



International Association
of Facilitators

IAF EUROPE NEWSLETTER

DEC. '10/JAN. '11



TRANSFORMATIVE FACILITATION

An adventure journey for living, acting and operating

#12 DEC. 2010 / JAN. 2011



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; gary.austin@iaf-europe.eu; kristin.reinbach@iaf-europe.eu; rosemary.cairns@iafeurope.eu, or speak with Ben Richardson or Bobbi Redman of Entendu at 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.

Editor: Rosemary Cairns

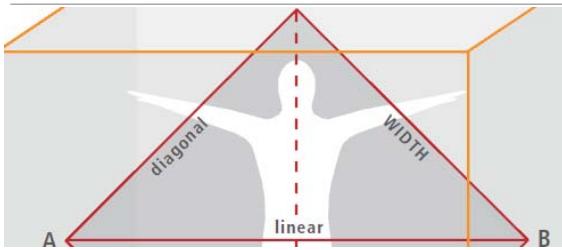
Design: Christian Grambow | www.christiangrambow.com

Contributors: Ann Alder, Maureen Jenkins, Julie Larsen, Pamela Lupton-Bowers, Annette Moench, Kristin Reinbach, Ben Richardson, Hannelore Schnellbuegel

Cover picture: This picture of a learner and mentor at work illustrates the article written by Ann Alder in this month's newsletter, which explores the role facilitators can play in facilitating life long learning, but it could as easily apply to the thoughtful article by Annette Moench and Hannelore Schnellbuegel about the transformative power of facilitation and the role of the facilitator in such transformations.
(Photo courtesy of Ann Alder)

Please send your contributions to your Newsletter to rosemary.cairns@iaf-europe.eu

#12 DEC. 2010 / JAN. 2011 - CONTENT



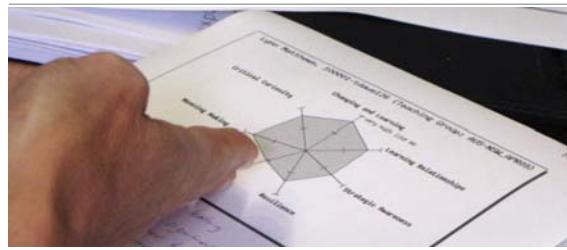
4 TRANSFORMATIVE FACILITATION

By Annette Moench and Hannelore Schnellbuegel



14 METHOD OF THE MONTH: DONUT PRIORITIZATION

By Maureen Jenkins



11 ENHANCING LEARNING POWER: EFFECTIVE LIFELONG LEARNING

By Ann Alder



15 MEMBER NEWS

- IAF Europe Conference - Istanbul
- The latest news from Entendu
- The Election Results Are In!
- News from the Global Board
- Chapter Starter Kit is Ready
- Welcome, new and returning members
- Facilitation Workshops and Meetings 2010-2011

Transformative Facilitation

An adventure journey for living, acting and operating

By Annette Moench and Hannelore Schnellbuegel

It was once again one of life's coincidences. Hannah met Annette. Annette met Hannah. Two coaches and facilitators both having many years of experience started to get to know each other and to exchange their views on their work and activities.

We realized to our astonishment that we had had the same experiences in different global organisations, companies and business units, all of them referring to a profound evolutionary change in the work and interaction of people.

Our many years of experience in working with groups on the topics of cultural change, problem and trouble shooting, vision and strategy, change management, process reengineering, team building and diversity programmes has taught us one thing: What was still possible 10 or 5 years ago in accompanying groups thanks to classical facilitation methods has suddenly changed over the last 4 years.

WHAT HAS CHANGED?

Even if the order was formulated in a very traditional way, the persons taking part in those workshops wanted something quite different. They no longer wanted to solve an existing conflict between two departments or parties, prepare a new com-

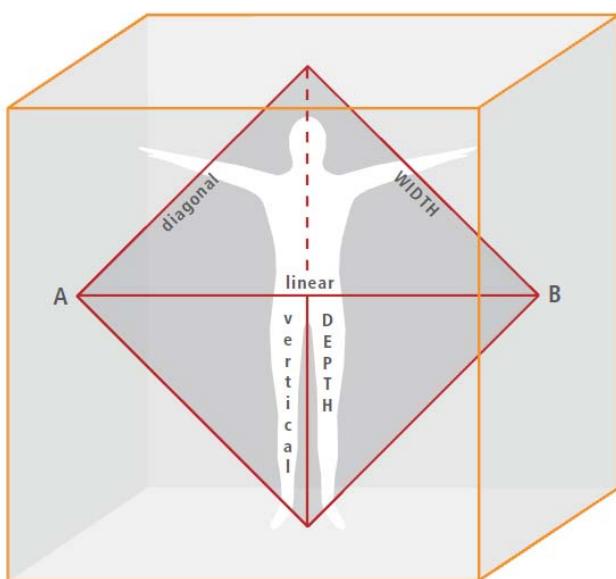
pany strategy including the resulting targets or start the change management programmes for the umpteenth time.

Instead of that, they wanted and still want to be regarded as entire persons, not only as a role, function or resource. They also wanted and still want the system and the organisation they were or are working for to be considered as a unit with many different parts, which depend on each other and are mutually conditional. And they also wanted and still want global contexts to become more transparent and more understandable for them.

In short, the purely horizontal (linear) approach and method of working from starting point A to point B, which still had to be created, is no longer valid. Now it is about integrating depth (vertical) and width (diagonal) and thus opening a holistic room of potentials, moving there together and permitting or giving everyone his/her own space.

Thanks to the integration of depth and width a completely new complex and highly dynamic area of potentials is coming into being. These potentials can be used for the holistic realisation of projects.

To us, it seems that the wonderful and successful history of the development of facilitation within 80 years with uncountable creative minds,



© Moench/Schnellbuegel

The room of potentials

authors and participants is currently opening a new chapter for the accompaniment of people, who are involved in change processes.

This is also referred to in our discussions and research as for approximately the last 3 to 4 years, where crises in companies and finance, national crises and disasters have become more frequent, completely new issues have arisen, which demand holistic and meaningful answers.

Honesty, truth, clarity and transparency are essential parts of these holistic answers. Meanwhile lip services, manipulation and ignorance are identified and unmasked very quickly by people. The result of this process of unmasking is that people block out things, become destructive or indifferent, respectively resign and remain in the old ways of thinking and acting.

Hereby, the real chance of profound change is wasted because there are no courageous guides to enable a departure to the long-awaited fresh ground.

WHAT IS NEEDED TO OPEN THE NEW ROOM OF POTENTIALS FOR REAL CHANGE?

We need self-conscious people, who decide and act responsibly and demand an authentically experienced culture of leadership.

We need a culture of leadership that has sufficient courage to ask itself meaningful questions and that does not give in at the moment of truth and when unconventional ideas occur. We need brave and experienced facilitators.

In our experience facilitation is able to accompany such processes by asking holistic questions: For what reason, for what purpose and for what aim is that helpful or necessary? What drives us? What is our own need? What will be the short, medium and long-term consequences? Whom does it serve or harm? And so on.

There are purely action-driven questions such as „What must be done?”, „How will we do it?”, „Who will do it?”, „Up to what date must it be done?”, „What will be the result and what does it cost?”. These questions only represent the linear component in the area of potentials, but maintain their value for the realisation. It must be said, however, that it has become evident that the realisation itself is holistic and therefore must continuously be supported by holistic questions; because change

takes place in a permanent wave motion and does not know any static or safe state.

Thanks to this knowledge and experience we both agree that people urgently need not only to be satisfied by actions or operations but also by integrating being and becoming as a very human need.

WHAT DOES THIS MEAN FOR FACILITATION AND FACILITATORS?

The development is clearly moving away from the classical mainly short-term oriented change management approach towards a more sustainable transformative procedure or to be more precise a transformative flow. That is exactly the new field of work for facilitators: transformative facilitation.

CHANGE MEANS:

correction • reorganisation • revision

Change is the modification taking place on the surface within a given structure or system. It enables correction of existing processes and helps in testing new ideas. Change has immediate, but often no sustainable effect.

TRANSFORMATION MEANS:

conversion • metamorphosis • regeneration

Transformation is in-depth-change leading to a different perception; real mind expansion takes place, being the basis for incorporating issues, which have been seen, lived and felt, whilst creating new structures and processes in a sustainable way. Thus, its efficiency becomes more permanent, deeper levels can be reached and actions become holistic.

Let us give you a short definition of terms and how we understand change and transformation:

After exploring that people nowadays want to understand, live and act holistically, we have been posing the following questions to various persons from different sectors (companies, non-profit, politics, social etc.) since 2006:

▪ **WHAT IS DECISIVE FOR FUTURE CHANGE PROGRAMMES?**

▪ **HOW SHALL REAL CHANGE PROGRAMMES BE ACCOMPANIED?**

The answers were both mind-boggling and very clear. (Here are some quotations.):

WHAT IS DECISIVE FOR FUTURE CHANGE PROGRAMMES?

- Recognize people as people and go beyond roles and functions.
- See the person as a whole and not only as an employee.
- Leading means giving an example and not announcing what others have to do and then doing something quite different oneself.
- Becoming aware of oneself and one's contribution and being ready to take responsibility.
- The central point is to reflect on how we want to live and act and that in a holistic way and not always regard things in a fragmented and short-term oriented way.
- Defining values is nice, but living values is something quite different.
- When proposals are made and decisions are taken, it is decisive that it is made transparent what this really means. That is to say, who or what benefits from this, who or what is disadvantaged by it, and then we must reflect if we do really want it.
- There are so many visions, basic principles, strategies and goals. Finally, who has ever reflected on the real sense of our organisation?
- Fears and needs require their place, otherwise they may boycott the new.
- Change without incorporating the continuous change does not work.
- We have been talking of ethics and social responsibility for years. Why are these issues rarely the subject of change projects? Why is it always only about faster, higher, wider and larger? Why do we always talk and not act?

HOW SHALL REAL CHANGE PROGRAMMES BE ACCOMPANIED?

- A continuous, authentic and independent escort is needed.
- Methods and little games are nice. But what is far more important is the feeling of real companionship, which challenges and supports the group.
- Please do it with authentic persons, who have experience of life, and not with smooth consultants, who are also obedient.

- By persons, who are able to look behind the facade, encourage and themselves give an example.
- Competent, as persons, with feet firmly on the ground, not living in another world and being theoretical.
- Empathic, real, straightforward.
- Continuous, but always adapted to the needs of the process. Interactions in small teams and large groups should alternate. Individual coaching is very effective.
- In addition to a clear practical orientation we need a meaningful orientation: What is it good for? Why do we want to do it? This provides a higher boost of motivation than just listing the new action items.
- It becomes more and more important to communicate „the whole“. Being a part of the whole is meaningful, provides security and activates the power of wanting to be a part of it.

TRANSFORMATIVE FACILITATION - HOW DOES THE CONCEPT LOOK?

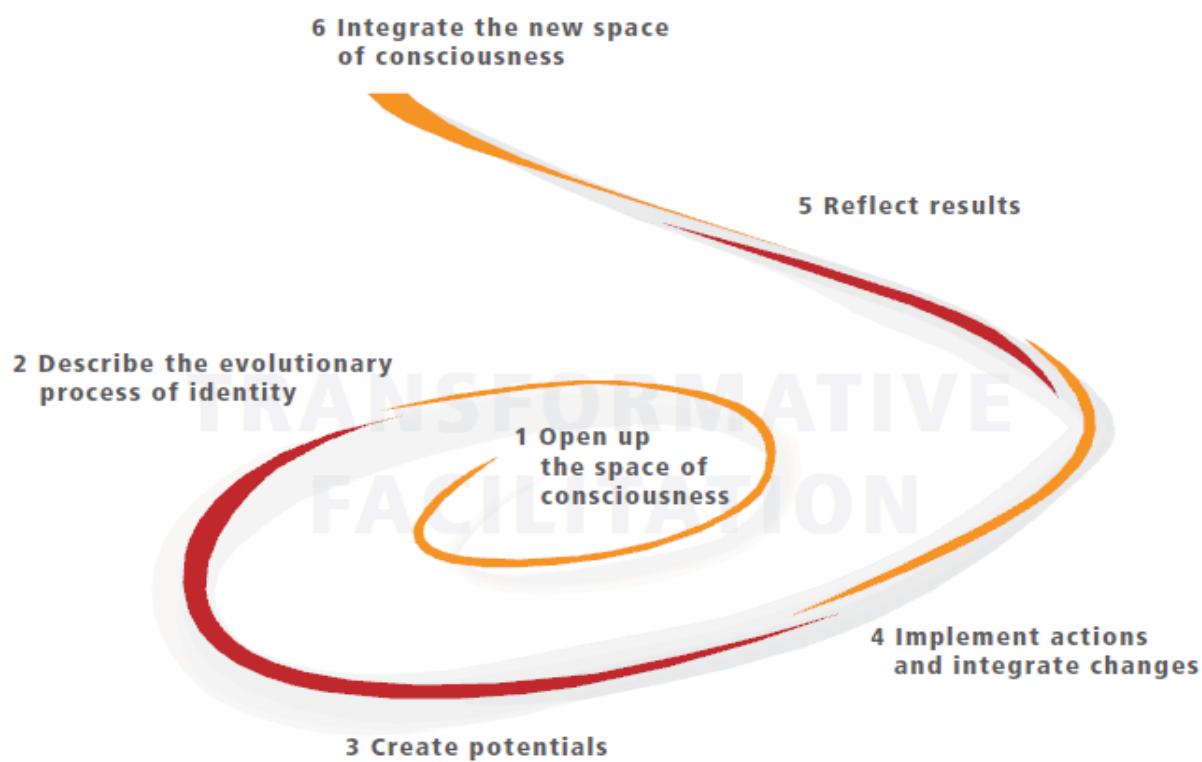
Based on our own experience and encouraged by the following wind of the clear statements at the interviews we have started to design a holistic concept for transformative facilitation and transformation processes originating from the dynamics of a spiral: a consciousness leap in life, acting and operating.

Hereby, we want to emphasise that this is not a static model that has always to be used in that way, but that it lives essentially from sense and purpose as well as the persons involved and the area of creative possibilities. For us, it is always very exciting to go with the flow and to swim along as escorts.

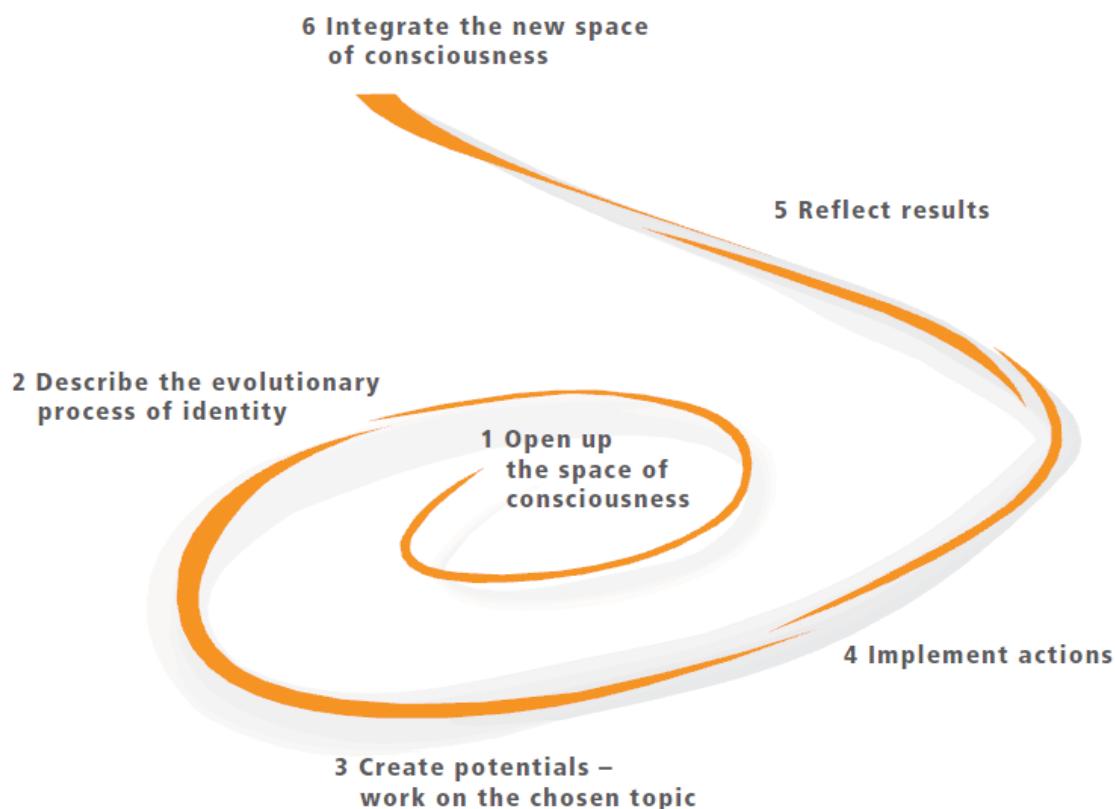
The spirals work in six steps. (Figure 1)

It is decisive for using the spiral that two levels within the awareness room are connected to each other. The first level is the level of the group and the second is the level of the facilitators. That is to say that we strongly recommend clearly defining the group and its composition in the framework of the briefing (preliminary interview, if necessary); and that every facilitator has passed his or her own spiral during the preparation of the event. During the facilitator debriefing all spiral levels should be reflected.

THE SPIRAL FOR THE NEW CONSCIOUSNESS LEAP OVERVIEW



THE SPIRAL FOR THE NEW CONSCIOUSNESS LEAP THE GROUP LEVEL



HOW DOES THE PRACTICAL APPLICATION WORK?

Spiral level 1:

The group: Persons participating in working together on a topic, in achieving a goal or a result, who want to use all potentials and recognize interconnections.

1 OPEN UP THE SPACE OF CONSCIOUSNESS

- Who am I? Who are we?
- What is the meaning of our actions?
- What kind of knowledge is at our hand?
- What is our understanding of consciousness?
- ...

2 DESCRIBE THE EVOLUTIONARY PROCESS OF IDENTITY

- What exactly do we want to achieve?
- What are our preconditions?
- What values do we have and how do we live them?
- ...

3 CREATE POTENTIALS - WORK ON THE CHOSEN TOPIC

- What is our vision?
- How do we get there?
- Which kind of influences are there?
- ...

4 IMPLEMENT ACTIONS

- Projects
- Reviews
- Resources (Hard & Soft Facts)
- ...

5 REFLECT RESULTS

- What have we achieved?
- What worked out well? What didn't? Why?
- How did our consciousness evolve?
- ...

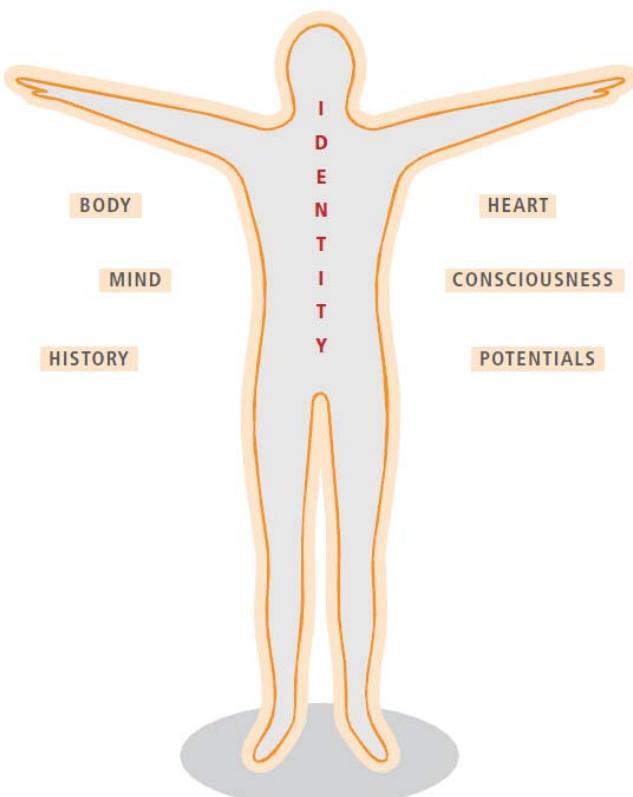
6 INTEGRATE THE NEW SPACE OF CONSCIOUSNESS

- Who are we now?
- Which kind of contribution do we have to make?
- What kind of knowledge do we have now at our hand?
- Celebrate the new leap of consciousness and go on integrating....
- ...

The key of successful implementation is to open up the space of consciousness at the beginning of the process. The questions asked are examples and must be adapted according to the topic and the group. It is decisive that thanks to the question the dynamism of the persons involved and the chosen topic can further develop within the move of the spiral. Hereby, it is important to approach people as human beings as a whole.

In our experience it has always been a challenge that there is not only one single view, opinion or even result, but that people move on different levels of the spiral and therefore within the area according to their personal identity. This is where leadership is needed, that does not only think of right or wrong, but recognizes variety as potential and knows how to use it. It is about the acceptance of multi-dimensional options or solutions that can effortlessly integrate future changes. This is the biggest hurdle, as very often it is still the one, or maximally two-dimensional thinking that is favoured. (If we do that, then exactly that will happen / Whoever disagrees does not belong / Simply good or bad.) Particularly in this global and varied living and working together we have known for a long time that multidimensional observation and solutions are more sustainable and promising – but to recognize, implement and experience takes time, or to put it better, practice.

There is one thing that is for sure: Transformative facilitation is an adventure journey and not an all-inclusive package.



The Whole Human Being

© Moench/Schnellbuegel

HOW DOES THE ROLE OF A TRANSFORMATIVE FACILITATOR LOOK?

The facilitator becomes the travel companion on the adventure journey. She/he acts from level 2 of the spiral together with the group at level 2.

Spiral level 2:

Transformative facilitators: Persons accompanying and supporting persons, who are also part of the group, but play a special role for a certain period of time; who create depth and width within the space so that a multidimensional and multidiverse field of work in the form of a spiral can develop.

1 OPEN UP THE SPACE OF MY SELF-CONSCIOUSNESS

- Who am I?
- Am I aware of my Self, my Ego and my Role?
- What is my mission?
- What knowledge do I have at my hand?
- ...

2 START THE EVOLUTIONARY PROCESS OF IDENTITY

- What constitutes myself?
- What are my potentials?
- What values do I have? How do I live them?
- ...

3 START THE IMPLEMENTATION PROCESS (3 + 4)

- 4** ▪ Total presence
- Ongoing contact with people
- Create the structure, guide the process, use holistic methods
- ...

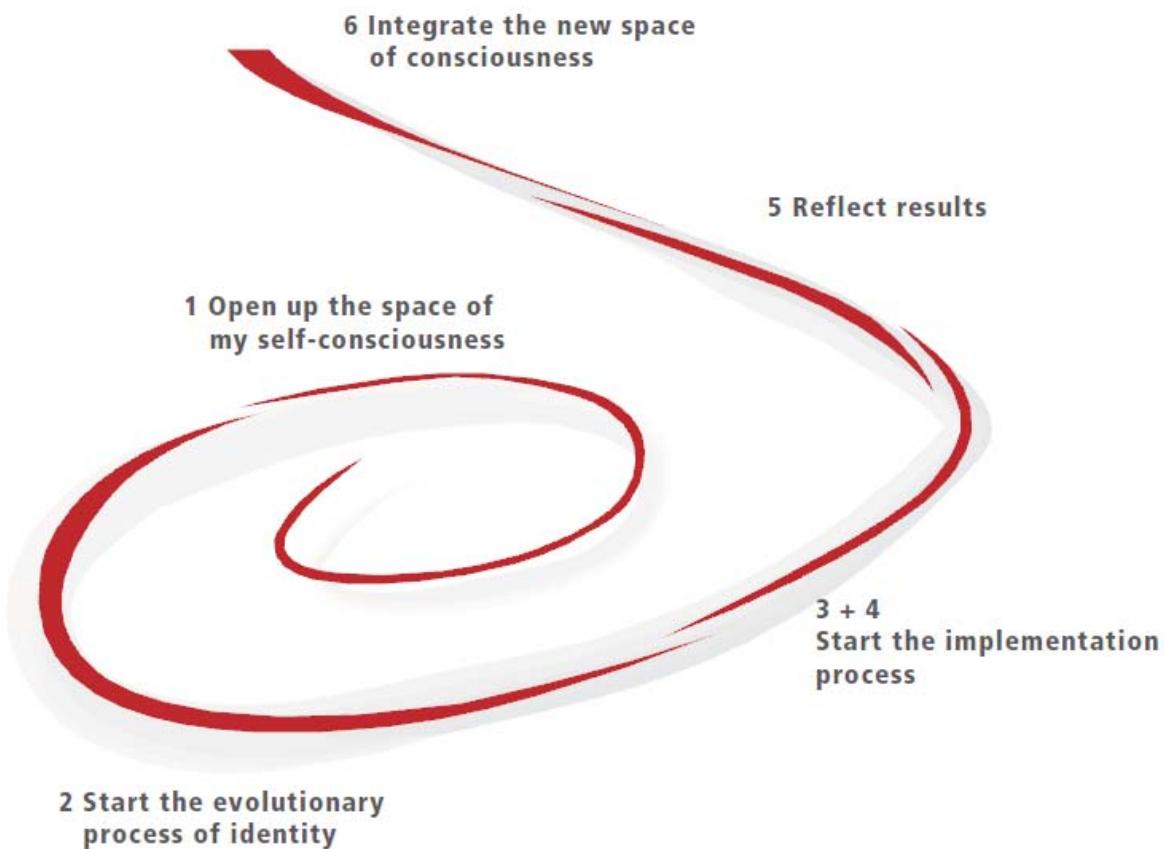
5 REFLECT RESULTS

- How do I feel?
- What worked out well? What didn't? Why?
- How did our consciousness evolve?
- ...

6 INTEGRATE THE NEW SPACE OF CONSCIOUSNESS

- Who am I? Now?
- What kind of knowledge do I have now at my hand?
- Celebrate the new leap of consciousness and go on integrating...

THE SPIRAL FOR THE NEW CONSCIOUSNESS LEAP THE PERSONAL LEVEL



■ ...

It is decisive for the task or role of a transformative facilitator to become aware of who I am, why I have assumed this task, what makes me up for this role, what is my contribution and am I able to create a space of consciousness and accompany dynamic and spiral processes. Methods and techniques are good tools, but persons orient themselves towards persons, towards their charisma and their lived know-how based on their own experiences and true personhood.

Against this background we recommend everyone, who is willing to assume the important and challenging task of a transformative facilitator, to assess his or her own current situation and to do a journey of visions.

Here is a short check list for starting off:

- What is my consciousness as a person?
- What have been the most important transformation experiences of my own life?
- What type of idea of man is characteristic for me?

- What fascinates me in my task of a facilitator?
- What experiences do I have with multidimensional processes?
- Where do I want to develop as a facilitator?
What shall be my contribution?

The complex and dynamic challenges of nowadays require a lot of creativity, courage and a strong commitment to being a person. The new field or better the new area of potentials has just started to open up and to develop. There is a lot to be discovered, shaped, effected; and life has to be experienced with all its different aspects.

Transformative facilitation – the adventure journey has begun. We are looking forward to it!

We would be happy to share your experience.
Please send us an email at:

contact@moench-networks.com or
hs@hanneloreschnellbuegel.com

ABOUT THE AUTHORS



ANNETTE MOENCH

IAF member in Germany, Managing Director of moench networks life & business transformation, being located in Munich, Germany and Perth, Australia, facilitates large group interventions, conferences and meetings around the globe. She regularly delivers Workshops for the IAF in Asia, Australia and Europe. Annette's passion is with Diversity and Leadership topics in complex and dynamic settings gaining to transform old thinking and operating up to a new level of consciousness. Annette is also acting as a transformative coach.



FORUMHANNOLORESCHNELLBÜGEL - RAVENSBURG - GERMANY

Guiding: Value-based consulting of national and international companies
Specialized in complex business transformation processes Science, insights, and wisdom for creating transformational businesses
Guidance: Wisdom of leaders - to make business truly transformational
Open up to a new holistic view of acting

Hannah's passion is to liberate together with you your full holistic potential that you truly succeed – on all levels in your life.

Enhancing learning power: effective lifelong learning

By Ann Alder

As facilitators, we are all familiar with the concept of ‘facilitating a process’. We provide a challenging but supportive structure to enable group members to work together effectively, in order to make a decision or achieve a goal that is significant to them.

However, we may not be quite so familiar with the idea that almost every time we find ourselves in a facilitation role, we are also facilitating a learning process. Sometimes there is an overt ‘learning purpose’ in what we do: we facilitate groups sharing knowledge, expertise and experience in order to learn more about their organisation’s current situation and future strategy. Perhaps we facilitate team development, in which we aim to engage team members in active learning about themselves, each other, individual and team needs and their ‘fit’ in a bigger organisational, community or social environment.

At other times the learning is less about content and more about process: learning how to be more effective decision-makers, active listeners of influential communicators.

Rapid learning needed

My interest in how we learn, and how our ability to learn effectively and continually impacts upon personal satisfaction and success, led me to explore a wide range of models and theories about ‘learning to learn’. 21st Century technologies and organisations demand rapid learning: the ability to adapt, change and demonstrate behavioural flexibility has been recognised as perhaps the most important modern survival skill.

- So, what are the qualities and characteristics of really effective learners?
- How can we develop assessment strategies that strengthen these qualities?
- How do we help learners to engage their life stories, life-worlds and communities in their learning?

These three questions were asked in 2002 by Professors Patricia Broadfoot and Guy Claxton at the University of Bristol and led to them initiating a research project, led by Ruth Deakin Crick and funded to the tune of £250,000 by the Lifelong Learning Foundation.

Through an exhaustive investigation of literature on learning and what impacts upon it, followed by extensive consultation with academic experts, learners and practitioners, the research team generated a huge amount of verbal data on what factors affect an individual’s ‘Learning Power’. These factors embraced not only the psychology of the learner, but also external factors such as social psychology, the management of the learning environment, how the learning is delivered and an individual’s past history of learning.

What emerged from the research were seven dimensions, the development of which seemed to be fundamental in becoming an effective learner. These seven dimensions include thinking and behavioural capabilities, as well as particular ‘attitudes’ that support learning. The seven dimensions, (Changing and Learning, Critical Curiosity, Meaning Making, Creativity, Strategic Awareness, Resilience and Learning Relationships) in combination, create ‘Learning Power’. Ruth Deakin Crick likens these dimensions to the ‘DNA’ of learning, saying, “If there was anything else to

find out about how effective learners learn, we would have found it!"

Measuring learning power

Since then, the project has developed and has led to the creation of ELLI: The Effective Lifelong Learning Inventory. ELLI is a self-scored measure of Learning Power, based around the ‘Seven Dimensions of Learning’. The instrument has been developed and tested extensively with school populations, although the original research through which the inventory was theorised and created was applicable to and specifically focused on lifelong learning (hence its title).

The research database now contains between 45,000 and 50,000 cases, of which a significant proportion are aged 18 and above and represent a range up to age 70.

We are now in the interesting process of exploring how to use ELLI in facilitating adult learning in business and organizational settings. There are some fascinating questions around using ELLI in Performance and Talent Management, Management Coaching, Team Development and in supporting learners in tracking their own

development through blended learning and self-managed learning programmes.

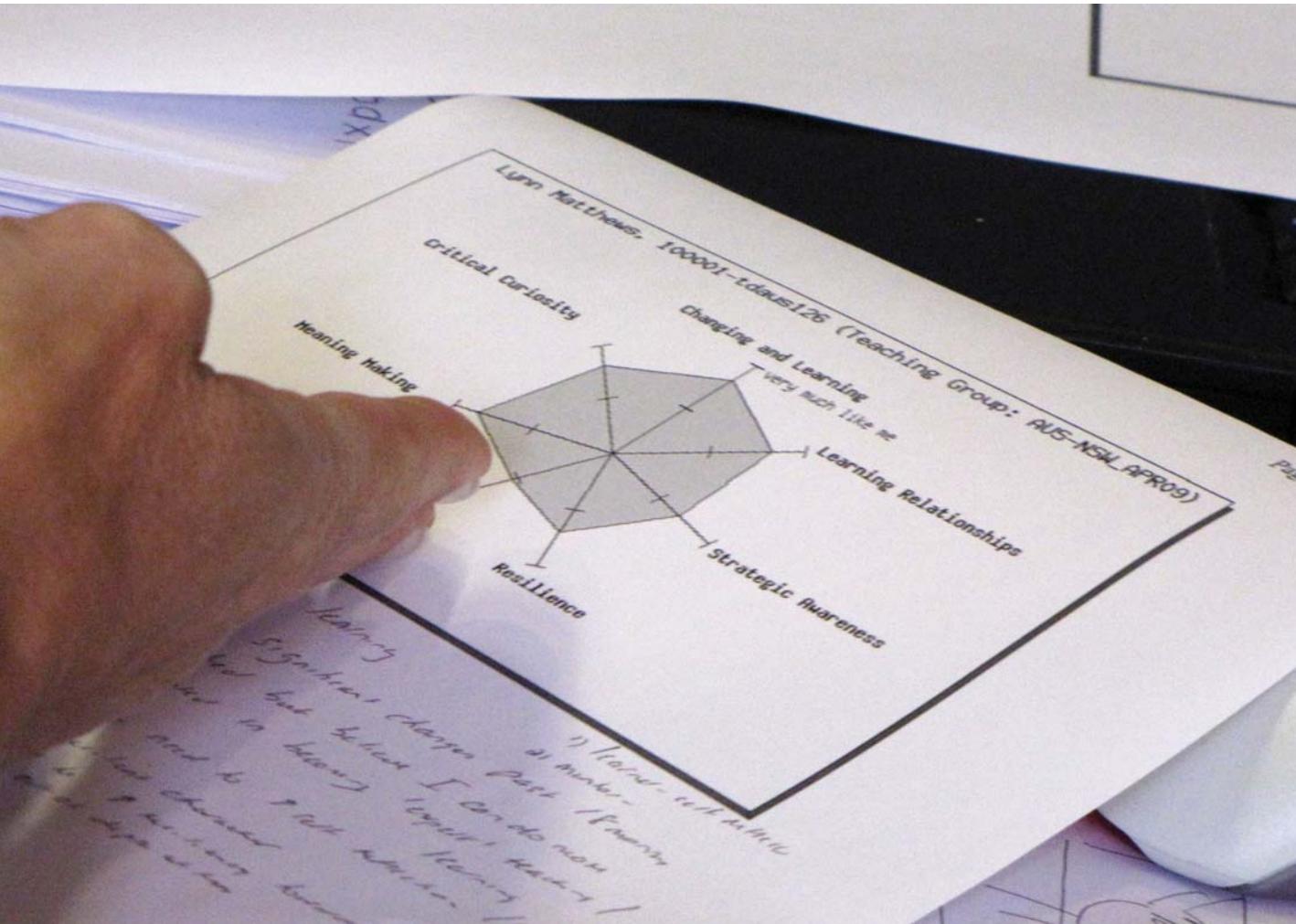
It is going to be a fascinating study to establish whether there are, in fact, patterns that link learning power and management approaches. For example:

- Do managers with a high level of 'critical curiosity' and 'creativity' in relation to their own learning encourage more risk-taking and innovation from those they manage?
 - Do managers with strength in 'learning relationships' engage their teams more effectively in team-based learning projects?
 - Do managers who score themselves high on 'meaning making' do a better job of offering their employees access to wider strategic thinking and the 'big picture' and are they more successful in making cross-functional and cross-departmental connections?

Improved leadership

Further, on the assumption that better learning leads to better performance, developing learning power could improve performance in any or all of the main categories of management or leadership behaviour:

The room of potentials



- How well you think - analysis, judgment, decision etc...
- How broadly you think - breadth, perspective etc...
- How well you take others with you - influence, persuasion, leadership etc...
- How much you achieve - results, delivery, outcome achievement etc...
- How bold you are - courage, confidence etc...

Shifting attention from the manager's own behaviour to how they manage others, knowing your learning profile could improve the way managers:

1. Identify future leaders. Separate research suggests that 'the willingness and ability to learn from experience' correlates most strongly with 'leadership potential'. Managers could use their knowledge of learning power to help them identify and develop future leaders.
2. Assign people to projects. Knowing the value of the 7 dimensions for themselves, managers might tune in to evidence of those dimensions in their teams and assign people to tasks by matching learning abilities to task requirements for either performance or development reasons.
3. Enable sustainable performance. One way or another, managers are faced with the daily task of constant adaptation and improvement. Like them, their teams are also navigating an emergent landscape in which they are expected to perform well. Managers who know their own learning profile might use that knowledge to help their teams acquire the all round learning capability required for sustainable high performance in an ever changing world.

If we believe in the idea that improving your ability to learn improves your ability to perform, knowing your profile and working on it could help anyone to simply do their job better, whatever it happens to be.

If you are interested in finding out more about 'learning to Learn', please feel free to contact me and get involved as we test these ideas and establish how we can use this new knowledge about learning to support our broader facilitation skills.

ABOUT THE AUTHOR



Ann Alder has been involved in learning and development for almost 30 years - as a teacher, teacher trainer, training consultant, staff development manager, coach and facilitator. Ann is currently Director of RSVP Design Ltd, a learning design company specialising in designing and delivering creative, interactive learning activities, processes and programmes. Her particular interest is in facilitator training, supporting other learning and development professionals in offering high quality, learner-centred face-to-face training and learning events.

Ann has considerable international experience and enjoys the specific challenges of working with multi-national, multi-lingual groups. As well as working directly with organisational clients she writes, speaks at conferences, and runs international workshops to introduce experiential learning methodologies and facilitation skills to new audiences.

Ann lives on the edge of the Lake District in North West England with her husband, teenage son and daughter who provide constant inspiration and support.

She can be contacted via her company website www.rsvpdesign.co.uk or by email: annalder@rsvpdesign.co.uk

Method of the Month:

Donut Prioritization

By Maureen Jenkins, IAF Methods Database

Part of closing the year for me has been reading through all of the methods in the Database. Since I'm always on the lookout for convergence tools, I was really struck when I came across Donut Prioritization, developed by Mary Jackson at maryjackson@pdq.net I hope you like it!

Purpose

To prioritize tasks into three levels and to create a quarter timeline.

Steps

Preparation

- Paper a wall and draw a big donut. The number of items that can reasonably be considered critical determines the size of the center of the donut.
- Make a post-it note for each item up for consideration, and put all of the post-its on the donut itself.

Instructions

The center of the donut means, "There's no point in doing anything at all if we can't do these." The area outside the donut means "we can't/won't do these at this time", perhaps because of sequencing issues (prerequisites), budget, feasibility... The donut itself means, "These are all be great things to do if and when we can."

- Open up the discussion to moving items inside or outside the ring.
- Test every item going into the center, "Do we HAVE to do it right now?" You may have to redefine some items into workable blocks.
- You should end up with a very workable set of absolute requirements. The fact that the items on the ring are desirable seems to make it easier for



people to leave things there.

- Next, put up some more paper. Take the items on the donut and have the group place them on the second sheet of paper in a rough timeline. They should be able to group less critical items into logical units of work, and they should be able to describe/name each of the subsequent groupings. They will also likely identify a number of items that are relatively cheap and easy and might as well be done with the first round but they should remain as "second tier" items, with the understanding that we want to do everything in the second tier, but we can delay any of those for time, budget, or any other issues.
- A real key to this is that you don't have to argue the validity of every item. You respect the importance of everything on the wall, even those that won't make the first cut. And you open up the possibility of managing the amount of work as the group moves forward.
- The group will leave the session with a first phase and a sense of what the next phases will be based around. They should expect to repeat the exercise periodically, because things change make sure they don't think they are truly defining the next 5 phases, only setting a long-range direction.

IAF Europe Conference – Istanbul

By Ben Richardson

Following the announcement that the next conference will be held in Istanbul on 14th to 16th October 2011 a lot has been happening. For example, there are already 52 people signed up as 'interested' in the conference.

The seven-person Turkish Planning Team, based in Istanbul, has been established and will be chaired by Rengin Akkemik. The Team will hold its first meeting on Monday 6th December 2011 to start the planning process. The priority actions are; to recommend a conference theme, to identify a suitable venue, how to manage a two-language conference and issues such as how to raise the conference profile for large corporate organisations.

During the first week in January, there will be the first joint meeting of the IAF Europe admin office (Ben Richardson) and the Turkish Team. During this time there will be a number of site visits to potential conference venues. During these visits, consideration will be given to the feedback and suggestions received following previous conferences.

Please always remember, we rely heavily on members for their contributions, not only by facilitating workshops but also through ideas and suggestions. Please don't hesitate to contact us if you have any ideas for next year's conference.

The latest news from Entendu

By Ben Richardson

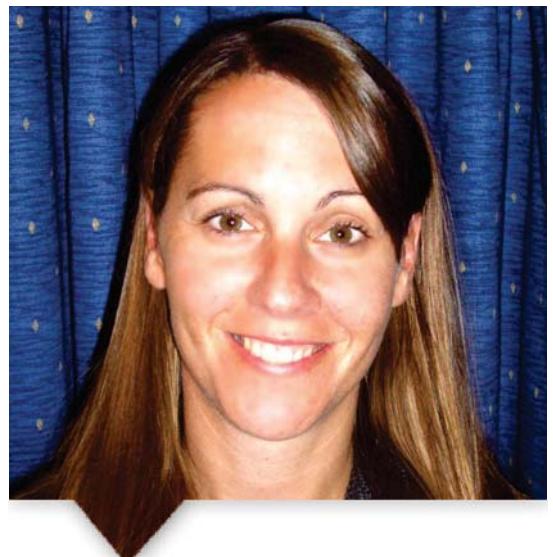
Since the Helsinki Conference and increasing involvement in administering membership in Europe, Entendu has been changing and restructuring to better cater for the needs of members in Europe.

Entendu has a new team member, Bobbie Redman, she will be taking over many of the member administrative functions leaving Ben Richardson more time to concentrate on the annual European conference and issues such as member benefits. We say farewell and thanks to Nicki Cadogan who was involved in the Helsinki Conference as she develops her career in a new direction.

As a result of these developments there are some changes to our contact details;

Postal Address: IAF Europe, PO Box 529, Kings Langley WD4 9HX, United Kingdom
 Office Email: office@iaf-europe.eu
 Tel: +44 (0)1923 400 330 -
 Fax: +44 (0)1923 620 320
 Ben Richardson: ben.richardson@iaf-europe.eu
 Tel: +44 (0)20 8144 7683 - Skype: ben.entendu

BOBBIE REDMAN



Bobbie has had eight years of experience in the travel industry where she started in retail travel. Later, she became a specialist sales consultant in travel for Australia, New Zealand and around the world. More recently her activities have focussed on all aspects of business travel.

Bobbie Redman: bobbie.redman@iaf-europe.eu
 Tel: +44 (0)20 8144 7684 - Skype: bobbie.entendu

Remember

The Europe office is your first point of contact for any questions relating to your membership or any other matters relating to the activities of the IAF in Europe. As we are based in the United Kingdom we operate European working hours which means that we are able to be more responsive to telephone calls or emails. For membership and other payments, we are able to accept funds in a number of convenient ways. Do not hesitate to contact us at any time.

Changes to Member Fees

Following the decision by the IAF Global Board to increase member fees from the 1st January 2011, the Europe Office will reflect those changes in the Sterling and Euro rates it has to charge. We will set our rates against the official exchange rate for the 1st January 2011. These new rates will be published in the January IAF Europe Newsletter.

When does the change happen?

The fee changes announced by the Global Board will take effect on the 1st January 2011 for all new members and those who are renewing lapsed memberships. For any members who are renewing for membership which expire in December, they will have the normal 30 days to complete their renewal at the current rate.

Insurance update

As many of you already know, we are negotiating with Insurance Companies in order to secure premium discounts for members throughout the Europe Region. Currently we are in discussion with one of the largest Insurance organisations in the world. In order for this Company to assess the needs of Europe members, they have asked for samples of examples of cover held by members as well as examples of the sort of contracts that are agreed with clients.

If any of you can supply such information (suitably made anonymous) please send it to me at Entendu on ben.richardson@entendu.co.uk

The Election Results Are In!

By Julie Larsen (julielarsen@mac.com)

On behalf of the 2010 Nomination Committee (Ulla Wyckoff, Linda Mather, Cameron Fraser, David Wayne, and Gary Austin)

On behalf of the Nominations Committee, I am pleased to share the results of the IAF's recent elections for its global Board of Directors.

The following people have been elected for a one or two-year term on the Board (based on the Board succession planning):

- Ethan (Jerry) Mings (Ontario, Canada) for Secretary
- Daphne Cant (British Columbia, Canada) for Treasurer
- Simon Wilson (Welwyn Garden City, United Kingdom) for Director of Membership &

Chapters

- Sheryl Smail (Gisborne, New Zealand) for Director of Professional Development
- Linda Starodub (Vienna, Austria) for Director of Sponsorship and Endorsement
- Bill Reid (British Columbia, Canada) for Director of Communications

Four (out of seven) positions for Regional Directors were also up for election this year. The following people have been elected to these roles for a two-year term:

- Ephraim Osunde (Lagos, Nigeria) as Regional Director for Africa
- Rhonda Tranks (Melbourne, Australia) as Regional Director for Australia and New Zealand

- Pamela Lupton-Bowers (Collonge-Bellerive, Switzerland) as Regional Director for Europe
- Cynthia Pace (Maryland, USA) as Regional Director for the United States

This means that the Association will have a full and complete Board, in time for its face-to-face meeting in London in January 2011. We wish all those elected – both new and returning – a very successful term and we look forward to learning more about their initiatives.

I would also like to thank all those who took a moment to vote in this first election for the Association's global leadership. With over a third of the membership having participated, I take this as a good indication that many of us value the IAF'S work and support its efforts to grow and advance the field of facilitation. If you have any comments or questions related to this year's nomination and election process for the

IAF's Board of Directors, please do not hesitate to contact the Nominations Committee.

Lastly, the Committee and I are very grateful to all those that responded to the call for nominations. It was a pleasure to field your inquiries, learn more about your interests, and to see firsthand how our profession stretches across continents and sectors.

As a reminder, the Board of Directors is but one way to participate actively in the Association. Joining teams and supporting special initiatives, building up local IAF chapters, pitching in at conferences... there are many uses for your time, energy and creativity, especially if you'd like to consider serving on the IAF's Board in the future. Don't hesitate to step forward and become better acquainted with the Association and your colleagues!

Here's to a good 2011, for facilitation and otherwise.

News from the Global Board

By Pamela Lupton-Bowers



Following the recent board nomination process - by the way congratulations to all the successful candidates - the work of the board is all 'back office' stuff at the moment.

Martin Gilbraith, Vice Chair, is preparing to take over from Gary Rush and is

preparing the board's face to face meeting in London in January where we will meet as a new team for the first time.

Incumbent board members will be doing a handover to the incoming people who will be trying to get up to speed as soon as possible.

Other activities are around the new website. The new global website is expected to be launched early in the New Year, but as any of you who have been involved with a launch will know there is a ton of work and potential obstacles associated with that process. Add to

that it's a volunteer position and your 'real job' constantly beckons then you begin to get an idea of the challenge that Mark Edmead is facing right now.

Australia and NZ have just completed a conference and Rhonda Tranks the Regional Rep is exploring the setting up of a Chapter for the region. Work continues on standardizing process and planning for regional conferences and we are finalizing a package of information as a starter kit for Chapters.

Much energy and effort will be invested in helping new members to 'come on board' as efficiently and painlessly as possible and in planning a successful meeting in London.

May I on behalf of all of the Europe team wish you and your loved ones a wonderful end of year however you choose to celebrate that.

Chapter Starter Kit is Ready

By Kristin Reinbach

I am glad to say that things are definitely moving towards the creation of more chapters in the near future.

Already during the Chapter Breakfast at the IAF Europe conference in Helsinki in October, we had received many expressions of interest in creating a chapter or transforming from affiliate status to chapter. In the meanwhile, several groups are getting organized to create chapters in their own environment.

To make this as easy as possible we have created – in cooperation with Global Board Member Simon Wilson (he is responsible for chapter development on a global level) – a “Chapter Starter Kit”. This Chapter Starter Kit contains everything you will need to get started:

1. A 1-pager to tell you how to use the kit
2. “the practical guidelines for establishing a chapter - this contains the core facts you need to know.
- 3.” the chapter ‘template’ – this is the official document you would need to fill in so we can have it – and your chapter – officially released by the global board
4. the chapter breakfast invitation from the conference –you might want to use this as an inspiration for what your invitation for your first meeting could look like
5. Basic information material as the ‘code of ethics’ - which is kind of the framework for all activities, as well as the ‘facilitator’s

competencies’ + the ‘membership benefits’ - to ease the promotion of membership :-)
You would probably want to use these as hand-outs for your meeting.

6. Last, but not least the current list of membership fees and chapter splits.

Some suggestions about what you might want to discuss with the other members who are interested in creating a chapter (just some ideas):

- whether or not you would want to be formally organized in some NGO way (you don't need to)
- what kind of activities you would like to initiate
- what expectations/visions you all have about how much/what kind of input each of you would like to bring in (time/contacts/abilities)...

I am actually quite excited about the momentum that is coming up these days and already looking forward to the new and renewed chapters coming up next year!

As an intermediary way of providing you with the Chapter Starter Kit Data I have created a download area: <http://www.krysalis-consult.de/interaktion/iaf-chapters>. I will let you know as soon as it has found a real ‘home’ on the global/European homepage.

Welcome, new and returning members

(November, 2010)

We would like to warmly welcome the following new members who joined IAF in November:

- Sharon Allison, UK
- Hannah Bagger, Denmark
- Liz Brabender, UK
- Ulrik Christiansen, Denmark
- Murat Demiroglu, Turkey
- Thomas Faast, Austria

- Marsha Frederiks, Netherlands
- Anne Gudiksen, Denmark
- Alexis Hunter, UK
- Frank Jensen, Denmark
- Yucel Kosal, Turkey
- Loa Magnussen, Denmark
- Bob Marshal, UK
- Monica Merson, UK

- Ian Millar, UK
- Sophie Morris, UK
- Birthe Munch, Denmark
- Rev. Peter Nelson, UK
- Ann-Dorte F. Nielsen, Denmark
- Gitte Pedersen, Denmark
- Sister Suzanne Randall, UK
- John Sharp, UK
- Steve Sipple, UK
- Nille Skalts, Denmark
- Janine Smedley, UK
- Lesley Smith, UK
- Kay Taylor, UK

- Rasmus Ullerup, Denmark
- Karin Juul Vjuff, Denmark
- Janice Williams, UK

We also want to welcome back returning members who have renewed their IAF membership in November:

- Nanneke De Fouw, Netherlands
- Donald MacLeod, UK
- Louise Robb, UK
- Mirjami Sipponen-Damonte, Finland
- Linda Starodub, Austria

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 rosmary.cairns@iaf-europe.eu.

JANUARY 2010

- Art of Hosting Training, Jan. 11-14, Copenhagen & Zealand, Denmark
- Group Facilitation Methods, Jan. 26-27, London UK (ICA:UK)
- Appreciative Inquiry for Strategic Planning, Jan. 24-28, UK (Tony Silbert and David Shaked)

FEBRUARY 2010

- Group Work Skills, Feb. 2, Manchester UK (ICA:UK)
- Introduction to Group Facilitation, Feb. 15, Manchester UK (ICA:UK)
- CPF Certification United Kingdom, Feb. 16, Watford, England (IAF)
- Group Facilitation Methods, Feb. 16-17, Manchester UK (ICA:UK)
- Participatory Strategic Planning, Feb. 24-25, Belfast, Northern Ireland (ICA:UK)

MARCH 2011

- Using Strength-based Approaches For Personal and Organizational Change: Theory and Practice of Appreciative Inquiry, March 3, 4, 11, 21 and April 8, London England (Anne Radford and Malcolm Westwood)
- Group Facilitation Methods, March 15-16, London, UK (ICA:UK)

APRIL 2011

- Group Facilitation Methods, April 5-6, Manchester UK (ICA:UK)
- Action Planning, April 7, Manchester UK (ICA:UK)
- Group Work Skills, April 12, Manchester UK (ICA:UK)
- CREA Conference Apr 13-17, Sestri Levante, Italy

MAY 2011

- Group Facilitation Methods, May 3-4, Taunton UK (ICA:UK)
- Group Facilitation Methods, May 4-5, Gateshead UK (ICA:UK)
- 2nd European Open Space Learning Exchange, May 17-20, Cagliari, Sardinia, Italy
- CPF Certification (Dutch), May 26, Rossum, The Netherlands

