

INSIDE A CPF ASSESSMENT

See what it looks like!

03 MARCH 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; robert.verheule@iaf-europe.eu; kristin.reinbach@iaf-europe.eu; rosemary.cairns@iafeurope.eu, or speak with Ben Richardson or Bobbie 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.

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Cover picture: Brendan Molloy demonstrates his facilitation skills during a Certified Professional Facilitation assessment held at All Saints Pastoral Centre in St. Albans, UK, February 15, 2011. A second day of CPF assessment was held the following day at Watford. Congratulations to the nine candidates who successful gained their CPF designation during these two days of assessments. (Photograph by Ben Richardson)

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

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Transforming local authorities to enablers of change

By Liz Richardson

This discussion paper was prepared for an event in the UK in February 2011, organised by LocalSociety.org.uk (made up of Local Government Leadership, Involve and Urban Forum).

Over 40 senior key figures from across the public, civic and private sectors as well as local and national politicians came together to discuss the role of councillors and councils in building strong local communities and how we can practically and collectively change the relationship between the citizen and the state.

This paper was presented under the theme, From investment to divestment, and the question asked was: "How can local authorities transform from service managers and keepers of resources, to enablers of social action, community entrepreneurs and new ideas?"

This paper is based on a collection of in-depth pieces of local government research in the previous five years, and community and neighbourhood research over the last 15 years. Nearly all of this work has been in partnership with local authorities, voluntary and community sector groups, and citizens. Special thanks go to all the brave innovators in the North West who worked with us on field experiments.

A broader focus

Over recent years there has been a paradigm shift in public sector service provision, away from a focus on relatively narrow managerialist efficiency concerns to a broader focus on the role of the sector in developing citizenship.

This demands a shift from a 'dependency'-inducing paternalistic model to one of facilitation, with a concomitant shift by citizens from being passive recipients to active partners. To produce behaviour change in citizens, the public sector needs to introduce cultural change in their organisations.

Changing to a more empowering model of service provision does not necessarily imply a crude reduction in levels of provision. Neither does it mean that new public management, improvement, modernisation and efficiency are done and dusted. There is still more to do.

However, service improvement must be closely integrated into the development of more active citizenship. It has been the bitter experience of many practitioners that simply improving service provision in the old models and paradigm has in some cases increased rather than reduced citizen demands and expectations of services, and reduced rather than increased citizens' own efforts.



The key topic of discussion was how to change the relationship between citizen and the state. (Photo courtesy of www.localsociety.org.uk)

The generation of mutually reinforcing outcomes – service improvement and community self-help – depend on the model of service provision used. These new models require fundamental re-shaping of services and organisational cultures in order to enhance citizens’ own efforts rather than crowd out or limit them.

The need for a shift

So far so good. But saying and doing are two different things. Achieving new models in practice would be no mean feat. Many local authorities and their public sector partners have been thinking about the need for a shift for several years already. A few are already doing small trials of new approaches; some are busy re-badging what they do in the new terminology. Exciting policy documents and interesting discussions in senior management team are easier to accomplish than

thoroughgoing, embedded and operationalised change in models.

What are going to be the hard bits? Barriers include:

Knowing what needs to be done but not how to do it

Discussions with officers and senior managers show that there are too many gaps in knowledge about how to translate principles of a more empowering public sector into reality. People lack a comprehensive understanding of the full range of different types of interventions that could be used to facilitate citizen behaviour change and stronger citizenship.

In lieu of this, practitioners fall back on their ‘defaults’, often a limited repertoire of mechanisms that they themselves express frustration at for their limited or lack of long term effectiveness. Menus for engagement are uninspired and



Liz Richardson shares her research at the workshop. (Photo courtesy of www.localsociety.org.uk)

uninspiring. There are countless missed opportunities to relate to citizens where they are, physically and in terms of their identities.

Not agreeing with or believing in what needs to be done

Public sector workers have their own views on the rightness and viability of a more active and responsible role for citizens. We'd imagine that people whose job it is to get citizens to go to meetings; run services; help their children with their homework; do more sport; set up book clubs, were converts.

Not the case. They are as likely as anyone else to raise the usual objections and concerns: 'why should people have to'; 'people want to watch Coronation Street instead'; 'I don't where I live so why should they'; 'it's unfair on those with the least'; 'it will disproportionately benefit those with more resources and capacity'; 'it's a cover for cuts'; 'how can we ask people for more if we're doing less'; 'the world is now too fragmented, individualised and individualist and virtual for this to make sense'. They don't funda-

mentally believe people should, can or want to do things for themselves.

Being scared to take risks

Where public bodies are more comfortable taking risks, some suffer from 'organisational ADHD'. They're on to the next new exciting initiative without taking time to properly reflect on, learn from, or embed the lessons from the last experience.

Public servants are rightly annoyed when their sector is unfairly characterised as lacking the innovative spirit of other sectors. Each public sector organisation has its own personality – the go ahead county, the early adopter police force, the steady eddy borough.

But there are very real drivers that make some public sector organisations risk averse. Other than size and complexity, these drivers include fear for reputational and status damage by senior decision makers – officers and politicians. How many brave attempts at change have had the kibosh put on them by a councillor or assistant

director worried about losing control, votes, or face?

The issue of big-P politics underlies much of this debate. It's good that politicians are political animals, that's the point. But this gets in the way of citizen empowerment: people are put off by 'blood sports'; politicians still want to control not influence; councillors debate not deliberate.

Bad consultation (again)

Organisations can listen without hearing, e.g. spending money on surveys, while ignoring 10,000 signatures on a petition. The biggest bugbear for citizens is that things don't change as a result of consultation, or they don't understand why decisions went against their views.

This is all true, but it is in the old paradigm of 'we asked, you said, we did'. The public sector does all the doing. Shouldn't this be posed in a wholly different way - 'anyone can set the question, we facilitated a debate, and everyone contributed to the outcomes'.

The community and voluntary sectors not doing themselves any favours

The voluntary and community sectors are not always as coherent as they could be about what their offer is to the public sector, or what added value this provides. The sectors do not always have adequate or well presented evidence of the effectiveness and reach of their work, which leaves the public sector wondering whether they are the right vehicle for delivering services or community activities.

The fishing trips problem

One of my first research visits was to a dads-and-lads group who did sea fishing. But so what if 7-8 people in Rhyl go fishing? There can be a lingering snobbishness about what counts as a worthy civic activity.

The majority (three quarters) of the community sector is made up of very small informal groups like this. They are as crucial as the 'sexier' end of contracting out or commissioning the delivery of services. Third sector delivery of services is a vitally important piece, but citizens won't thank local authorities for merely swapping one provider for another without a value base underpin-

ning transfer. And only a few organisations will be in a position to take advantage.

Question: How can we overcome the barriers to a more empowering model of service provision?

ABOUT THE AUTHOR



Liz Richardson is a Research Fellow in the Institute for Political and Economic Governance (IPEG) at the University of Manchester. She has conducted research on local government transformation, improved service delivery, community self-help, neighbourhood governance, democratic participation, and public policy on community engagement.

She has worked directly with practitioners in neighbourhoods, policy makers in local and central government, local politicians, and the voluntary sector, as well as with hundreds of community organisations. Her books on DIY Community Action, and Changing Governance, have been published by Policy Press. She is a Director of the National Communities Resource Centre.

Learn more about the Institute for Political and Economic Governance at www.socialsciences.manchester.ac.uk/ipeg/ Visit the Local Society, which organized the meeting, at www.localsociety.org.uk



All Saints Pastoral Centre, St. Albans.

Inside a CPF Assessment

Pictures by Ben Richardson and Lindsay Wilson



Marsha Frederiks, assessor.

Thanks to Ben, Lindsay, the participants and the assessors, we can share this inside peek into a Certified Professional Facilitator Assessment. This one was held February 15 at the historic All Saints Pastoral Centre at St. Albans in England. The centre was built in 1901 and has been adapted to modern day meeting requirements while still retaining its tranquility.

For each event, there is a Process Manager, who is responsible for the overall event – in this case, Lindsay Wilson, Director of Certification Operations for IAF. CPF is a peer-based assessment process, with the assessments being made by CPFs who have been trained as assessors. In this case, the assessors were Marsha Fredericks, Robert Verheule, and Arie van Bennekum from the Netherlands and Carol Sherriff from the UK. For them, just as for the candidates, it is a very long day.

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Neil Gowans (left) and Vagn Strandgaard (right).



Neil Gowans (left) and Vagn



Brendan Molloy.

ment

atulations to Neil Gowans and Brendan Molloy of the UK, Strandgaard of Denmark, who demonstrated their skills and knowledge through documentation, workshop personal interviews, achieving their CPF designation at a very long day! Also congratulations to Andi Roberts, ey, Alexis Hunter, Liz Brabender, Penny Walker, and Ian achieved their CPF designations during the CPF held at the Action For Children building in Watford on

e grateful to Neil, Brendan, and Vagn for being willing to ctures of the first day's events so that others who may ating a CPF assessment have an idea of what is involved. assessment in Europe will be held October 12 and 13 in key, right before the IAF Europe Conference which will anbul Oct. 14-16.



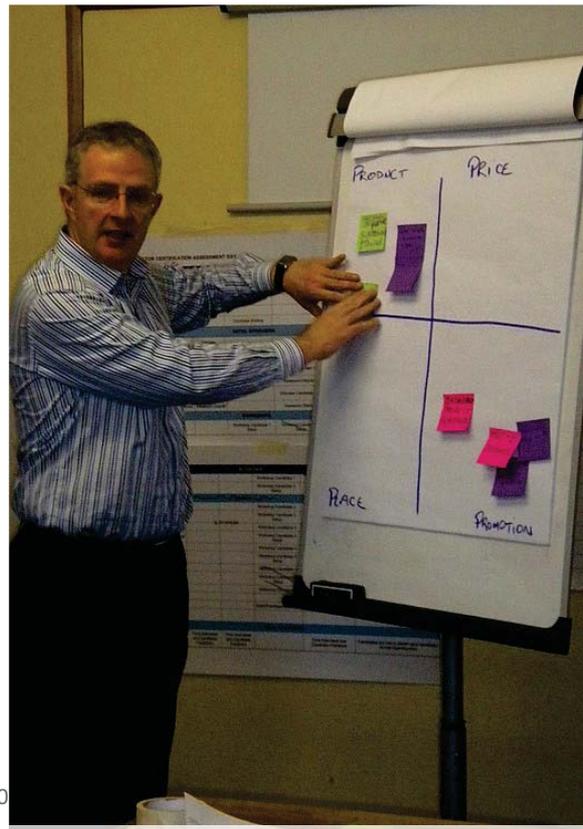
Marsha Frederiks and Carol Sherriff



Neil Gowans, Carol Sherriff and Arie van Bennekum.



Neil Gowans and Robert Verheule.



Brendan Molloy.

The Facilitation Days 2011, Gothenburg, Sweden

By Susann Lind

Ever try to make people work and learn together? Then you will want to attend the Swedish IAF Chapter's Leader and Facilitation Conference in Gothenburg on April 7-8.

With 100+ participants and more than 20 sessions, Sweden's certified CPF's, representatives of IAF Europe and prominent speakers join to create an inspiring and knowledge-building conference.

Select your own menu of seminars and sessions. Take part in the latest research in the area. And bring home stories, experiences and tools to practise the very next day.

Examples of sessions:

- Tools to create clarity and commitment in projects
- Who do you think you are?
- Facilitate with story-telling
- Into the Wild
- Graphic Facilitation
- Facilitating in a Virtual World
- Playful and serious – contradiction or potential?
- Facilitating group coaching

You are welcome to book online. For more details about the workshops (held in Swedish and some in English) please visit: <http://www.faciliteringsdagarna.se>

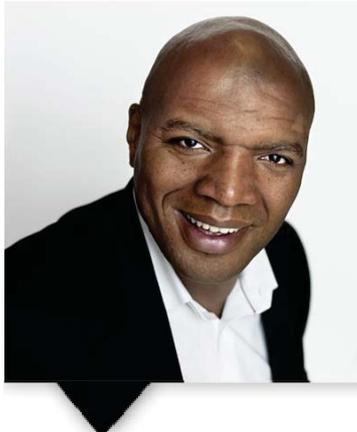
Gothenburg, Sweden's second largest city after Stockholm, is situated on the west coast. (Picture from Wikipedia)



KEYNOTE SPEAKERS



Diana Whitney, inspirational speaker, provocative educator and pioneering thought leader and facilitator in the growing field of Appreciative Inquiry and Positive Change. www.positivechange.org.



Manuel Knight holds seminars in Europe and in the US about the challenges of creating top performing teams, high potential leaders and change driven organisations with top results. www.sinkfield.se.



Mary-Alice Arthur, a facilitator for inspired change and the leading narrative practitioner in New Zealand. www.getsoaring.com

ORGANISERS



Malin Morén is the founder and owner of Lorensbergs Organisationskonsulter AB. Malin has an outstanding reputation as a senior consultant, facilitator, trainer and executive coach and has worked with many global companies over the last 15 years. She is a behavioural scientist and a Certified Professional Facilitator.



*Jonas Roth, founder and part owner of Move Management AB, is an experienced organisation and management consultant who specializes in change management, leadership development and facilitation. Jonas is connecting theory and practice in order to facilitate efficient learning and creativity in individual and team meetings. He is a microbiologist, h
as a PhD in Knowledge Management, and is a Certified Professional Facilitator.*

A Day in the Life of ...

By Pamela Lupton-Bowers

The 'day' actually' started at 02:00 in the morning. I was finishing a night cap with my house guest, a client and now good friend who was staying with me instead of yet another hotel on her short business trip to Geneva. Conversation got around to meetings we had both experienced at her organization, prompted mainly by the fact that I had just finished a two day pro bono facilitation for UN Cares. It had been tiring but wonderfully rewarding.

I am due to leave on Thursday for a long weekend break with my husband, and so have only Wednesday to arrange a few critical meetings and finalise some work before heading off the week after for a 10 day project in Cambodia. So at 02:00am I already knew it was going to be a bit challenging.

I meet my house guest in the kitchen for a quick cup of tea before she leaves with my husband and a second guest to go to her organisation. I begin to prepare for what I think should be a reasonably 'do-able' day.

I hit my emails before leaving. There before me is an invitation to do something I had sworn never to do. Bill Reid new IAF Director of Communications is appealing to directors to join the IAF Twitter on the upcoming Conference in Denver. There's a reason I avoid such things. I'm a bit of a technophobe, but Bill promised it would be easy and take only 45 seconds! Some minutes later I had managed to change the IAF logo with my profile photo and changed the Twitter name to mine. A quick mail to Bill to apologise and appeal to him to correct my mistakes and I was

off to start my day.

First on my agenda is a quick coffee meeting with Alistair Olby at the airport. Alistair, who is a CPF, ran a great evening session on Roger Schwartz's Intervention technique for our Geneva Facilitator Network (soon to be IAF Chapter) last year. He has recently moved to Switzerland and is interested in building up his business here to reduce the amount of travel he continues to do back and forth to UK. It was a short but wonderful chat. I always enjoy Alistair's laid back, yet insightful take on things and we shared stories, laughed, and he agreed to do another session for us later this year. Mission accomplished!

Surprising news

I left Alistair to rush to a client meeting nearby. I am preparing a 2 day retreat for the OD department of a large international organisation and wanted to validate our previous agreements of purpose and outcomes given that the organisation is undergoing major change and things seem to be in constant shift.

The news I receive in confidence is surprising. The client has decided to take early retirement to spend more time with a family member who has been diagnosed with terminal cancer. Her team does not yet know, and her retirement will take effect within the next few months

The planning meeting with her Executive Officer concludes and I stay on for what is an emotional disclosure with the manager expressing her concerns for her staff. She wants to ensure that they will not feel abandoned,

and that through the workshop we help them to identify the resources they will need through the transition to a new director. We end the conversation laughing about 'women's things', and I feel happy to have raised her spirits somewhat, albeit temporarily.

My next task is to pick up my passport which is having a visa added for Cambodia but which I need for my trip the following day. On my way to WHO I pass another client, Jonathan Ball, CPF having lunch with Gillian Martin Meyers, CPF and frequent writer for this newsletter and her blog for Bright Green Learning.

Because I am in the area, I decide to visit another client and very good friend and CPF who has recently had to pull out of her role in the Board for Geneva Facilitators Network because of pressing professional and personal issues. We have a great chat and I am happy to have provided a sounding board for her and glad to see her climbing out of the 'trench of despair' and moving to a more positive and optimistic place.

Memories and emotions

While there I bump into my house guest along with a now retired past client who chats and recalls three very innovative (at the time, in 2006) regional strategy meetings that I had facilitated in Dakar, Pretoria and Nairobi for the International Organisation for Migration when he was director of operations.

Awash with memories and emotions, I am now much later than I had intended to be. I rush across town grateful that it is Wednesday and most schools are closed in Geneva which makes 'rushing' almost descriptive. I have promised to provide the markers, post-its etc for tonight's Geneva Facilitator Network meeting. If I had realised that I would be so tied up I'd have put my tool kit in the car when I left this morning.

Before that event I still have a meeting with a new coach/facilitator in town. Sue Bottomley, one of the founders of the ICF in UK, is planning

to move to Geneva. She is testing the waters for possible work opportunities and wants to join our network meeting tonight. I have promised to pick her up at her hotel, have a coffee and

We have a brilliant, lively and engaging hour working through the method and wrap up with a review of our experiences and possible application.

accompany her to the meeting.

As I enter my house my Skype phone is ringing. My associate in Denver is trying to reach me. We have been trying to make contact to review a programme we have been running around the world facilitating a series of workshops with HR staff at WHO on identifying the competencies and skills for excellent internal client service and HR role in supporting change.

I want to respond to some emails, but Amanda beckons and I can't resist the call. Amanda has recently moved from Boulder to Denver and is struggling through the transition of physically moving house and mentally and emotionally trying to insert into new networks and work opportunities.

A chapter idea

I have already convinced Amanda to join me at the Denver IAF Conference and now suggest that she might meet all of her current challenges of building networks and finding new work by launching an IAF chapter in Colorado. I finish my call feeling good that Amanda looked physically brighter – although that could just have been due to the fact that she was finally waking up nine hours earlier in Denver. I must

follow up with Cynthia Pace, new US Regional Director, to see if there is a group of people who might want to form a chapter following the Denver Conference.

Now off to meet Sue. Driving back across Geneva my phone rings. I had forgotten that my husband Bob had asked me to talk with one of his team about his upcoming CPF assessment taking place in Watford, UK next week. Bob and I talk shop. He manages several teams of project managers for SITA and a key part of his and their work is facilitating meetings both in house for project teams as well as with their airline industry clients.

I've often offered advice on specific facilitation challenges. I've introduced them to IAF Competencies and also encouraged him to support some of his more experienced facilitators to do the CPF, citing it as great way to recognise achievements and increase their perceived added value as some of them begin to provide in house facilitation to other departments. As a result Neil Gowans steps up to the CPF Assessment plate next week.

I finally arrive at Sue's hotel and we head off for a coffee and exploration of networking and opportunities in Geneva. At 17:30 we start to set up for our GFN meeting. Events coordinator Liz Tayfun arrives with posters, flyers etc, treasurer Susanna Soderstrom arrives with cash box, receipts and refreshments, Cristi Lazar arrives with the participant list and to help set up the room.

Trying Net Map

Participants begin to arrive. They register, pay and get an orange post-it that allows them a drink in the bar where lots of animated networking is going on. Nadia Von Holzen, our volunteer Methods Exchange facilitator, arrives and begins to prepare her flip charts and materials. Nadia wants to try out a new method she has discovered call Net Map. More on the actual method in a later article.

At 18:30 we start the meeting. I pay tribute to three of our most recent CPFs : Raj Rana, Christiane Amici Raboud and Christine Zeigler. We enjoy a fun 'soft shoe shuffle' introduction and Nadia describes the method she is about to take us through. We have a brilliant, lively engaging

hour working through the method and wrap up with a review of our experiences and possible application. We wrap up at 20:15, a little later than planned because the wrap up review keeps us all engaged.

I finally leave to spend some time with my guest. I am so fortunate that my husband offered to pick her up after work and is now entertaining her at home as they wait for me to arrive. They have also prepared dinner and have the wine on ice. I arrive at 9:00 in time to sit down and enjoy the fondue they have prepared and to enjoy a lively and hilarious conversation about --- What else? Facilitation experiences !

ABOUT THE AUTHOR



Pamela Lupton-Bowers, CPF, is based in Geneva and works around the world. She played a key role in creating the Geneva Facilitators Network, and serves as the European regional representative on the global board of the International Association of Facilitators - all of which keeps her very busy indeed.

UN Cares is an Interagency programme designed to reduce the impact of HIV on UN staff. It has only two full time staff and is supported by staff across the agencies who voluntarily add their involvement to their regular jobs. Pamela promises to write more about that facilitation experience another time.

More tools for techie facilitators and trainers

Evernotes and Irisnotes

By Gillian Martin Mehers

When I am preparing a workshop, in the day (s) before, I go carefully through the Facilitator's Agenda (which has more process detail than the Participant's Agenda) and make detailed notes for myself. For each numbered session (without session numbers the workshop blocks are impossible to keep track of), I write down: 1) what needs to be done for preparation; 2) what materials I need, and 3) an outline of my "script" - what I am saying to the participants to brief, run and debrief each session.

(A "session" for me, is a thematic block, normally an hour or two in length - the time it takes to introduce something, work through it, and come up with an intended output.)

I normally go one step further with this session preparation, and prepare any Job Aids, handouts, or design the flipcharts that I need to make on site to use in each session (for briefing, debriefing, a group work template, whatever.) I do this because I need to have thought through as much as possible BEFORE I get into the workshop room, because once I am there anything can happen.

When I'm preparing my flipcharts or whatever needs to be done on the spot in the precious moments just prior to the workshop's start each day, I really cannot be thinking deeply about what I am doing (as strange as that sounds). I can't be designing things, wordsmithing, or wondering about the best way to phrase a group work question, as I can be interrupted at any moment, repeatedly, by practically anyone for practically anything - calls for directions to the venue, catering staff with questions, lost luggage, changing name tags,

taking feedback, new ideas and opinions, greetings and more greetings - and you want to be available for all of these very important pre-meeting tasks.

Keeping the cards

Of course, I could write up my flipcharts in my home office before I go. But then you might have a last minute change, they might get mangled, you might forget them at home or on the bus. So I usually write up the flipcharts as a draft on cards and then recreate them on site using those as a guide.

This is all well and good, but what happens to those cards? If I keep them, they sit in my files, they get misplaced or out of sequence; rarely do I go digging into my files to find and reuse them. What if I could draw each flipchart model once quickly by hand, use it as a model to prepare the real thing in the room, and at the same time keep it electronically? Wouldn't that save me time and from recreating the wheel?

I do now take photos with my iPhone of all my "best" or most useful flipcharts after the workshop and save them in Evernote where I can search for and find them again. I have been doing this for about a year now, and have some 500+ notes which are entirely workshop templates, flipcharts, activities, game descriptions, systems diagrams, good results of group work etc. Why I like Evernote is that its text recognition feature lets me go into my Evernote database and search for a word that is embedded in an image (rather than for a tag or a title). I take so many photos after a workshop that I don't always have time to

tag them, and the tags are rather generic anyways, so I can simply search for a word written in the photo of the flipchart and find the image.

I am interested in the possibility now, with my new Irisnotes (a digital pen) (thanks to my friend Lorenzo for this Christmas gift and tutorial!), to actually write up my flipchart "draft" in advance and keep it electronically for use again. I drew the above image with my Irisnotes pen on an A4 paper in 1 minute and when I connected to my PC simply saved it as a jpeg and then uploaded it to this blog, and also saved it on my PC.

Sharing by email

This can also be helpful for collaboration. With Irisnotes I can also send the flipchart picture I have just hand drawn as an email. For example, if I was working with Lizzie as my co-facilitator, I could send her all the flipchart drafts in advance for her comments before we get to our venue, without having to type them all up and nicely format them (not one of my strengths). We could even co-develop them in real time through a process that I used today for another discussion.

This was for a client telephone call focused on agenda development for an upcoming facilitated event. For this call I used Irisnotes while connected to my PC (by a small USB cable), which meant I could see my writing on the screen as I wrote my notes. As I was on a Skype call, I shared my screen (cool new Skype feature), as we discussed a draft agenda and a set of group exercises (make sure you don't have other files open or Hello Kitty "wallpaper" that you don't want shared as well).

While we were talking, I drew examples of the group work matrices that I was proposing for the meeting in real time. I also captured the steps that we would take as we worked through the flipchart template I was proposing. Because he could see me drawing as I spoke, he could easily follow the logic, question it, help me improve it so the final drawing was more or less agreed. At the end of the conversation I immediately emailed him the file. And with Irisnotes, I could either send the file in my handwriting or convert it to text (accurate, if you write in straight lines, but

still expect some minutes of work tidying things up. Lined paper to start with would help this.) Because I was drawing matrices I just sent him the file in handwriting as an aide memoire of our discussion, which I then typed up into a more formal proposal later.

Stick all that into Evernote, so I could find the above notes by searching for "Introductions" or "Group work templates" for example, and the next time I wanted an example or exercise for a workshop, I could find my flipcharts already "made". With the help of some handy technology, I can make my preparation time more efficient, and be prepared for even more of anything.

Evernote – www.evernote.com

Irisnotes – www.irislink.com

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. You can read and comment on this post online at <http://welearnsomething.blogspot.com/2011/01/more-efficiencies-for-techie.html>

You can reach Gillian at gillian@mehers.com.

Global Facilitation Opportunities through the IAF network

By Gary Austin

Every once in a while an opportunity comes along which means we have something we can share with our Facilitation colleagues around the globe. A large corporate of circleindigo's approached us to see if through our networks we could help recruit a small (10 – 12 person) facilitation faculty to help deliver a diversity and inclusion one day workshop to 19,000 first level leaders around the globe.

We posted a small 'call to arms' on several different Facilitator networks including the IAF Europe and IAF global members networks amongst others. The response was overwhelming; we received well over 300 responses expressing interest in supporting the programme, from facilitators right around the world.

Our client is now spending time filtering through the expressions of interest and holding pre-briefing telephone conversations. Those people who are successful through this initial call will then be invited to a one day assessment workshop where they will be asked to lead a short presentation on diversity and inclusion and then facilitate a group dialogue.

So, what has this done; it has raised awareness of IAF through e-Mailing out to wider and supportive/similar networks, it has meant we have been able to directly offer the opportunity of globally recognised work to our members and we have 'met' and 'chatted' with quite literally hundreds of Facilitator colleagues around the world as we have personally replied to every response we received.

Let's hope more opportunities of this sort are forthcoming and can be shared across our fantastic network of colleagues and friends.

Gary Austin of circleindigo in the UK has been involved with IAF and IAF Europe for many years.



Would you like a chapters blog?

Dear fellow members,

As the chapters are still a quite new thing for our organisation, I had actually guessed that it would take some time to take off. Quite to the contrary, I am thrilled that we had so many interested people already contacting us about chapter creation - from all parts of Europe! Thanks to all of you and for investing your time and energy! So, it seems having more local groups working in their native language together has struck a nerve.

Having lots of interest is great, even better are real developments.

In Italy, two chapters will be established soon: one centered around Milan and the other around Rome. The Rome chapter is due for official release by the global board already this month, for the Milan chapter only some input is still needed to take the same step.



In Turkey, Rengin Akkemik and a group of enthusiastic people already had a first meeting. Turns out, they are so involved in helping Ben Richardson from Entendu setting up the basics for the next fabulous conference coming up in Istanbul, they simply couldn't find the time to take the next official steps yet, but are soon to come. We're working on it! :-)

Also, I am thinking about creating a chapter blog, to which all the chapter involved people could contribute their experiences and activities. Of course, with the new IAF website just being released, I will have to coordinate this in a smooth way so it fits with other communication streams.

I would be interested: Would you like to

have a chapter's blog covering the IAF's real local activities? What would you wish it to be like?

By the way: All the people creating chapters are doing this (as the board members, too) on a volunteer basis. This means: They are putting in this extra time and energy adding to their already existing daily chores. Only like this, 'our' IAF can be more than just the sum of its members - thanks very much to all of you!

See you with new chapter developments next month.

Your chapter representative for Europe,
Kristin Reinbach



A view from the board: The January 2011 board meeting

By Martin Gilbraith, IAF Chair – in Manchester, UK

From January 24th to 27th your new IAF global Board of volunteer Directors met face-to-face for the first time, in London. By meeting face-to-face promptly after the elections, I believe this new Board has had the best opportunity to get up to speed and effective quickly – and for Directors to enjoy and gain satisfaction from their roles as well.

I am happy to report that we were able to keep the financial cost of our four-day meeting to little more than that of the one and two day Board meetings held in conjunction with conferences in recent years.

Our feeling was that this meeting and this year mark something of a turning point for the Board, and for IAF, and so we wanted to share directly with all members something of the meeting, and our understandings and commitments as a Board. We are grateful for the time and expertise devoted by our many predecessors on the IAF Board, and wish to build further on their hard work and accomplishments. Minutes of the meeting will be available to members after they are ratified at our next meeting on March 9th, which is the first of the year's monthly Board conference

calls.

The full Board meeting began with an opening session late afternoon on Monday January 24th and closed at lunchtime on Thursday 27th. Prior to the meeting on Monday and after it's conclusion on Thursday, there were important meetings involving one or more Directors plus other active UK & Europe-based members.

All but one of the 15 Directors were able to attend in person. Ten of us had just been newly elected or re-elected, and seven of those Directors were entirely new to the Board. We travelled from as far afield as Australia, New Zealand, Taiwan, Nigeria, Barbados, Canada and the USA; and from as nearby as Austria, Switzerland and the UK.

We met at a modest hotel in central London – the wifi was intermittent and the coffee was not good, but the space was fine and the price was right! Directors had diligently studied an enormous quantity of documents and other files shared in advance of the meeting.

“Just one lie”

The introductory exercise we used for

Monday's opening session is entitled 'Just One Lie', now available on the IAF Methods Database (www.iaf-methods.org). On Monday we reviewed and reflected on IAF's mission and values, and on our own motivations and aspirations as Directors. On Tuesday morning we focused on orienting ourselves to the Association's governance, management, operations & finances, and to its history & context; and on Tuesday afternoon we reviewed the interim findings of the current members' survey before focusing on our five-year practical vision for IAF.

Thanks to the more than 300 members who have responded to the survey (around a quarter), providing rich and also statistically significant input to our deliberations. On Wednesday we focused on blocks & obstacles to the vision, our strategies to overcome these and realise the vision, and our plans and budget for the year. On Thursday morning we turned our attention to action planning, and to some more traditional Board decision-making by resolutions on particular agenda items. Each evening allowed us to spend time together for the informal networking and relationship building that is so critical for a Board, or any team, to perform effectively together.

During the orientation session we reviewed the Association's governance and management in terms of legal structures, regulatory compliance and contractual arrangements, and in terms of the IAF Board manual's documentation of roles & responsibilities, policies and procedures. We identified some policies and procedures present but in need of review, and some absent and in need of development.

The Board is committed to ensuring good governance and management of IAF, and to hold itself properly accountable to the membership on that basis.

Two new chapters

We noted that membership numbers seem to have levelled off in the past six months at around 1,220. Membership retention has fluctuated between around 60-70% during the past two years. Two local chapters have so far been approved since the new chapter model was launched last year (Hartford, Connecticut

USA and Denmark), and many more are already in development – including in the UK, following a meeting of UK members with some Directors on the Thursday afternoon after the Board meeting. This is already resulting in an increase in more local networking and professional development activity, and also in membership. **The Board is committed to delivering membership growth, through improved retention and local chapter development, and by appealing not only to self-identified professional facilitators but to all those who use and have an interest in facilitation.**

During 2010, 94 CPF candidates were assessed by 32 assessors at 9 events; compared to 69 candidates at 7 events in 2009. We are grateful to the many members who contribute their time and expertise to delivering and developing the CPF programme each year. **The Board is committed to growing and diversifying the CPF programme, in terms of numbers, specialities, geography and language.**

Four IAF conferences were convened by the regions last year, in Chicago USA, Helsinki Finland, Bridgetown Barbados and Seoul Korea. The finances of IAF conferences in the regions each year are now managed by local conference contractors and partners, and only occasional surpluses and deficits contribute to or draw from IAF's global funds. Generally in recent years they have contributed and drawn little or nothing at all, although a notable exception in recent years has been the North America conference and as a result this has been the subject of considerable Board attention.

Managing IAF finances

That conference is now in the final year of a multi-year contract with a conference management company and hotel chain, entered into before the recession hit home and the recent growth of other regions' conferences at a time when attendance in North America was higher. The Chicago 2010 conference was also hurt by disruption to air travel caused by the Iceland volcano. The contract has been renegotiated and costs controlled as far as possible, and we are satisfied that the 2011 Denver conference is being managed with the

necessary care and prudence.

Nevertheless global funds, accumulated to some extent from earlier years' surpluses in North America, have been depleted by losses totalling around US\$80k since 2009. Subsequently, global funds available totalled around US\$100k at the close of 2010, of which US\$50k was designated as a contingency reserve. **The Board is committed to ensuring that IAF's finances are responsibly budgeted and managed, and to grow and diversify income streams to improve IAF's financial strength and resilience.**

The new IAF website is another area that has seen considerable investment during the past year, in terms of both money and Board attention. The developer's work is now complete and the website is in place so all that remains is for us to populate it with content - revising, replacing and supplementing as necessary as we migrate content from the existing site over the coming weeks. **The Board recognises the critical role that our online presence must play in delivering value as well as retaining and attracting members, and are committed to launching the new site by March as a basis for further development and refinement.**

A practical vision for IAF

We were energised and enthused by our workshop to articulate our practical vision of

what we would like to see in place in IAF in 5 years time. This laid the foundation for our analysis of obstacles and our work on strategies and actions, complementing the existing Vision (developed by the Board some years ago) of IAF's long-term role in the world.

Our practical vision for IAF in 2016 is:

- Strong and attractive brand;
- Strategically embracing technology;
- Sustainable diverse and transparent financial model;
- Reflective of, and responsive to global diversity;
- Vibrant local chapters;
- Structured pathways for development;
- Modelling best facilitation practices;
- Demonstrating relevance and impact.

This year I hope and expect that we will see many fewer Directors retire and succeeded at the end of the year, and that we will be able to start and complete the election process earlier in the year, in order that we can get even further ahead of the game next year.

In the meantime, please do get in touch with me or any of the 15 Directors with any questions or feedback, or to get involved in your Association. Contact details for all Directors are at www.iaf-world.org (<http://www.iaf-world.org/>).

An invitation to write for the 'Facilitation' issue of e-O&P

Facilitation means different things to different people. At one extreme, it's perceived as micro scale technical management of individual meetings and workshops. At another, it involves a transformative process - hosting gatherings, harvesting stories, holding virtual workshops, rendering ideas graphically rather than in words, and dealing with complex policy issues on a large scale. There seems to have been a seismic shift in our understanding of facilitative processes and the multiple and

complex roles of facilitators.

This Facilitation edition of e-O&P - AMED's electronic journal - will be published in late August 2011, and will focus on how the profession of facilitation is evolving. It will illustrate how facilitation is being used to create change and build bridges between disciplines in varied settings and at varied levels.

Articles should be between 1,500 and 3,000 words. We encourage the use of helpful

illustrations such as pictures, diagrams and other graphics. We will need the final version of your article to be written by 30 June 2011 in order to meet our publication timetable.

The editors

This special themed issue of e-Organisations and People (e-O&P) is being jointly edited by Rosemary Cairns of the International Association of Facilitators (IAF), and Bob MacKenzie of the Association for Management Education and Development (AMED). Rosemary is editor of IAF's monthly European Newsletter <http://www.iaf-europe.eu>, and Bob is a founding member of the core e-

O&P Editorial Team www.amed.org.uk.

If you are interested in contributing, please let us know. Thanks to those who submitted excellent proposals already. The call for proposals was circulated between Newsletters, so if you didn't see it, and have an idea, then please get in touch with either of us.

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and

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Commissioning Editors

Welcome, new and returning members

(February 2011)

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

- Kathy Doherty, UK
- Martin Farrell, UK
- Anna Fundin, Sweden
- Katja Gerbhardt, UK
- Nils-Christian Gross, Norway
- Marinda Hall, Netherlands
- Tone Haug, Norway
- Susan Kuepfer, Switzerland
- Geraldine Mason, UK
- Tatjana Obradović-Tosić, Serbia

- Peter Rindeborn, Sweden
- Erica van den Berg, Netherlands
- Nadege Welsch, UK
- Lisa Westbury, UK
- Tamara Živadinović, Serbia
- Suzana Živković, Serbia

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

- Kenny Andersson, Sweden
- Yvonne Calme, Sweden

Facilitation Workshops and Meetings 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.

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)

- The Facilitative Manager, March 8-9, Glasgow UK (Kinharvie Institute of Facilitation)
- Group Facilitation Methods, March 15-16, London, UK (ICA:UK)
- Training in the Art of Hosting and Harvesting Conversations that Matter, March 17-20, Karlskrona, Sweden (AoH)
- Kaizen 101: Essentials of Continuous Improvement, March 15-17, Hertfordshire UK (James Roseneck, Kaizen Training)
- CFOR Facilitation for Leaders, March-December 2011, 4 modules, London England (CFOR)
- Art of Hosting UK, March 19, gathering at Hackney City Farm, London, UK
- Inaugural UK Warrior of The Heart Gathering, March 25-27, Devon, UK
- Change, Presence and the Art of Leadership, March 27-31, Findhorn, Scotland (Robin Alfred and Gill Emslie)
- Dancing with Resistances Mar 25-27, 2011 Kyiv, Ukraine (Max and Ellen Schupbach)
- Advanced Deep Democracy, Mar 28, 2011 Kyiv, Ukraine (Max & Ellen Schupbach)
- Open Space, March 31-April 2 (French), Brussels (Diane Gibeault)
- Coaching Mastery: Going Beyond the Models, March 30-31, Berlin Germany (Meg Mann and Sandy Weiner)

APRIL 2011

- Group Facilitation Methods, April 5-6, Manchester UK (ICA:UK)
- Action Planning, April 7, Manchester UK (ICA:UK)
- Faciliteringsdagarna, April 7-8, 2011, Gothenburg, Sweden (Malin Moren and Jonas Roth)
- Group Work Skills, April 12, Manchester UK (ICA:UK)
- CREA Conference Apr 13-17, Sestri Levante, Italy
- Facilitation Practice Group April 12, 2011, London (UK Facilitators Linked-in Group)

MAY 2011

- Group Facilitation Methods, May 3-4, Taunton UK (ICA:UK)

- Group Facilitation Methods, May 4-5, Gateshead UK (ICA:UK)
- Axladitsa Immersion: The Mystery, Mastery & Artistry of Living Wholeness, May 6-15, South Pelion, Greece
- Working with Resistance, a Twilight Seminar, May 11, Glasgow UK (Kinharvie Institute of Facilitation)
- Leading beyond boundaries, May 11, 2011, London UK (Living Leadership)
- 2nd European Open Space Learning Exchange, May 17-20, Cagliari, Sardinia, Italy
- Facilitator Masterclass, May 17 - 19, Hertfordshire UK (Kaizen Training)
- CPF Certification (Dutch), May 26, Rossum, The Netherlands
- Loving Work - Loving Play, May 28-30, Findhorn, Scotland (Patch Adams)
- (Patch Adams)

JUNE 2011

- Introduction to Group Facilitation, June 7, Manchester UK (ICA:UK)
- Group Facilitation Methods, June 8-9, Manchester UK (ICA:UK)
- Change the conversation, June 22 2011, London UK (Living Leadership)

JULY 2011

Group Facilitation Methods, July 5-6, London UK (ICA:UK)

SEPTEMBER 2011

- Group Facilitation Methods, Sept. 1-2, Gateshead UK (ICA:UK)
- Group Facilitation Methods, Sept. 7, Manchester UK (ICA:UK)
- Action Planning, Sept. 8, Manchester UK (ICA:UK)
- PeerSpirit Circle Practicum, Sept. 19-24, Frankfurt, Germany (Ann Linnea and Christina Baldwin)
- Participatory Strategic Planning, Sept. 28-29, Manchester UK (ICA:UK)

OCTOBER 2011

- IAF EUROPE CONFERENCE, OCT. 14-16, ISTANBUL, TURKEY
- Group Facilitation Methods, Oct. 25-26, London UK (ICA:UK)
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