budget in order to do group sessions.



All the people are already there anyway, with all their ideas and thoughts and brains. You can get started immediately.

### Innovation means change under extremely insecure conditions

Innovation means creating new things that haven't existed before – right out of the blue! This can be amazing and feels like magic when it works. Still, innovation is a change process with extremely challenging parameters:

- You don't know where you are going.
- Nobody has been there before.
- You can prepare, but you won't really know what skills you will need until you get there.
- No one – including you – knows whether it will work out in the end.

### Innovation calls for real magicians

Creating new things is already very demanding when you are working on your own – writing a book, painting a picture, or developing an idea. To succeed, you need to have a close connection to your most original inner core; you need a strong belief that what you're doing is worthwhile even





when faced with obstruction and resistance; and you must ban fears and hold strong to your original intent.

Good creation needs strong personalities. If it comes to working in a group, all these effects multiply – and still have to be managed. This is why I created the Magic Innovation Leadership Concept.

### Micro-Culture blocks or fuels innovation

Each individual lives in several cultural shells that protect him or her from the disturbances of life. We are usually aware of the cultural shell of a certain nation, ethnicity, or religion. But we are often not as aware of the cultures within our own family clan, our peer group, and our co-workers in our company.

Culture can help in guiding us through the little irritations of daily life by supplying us with clear do's and don'ts. However, it can be a major block when it comes to creativity and innovation.

Especially in corporations that are closely focused on maintaining their business history, all the cultural do's will point in one direction: Analyze and categorize whatever comes your way, measure anything, eradicate any surplus, enhance efficiency, cultivate zero-defect culture...

### Maintenance Culture stands in the way of innovation

All these working principles are great and can be a great support for your company's business. Unfortunately, they also represent more or less a list of major innovation barriers. These principles often have become a kind of unwritten law or invisible barrier you should not cross if you wish to live and thrive in this environment. This is why people actually feel and show fear when it comes to innovation processes - because they feel they are illegally crossing the (maintenance) border.

### Magic Innovation Leaders use the magic facilitator's wand

Facilitating in this context assumes a vital role. More than ever, the facilitator paves the ground for trust, for being allowed to fail, for daring to be your most authentic and original self, and for speaking your mind optimistically and without any fear.

The facilitator opens the gates for the participants to leave the still-too-narrow realms of the still-existing-culture, showing the way to a Magic Innovation Mind-Set – at first maybe only for some hours, but over time offering choices for establishing these new attitudes within a renewed culture that leaves room for both maintenance and innovation.

Magic Innovation Leaders will have an objective look at whether their own facilitating skills allow them to do this by themselves, but in most cases, they choose the culturally more neutral version by using an external facilitator's support.

### A first hint of what a Magic Innovation Facilitator can do

(find out more @ my session in Helsinki!)

- Enable group participants to understand the basics of the magic laws of innovation
- Get to know and train the alternation between thinking modes
- Implement Magic Innovation Mind-Set principles during the innovation process
- Establish tailored and facilitated processes, facilitate sessions

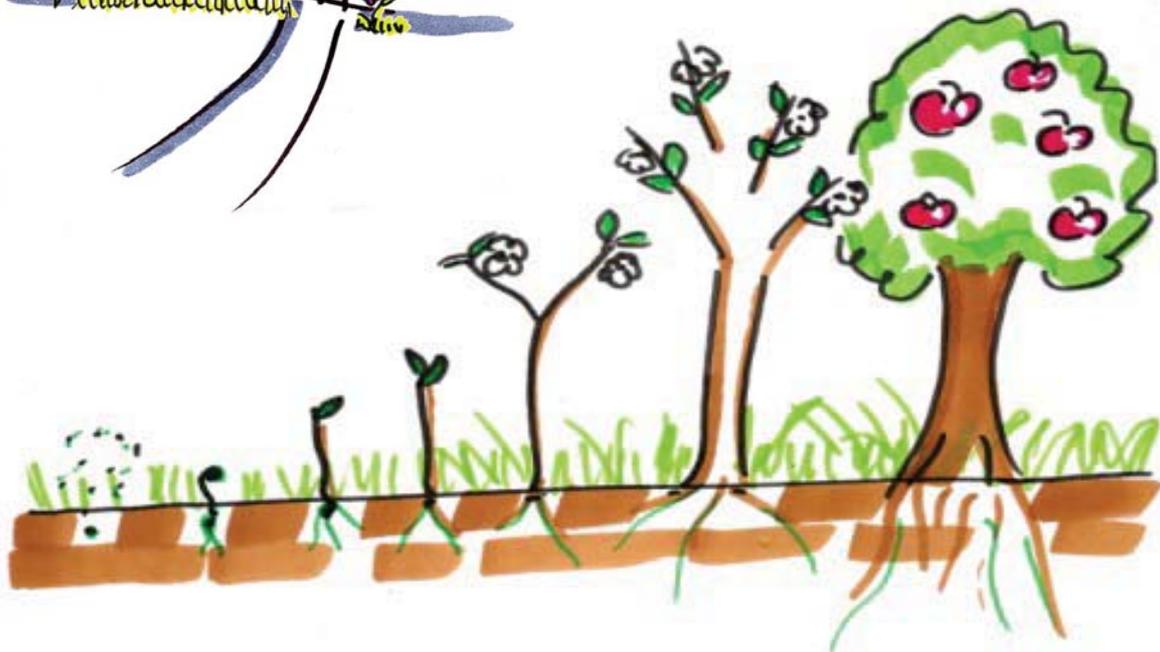


- Coach the leaders
- Enjoy innovation and its outcome: future growth!

I'd like to show you my new approach of how to deal with the challenges of innovation processes. In my session at Helsinki, I invite you to gain a first impression of Magic Innovation Leadership, its possibilities for implementing a new innovation culture as well as the vital role facilitation will play in this game. My ambition is to help entrepreneurs and managers figure out innovation situations in a much safer and enjoyable way.

**Some buzzwords from the session – come and join!**

Magic + Innovation + Leadership – Creating with others: Living Hell!? – Create strong intentions in a group – choose adequate rituals – trust and appreciation – cross cultural borders – release the power of individual mind-sets – whip magic sessions – keep the group's faith – read the organisation's innovation configuration and make the most of it.



**ABOUT THE AUTHOR**



*Innovation, Leadership, Change and Growth issues are at the core of Kristin Reinbach's daily business. She is the owner of krysalis consult ([www.krysalis-consult.de](http://www.krysalis-consult.de)) and the member of the IAF European Board taking care of chapter and membership growth issues. Kristin lives with her husband in Bonn, Germany. She is looking forward to the conference in Helsinki – come and join her session there!*

# Professional documentation: your post-event business card

By Eva Seifert and Josef Seifert

The professionalism of large group facilitation, “Open Space Events”, workshops, trainings or project meetings is frequently judged by how well it is documented. For many reasons, photo documentation is becoming increasingly popular because it accurately depicts the different stages of your event and the results.

No one has to take notes or type minutes and nothing else has to be coordinated because the photos show what has been discussed and agreed upon. The degree to which a photo documentation is accepted naturally depends on the professionalism with which it is created.

So what can you do to record your event as professionally as possible? How can you optimize the photo documentation? What are the necessary “ingredients”?

## The Prerequisites

A photo documentation or “Photominutes”, naturally, consists primarily of photos. While there is no single recipe for good photos, there are definitely some things one can do to create professional photo documentation. It is, for instance, important to use the right paper and the right software program.

But let us start at the beginning:

## Paper, cards and writing implements

Contrast is important - it is impossible to read black print on black paper. It is easiest to read dark print on a light background. Optimal contrast is achieved by using black on a white background.

While it is not uncommon for facilitators to use the nostalgic brown wrapping paper, this is definitely second choice as the darker the paper,

the worse it is for a professional documentation. The best camera and the best editing software cannot create a contrast that does not exist.

As far as the writing surface is concerned (e.g. the paper), the lighter the better. As well as flip charts and pin boards, this also applies to the use of any kind of facilitation cards.

When one uses cards, it is important not only that there is a sufficient contrast between the writing utensil and the writing surface (i.e. the card) but also that there is a sufficient contrast between the cards and the background paper. White cards on a white background offer one the maximal contrast as far as the writing is concerned, but there is then no contrast between the cards and the background. Using pastel colored cards on a white background is a good compromise.

Oh, yes, and let us not forget the writing utensils. Here, the opposite applies - the darker the better. MODERATIO markers have a larger surface than markers with a pointed tip. Since cameras can only take pictures of what is actually recorded on paper, it is logical that the thicker the marker, the more the camera has to see. Thus, the editing software has more to work with, so the viewer of the photo documentation sees more.

And one last tip: Old markers with used, frayed felt and/ or dry ink won't give you the contrast that you need!

## DigiCam & Co

To create a photo documentation, one could theoretically use the latest DigiCam cell phone to spontaneously shoot photos and immediately transfer the pictures to one's office or the Internet where participants could view the pictures or

download them. For those who find that scenario a bit futuristic, there is a more realistic way of creating a photo documentation.

To create a professional photo documentation, it is a good idea to set up a small “studio” if possible. If you cannot set up things exactly as described below, then make the necessary compromises.

For photo documentation, one needs a digital camera. Commercially available 35mm digital cameras have a sufficient resolution. It is important that the room is uniformly illuminated in order to avoid shadows, and this can be achieved most easily with large flash units of the type used by photographers which create diffuse light.

For a complete “studio”, one also needs fixed pin surfaces for flip charts and pin board paper, and a stable camera tripod.

### Software

To create a professional photo document, one needs high performance software, such as Word, PowerPoint – or the specialized new program, “PhotoMinutes”, which offers the user a logical, intuitive structure for the entire documentation process.

All “PhotoMinutes” requires in order to create a professional photo documentation is digital photos of the information which has been displayed on pin boards, flip charts, white or blackboards, etc. The inclusion of the “content photos” and the arrangement of text pages, such as title page, interleaves, list of participants, bibliography and the final sheet is possible, as is the inclusion of scene photos. The company logo can be shown on each page of the document.

The user can redo each page with the integrated text editor and add text or pictures and background. It is also simple to number the pages and create template sets. The completed protocol is

then made available to be forwarded to participants as a DPF-File or PMP package.

The program can be downloaded for a 30-day trial version free of charge at [www.photominutes.com](http://www.photominutes.com).

### Some tips...

What do I need to be aware of during the event?

- Try to clearly display the work process as well as the results. Whatever participants cannot read during the event, you will not be able to record in your documentation.
- If you use the classic facilitation media (pin board and flip chart), it is better to use white paper than the prevalent brown wrapping paper.
- Make sure not to lose any individual presentations or group findings. One of the signs of the quality of photo documentation is its completeness.
- Roll up any documents that you wish to transport for photographing - don't fold the paper. Each crease makes it more difficult to get good pictures.

### Some tricks to help you take good pictures

- To keep the quality of your pictures consistent, it is a good idea to work with a tripod and keep your camera at the same setting. That way your photos are of the same quality and blurry photos can be avoided.
- Turn your camera 90°, so that the viewfinder optimally matches the pin board format. Otherwise you'll have a small picture with a big border.
- Select a larger frame so the photo can be adjusted in case there are any parallax errors.
- Keep a proper flash distance in order to minimize lighting differences between the borders and the middle of the picture. If one stands too close, one gets a light spot in the middle of the page.
- Make sure the photo edges are straight in order to keep photo editing to a minimum. The border of the medium which is to be



visualized should exactly fit the edge of the viewfinder. Otherwise your pictures will be somewhat unfocused.

- Check your photos immediately to see if there are any “misses”, so you can reshoot the photo immediately if necessary.

### Producing the document

- Cut the “content pictures” so that no superfluous background can be seen.
- If necessary, correct the contrast and the colors.
- Be generous when creating your document, so that your documentation is clearer - use a title page, interleaves and a white final page.
- Given that this is a photo- rather than a text documentation, add only important and brief comments to the photos, if absolutely necessary.
- Using scene photos of the event lightens up the document and is a kind of motivation to repeatedly look at the documentation.
- Extra input can be added by including a bibliography and presentations from the event.

### Distributing the documentation

Nowadays it is best to make the documentation available on a server and to send the participants a link to that server.

The advantages:

- The size of the file is more or less irrelevant.
- It is inexpensive
- It is fast.

If you are dealing with sensitive or confidential topics, it is advisable to send the photo personally/confidentially to the client or participants.

### Filing the documentation

Make back up files on external data carriers such as a CD/DVD, hard disc or USB stick because:

- Documentation would be lost if something happens to your PC.
- Participants could request the documentation at a later point in time.
- You can reproduce the contents at any time and tie them in seamlessly with other possible further events.

We wish you an optimal post-event business card!

## ABOUT THE AUTHORS



*Josef W. Seifert is a qualified educator and a specialist in facilitation moderation. He is managing partner of the consultancy and training company MODERATIO™ in Poernbach, Bavaria, Germany, and is the author of several books on moderation/facilitation, and a member of IAF.*

*Eva Seifert is a student and junior facilitator who has much experience in creating photographic protocols and is responsible for the software program “PhotoMinutes” which she developed in collaboration with her father.*



# When I Was a Game

By Gillian Martin Mehers

I arrived at the Chicago workshop about 5 minutes late and was horrified to see all the participants in their seats looking at the trainer/facilitator who was in mid-sentence describing the objectives of the day.

He didn't even pause as he said "gruetzi" to me ("hello" in Swiss German), to which I quickly replied "bonjour" (I don't speak Swiss German), and tried to quietly sneak to the only remaining seat in the room, which of course was at the first table.

I grimaced as I walked in front of him to take that seat. He never broke his opening patter, but for that first word of welcome, and didn't address me directly again as he informed the participants that I didn't know that I was the first game for the day.

Take out a piece of paper, he said, and write down three things you know about this Mystery Person (the group had already met for several days previously, and I was only joining on the fourth day). Including, he added, how you pronounce her name (I had just written it on a sticky name tag) with a hard "G" or a soft "G". The winner, he an-

nounced, wins a BMW.

People took out paper, and peered quizzically at me. After literally 30 seconds of reflection, he asked for everyone to share one of their guesses. I was to answer yes or no as they postulated about me based on the little bit of data that they had collected in that two minutes since I walked through the door.

What do we know about our Mystery Guest, he asked, and people started... I disliked being late. I wasn't good with directions. I spoke another language. I had a job where I worked in front of people. I had travelled by plane to get there. And on and on. It was simply amazing how many things people could discern or infer from so little input in such a short amount of time.

At the end, he asked me to say a few words about myself. At that point, my introduction to the group was alarmingly short as I built on the many uncanny, correct guesses of my fellow participants.

At the end, he asked people to count up their "points" at which moment there was a flurry of quick questions. He said "congratulations!", without



being too concerned about who actually had the most points, and welcomed me as a newcomer into the Thiagi Interactive Techniques Certification Workshop.

### Warmly integrated

What a wonderful way to be warmly integrated into a formed and familiar group, what an interesting way to involve everyone in this introduction process. What an excellent way to reinforce the fact that your participants know much more than you probably give them credit for (or can figure out for themselves), and that you can cover a lot of ground, hitting multiple objectives (introduce a new person, integrate him/her, play a game with some learning points like these, get people's attention and wake them up at 08:00 on a Thursday) in only five well-used minutes.

This is the work of Thiagi (Sivasailam Thiagarajan), who holds the title of Resident Mad Scientist at the Thiagi Group. With its Indiana USA origins (starting "in a basement" some 30 years ago), this group is building an increasingly global network of games enthusiasts and Thiagi Certified Facilitators (like me!) who use these kinds of interactive techniques as a basis for engaging people in our facilitation and training work.

And in that short introduction to our Certification day, Thiagi helped us see that not only are we people who design and run games for learning, we can be games too. There are no boundaries! How different might daily life be, how much more might

we notice or learn, how much more fun might we have, if we knew that we could make a game of literally anything?

For more about the Thiagi Group, see <http://www.thiagi.com/>

For more about Sivasailam Thiagarajan, see <http://www.thiagi.com/who-we-are.html#thiagi>

### ABOUT THE AUTHOR



IAF Europe Newsletter columnist Gillian Martin Mehers is director and head of learning at Bright Green Learning @Atadore SARL, in Crans-près-Céligny, Switzerland. She blogs regularly about facilitation and learning at [www.welearnsomething.com](http://www.welearnsomething.com).

You can read this post online at <http://welearnsomething.blogspot.com/2010/08/when-i-was-game.html>

You can reach Gillian at [gillian@mehers.com](mailto:gillian@mehers.com).

## Method of the Month:

# Assumption Articulation

From the IAF Methods Database



In the Northern Hemisphere, this is the time of year for back to work and back to school as summer ends and autumn begins. As things begin anew, you may find your participants carrying old assumptions that may not work so well any more. And of course, this may happen anytime, not just in September! So the Method of the Month this time is Assumption Articulation. It was developed by Robert Harris, and is taken from the website <http://www.virtualsalt.com/crebook4.htm>

### Purpose

To bring to awareness assumptions being made about the situation in a problem solving process and to check their validity. Assumptions that are not valid can be dropped or changed.

### Steps

#### Context

1. Bringing to awareness the assumptions about the problems and the situation in which the problem operates is an often overlooked but important process in the problem solving process.
2. Assumptions are always present and necessary.
  - a. They set limits on the problem and potential solutions.
  - b. They reflect operating values,
  - c. They simplify the problem.
3. Assumptions are self-imposed and not imposed by the situation.
4. Once assumptions are articulated then we can ask each assumption; "Is it necessary?" "Is it appropriate?"

#### Surfacing Assumptions

5. Write out a clear and as detailed as possible statement of the problem.

6. Write the focus question in the centre of a flipchart paper.
  - a. List all the aspects of the problem.
  - b. List all the constraints caused by the problem.
7. (1) Ask individuals to list 10 assumptions that we are making about the problem.
8. Put up all of the unique assumptions on a white board or flipchart paper.
9. (2) Put up the list on the last page (see below). You can have the group create their own list. Ask if this reminds us of any other assumptions that should be examined. Put these on the flipchart of assumptions.
10. (3) Look at the focused question, its aspects and constraints. List assumptions being made with them.

#### Examining Assumptions

11. Assign groups to examine the assumptions:
  - a. Write out the assumption as a sentence.
  - b. Ask is this assumption needed to do the project?
  - c. Ask if it is not necessary is it suitable?
  - d. Prepare a report to the larger group.
12. Have groups report their conclusions.
13. Discuss particularly those that are being recommended to be changed.

#### About the Source:

The IAF Methods Database is an open platform for exchange of methods for group facilitation, maintained under an agreement with the International Association of Facilitators for the purpose of aiding in the development of the profession of facilitation.

[www.iaf-methods.org](http://www.iaf-methods.org)

# Welcome, new and returning members

(August 2010)

We are delighted to welcome new members who joined IAF in August:

- Ivor Bundell, UK
- Jayna Johnson, Hungary
- Pia Sassarsson Cameron, Sweden
- Engin Tosun, Turkey

We are equally delighted to welcome back the following members who renewed their memberships during August:

- Jonathan Ball, Switzerland
- Wolfgang Schmitz, Vanuatu



## Facilitation Workshops and Meetings 2010-2011

Find out more details about specific events listed here by visiting the Workshops and Meetings section of the IAF Europe Forum (<http://www.iaf-europe.eu>) If you would like to let others know about an event you are organizing, please email [rosemary.cairns@iaf-europe.eu](mailto:rosemary.cairns@iaf-europe.eu).

### SEPTEMBER 2010

- Graphic Harvesting, Sept. 4-5, Brussels, Belgium (Nick Payne)
- Leading Meetings that Matter. An Advanced Facilitation Workshop, Sept. 5-7, Elsmeren, Belgium (Sandra Janoff and Marvin Weisbord)
- Managing a Future Search, Sept. 9-11, Elsmeren, Belgium (Sandra Janoff, Marvin Weisbord)
- 2010 Future Search Learning Exchange, Sept 12-14, Geetbets, Belgium
- Invitations to Stage 2 of Certification event in Helsinki extended Sept. 13
- Public Facilitation Skills Training Programme, Sept. 13-15, Central London (circleindigo)
- Training in Designing and Facilitation with Lego Serious Play, Sep. 13-16, Copenhagen, Denmark (Per Kristiansen)

- Skilled Facilitator workshop, Sept. 13-17, London UK (Roger Schwarz)
- ICA European Interchange, Sept. 17-19, Brussels (European ICA Network)
- Advanced Skilled Facilitator Workshop , Sept. 20-21, London UK (Roger Schwarz)
- Group Facilitation Methods, Sept. 21-22, Manchester UK (ICA:UK)
- Leadership for Turbulent Times, Sept. 21, London UK (John McWatters, Living Leadership)
- CPF Certification Event (in Dutch), Sept. 23, Rossum, The Netherlands.
- Action Planning, Sept. 23, 2010, Manchester UK (ICA:UK)
- Applied Improvisation Network Conference, Sept. 24-26, Amsterdam, Netherlands (AI Network)
- The Art of Collaborative Leadership Training, Sept. 25-27, Brussels, Belgium
- Business Partner Skills, West Sussex, UK, Sep. 27-29, 2010 (Roffey Park)

### OCTOBER 2010

- Facilitation Strategies for Leaders , Oct. 4, London UK (Ingrid Bens)

- Advanced Facilitation Strategies, Oct. 7-8, Edinburgh, UK (Ingrid Bens)
- IEMA Change Management workshop, Oct. 12, Newcastle upon Tyne (facilitator Penny Walker)
- Group Facilitation Methods, Oct. 12-13, London, UK (ICA:UK)
- Facilitator Certification Event, Oct. 13-14, Helsinki, Finland
- IAF Europe 2010 Conference, Oct. 15-17, Helsinki, Finland

#### NOVEMBER 2010

- Planning group meeting for WOSONOS 2012 London, Nov. 6-7, London
- "Facilitation Beyond Frontiers", Nov. 6-15, Kovacica, Serbia
- Introduction to Group Facilitation, Nov. 16, Manchester UK (ICA:UK)

- Group Facilitation Methods, Nov. 17-18, Manchester UK (ICA:UK)
- Change the Conversation, Change the Organisation, Nov. 11, London UK (John McWatters, Living Leadership)

#### DECEMBER 2010

- 16th conference Online Educa Berlin, Dec. 1-3, Berlin, Germany

#### JANUARY 2011

- Art of Hosting Training, Jan. 11-14, Copenhagen & Zealand, Denmark

#### APRIL 2011

- CREA Conference, Apr 13-17, Sestri Levante, Italy

*Do you have pictures from past IAF Europe conferences to share with our archives? These pictures are from the 2003 IAF Europe Conference at Staverton Park, England.*

