



STARTING TO BUILD BRIDGES

IAF EUROPE CONFERENCE 2011

Istanbul • Turkey • 14th - 16th October 2011

#04 APRIL 2011



Europe is one of the seven regions of 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. You may contact the team members at pamela.lupton-bowers@iaf-europe.eu; robert.verheule@iaf-europe.eu; kristin.reinbach@iaf-europe.eu; rosemary.cairns@iafeurope.eu.

IAF Europe is currently the only region to benefit from having its own Administrative Office. Please make this your first point of contact for any matters relating to your membership, the upcoming IAF Europe Conference or other activities in the region. Ben Richardson or Bobbie Redman are available during normal European working hours by calling +44 (0)1923 400 330 or just email 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: Istanbul's famous Blue Mosque. The city where planning for this year's Europe Conference is well under way.

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

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Starting to build bridges

IAF Europe Conference 2011

By Ben Richardson

If you thought it had gone quiet regarding the IAF Europe Conference 2011, you are mistaken; it has definitely not gone away! After some weeks of negotiation everything has happened quickly over the last two weeks. Now the planning is coming together and things are happening fast.

We are already 'building bridges' between the various groups and teams that will play an important part in creating the dynamics and agenda for this year's Conference and pre-conference events. There is the Turkish Planning Team lead by Rengin Akkemik, the Presenter Selection Panel chaired by Robert Verheule and the IAF Europe Office coordinating the registration process and working with the venue.

Contracts have been signed between all parties for the selected conference venue in Istanbul. The venue will be the Dedeman Istanbul



Hotel, which is a reputable, international hotel located in the northern part of the city. With the hotel confirmed for the dates we want, the first announcements and calls for presenters have been circulated in Europe and worldwide. Our feedback so far indicates that there is a high level of interest and even excitement at the prospect of meeting this year in this famous Turkish city.

The Conference website has been published and is available at <http://iaf-europe-conference.org>. The website already contains a great amount of information about the conference and the location. Online, you may reserve your place at the conference, register interest in leading a workshop, offer to sponsor or just give us your ideas and suggestions. You may contribute in any way you wish to help make the conference a meeting that will truly cater for your needs and those of your colleagues. Please review the website often as it will develop over the coming months.

There will be two main locations for the events this year.

Taksim Square – Pre-conference events and the CPF assessment process will take place in the Taksim Square area of the city where there is an attractive pedestrianised area of smaller hotels with well-appointed meeting rooms. This area is close to the famous street called Istiklal Caddesi (formerly the Grande Rue de Péra) which starts in Taksim Square by the Independence Monument and extends south-westward to Galatasaray Square and Tünel Square. Leading from this pedestrian street there are many small alleyways and side streets with cafes, restaurants and bars. The only traffic you will encounter are the little red trams that travel up and down the street. This will be a great location to spend your evenings after pre-conference events or on the night before the conference. Sometimes in the evenings, the trams even tow a trailer holding a live band to entertain the pedestrians.



Dedeman Hotel – The conference venue is just a short taxi ride north of Taksim Square where the conference programme will start with registration on Friday 14th October at 10:00 before the formal opening at around 10:30. The main part of the conference will take place on the Upper Lobby Floor where there are the Ballroom and workshop rooms. These rooms are linked to foyers where the Conference exhibition and other resources will be located. On Friday evening there will be the traditional welcome buffet dinner at the hotel and an opportunity to learn a little of the culture and history of Turkey. The following evening there will be a gala dinner on board a luxury cruiser on the Bosphorus waterway, literally in-between Europe and Asia.

Extend Your Stay - Many people are already making plans to stay longer in Istanbul. As well as being able to extend your stay at the Dedeman Hotel we are also preparing a list of hotels in both the Taksim Square area and in the historic city (once called Constantinople) which is just seven kilometres from the conference hotel. Please contact the conference office with your enquiries.

The Conference Programme – The conference programme is being developed and the call for presenter proposals has been circulated. Please note; the deadline for proposals is 30th April 2011. As the process lead, Robert Verheule has invited a small number of volunteers to help him with the selection process which should mean the Conference programme will be available by the middle of May.

Running in parallel to this process we will be working with other facilitators and organisations to arrange a rich schedule of pre-conference seminars, courses and Certified Professional Facilitator (CPF) assessment.

Keep in touch with developments through the Conference website at <http://iaf-europe-conference.org>. In addition, you may subscribe to our new Twitter account @IAFEurope for the



latest snippets of information. Why not link to colleagues via the Conference FaceBook group available through the website. Once you have registered for the Conference you will be invited to join the Conference Blog. As you can see there are many ways to keep in touch with developments.

If you would like to know more about any aspect of the Conference, contact the Conference Office.

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Introducing the Turkish Team

By Rengin Akkemik

Keep Members of the Turkish planning team will be meeting for the second time on the 8th April in Istanbul with two important items on their agenda.

Part of the meeting will be used to discuss the setting-up of the Turkish Chapter with the majority of the time being committed to preparing a Conference action plan. Some of the many areas for discussion will be; sponsorship opportunities and contributions from Turkish presenters. The key issue will be the development of a comprehensive and enriching programme of sessions and other activities that will fully represent facilitation in Turkey and support the theme of 'Building Bridges'.

Rengin Akkemik leads the nine person team of IAF members who include independent consultant/facilitators as well as representatives of national and multinational organisations. These include; Franklin Covey, Pricewaterhouse-Coopers, Management Centre Türkiye,



rena@iaf-europe.eu

rengin@iaf-europe.eu

Rengin was one of the founding IAF members in Turkey and has driven forward the concept of holding this year's Europe Conference in Turkey. Rengin is also supported by Rena Bilgin, who is an Interpreter for F1 TV and a language student in Istanbul. Rena will be managing all matters relating to Interpreting/Translation before and during the Conference.

Full introductions to all the Turkish team members will be included in next month's Newsletter together with the Conference update.

Moscow's Second Facilitation Conference

By Ben Richardson

Фасилитация(Facilitatsiya) the Russian word for Facilitation. We recently received information from Liudmila Dudorova about the second Facilitation Conference due to be held in Moscow on 15th April 2011. The theme of this one-day conference is 'Facilitating Corporate Discussions and Events' and is supported by facilitators from, United Kingdom, Austria and Germany.

- **Bruce Rowling**, Pinpoint Facilitation, United Kingdom
- **Sieglinde Hinger**, Siemens AG, Austria
- **Bianca Jänecke**, Consultant, Germany
- **Liudmila Dudorova**, Personal Image, Russia
- **Timothy Nestik**, Consultant and Business



Trainer, Russia

- **Valerie Dudkin**, BI&R Consulting, Russia

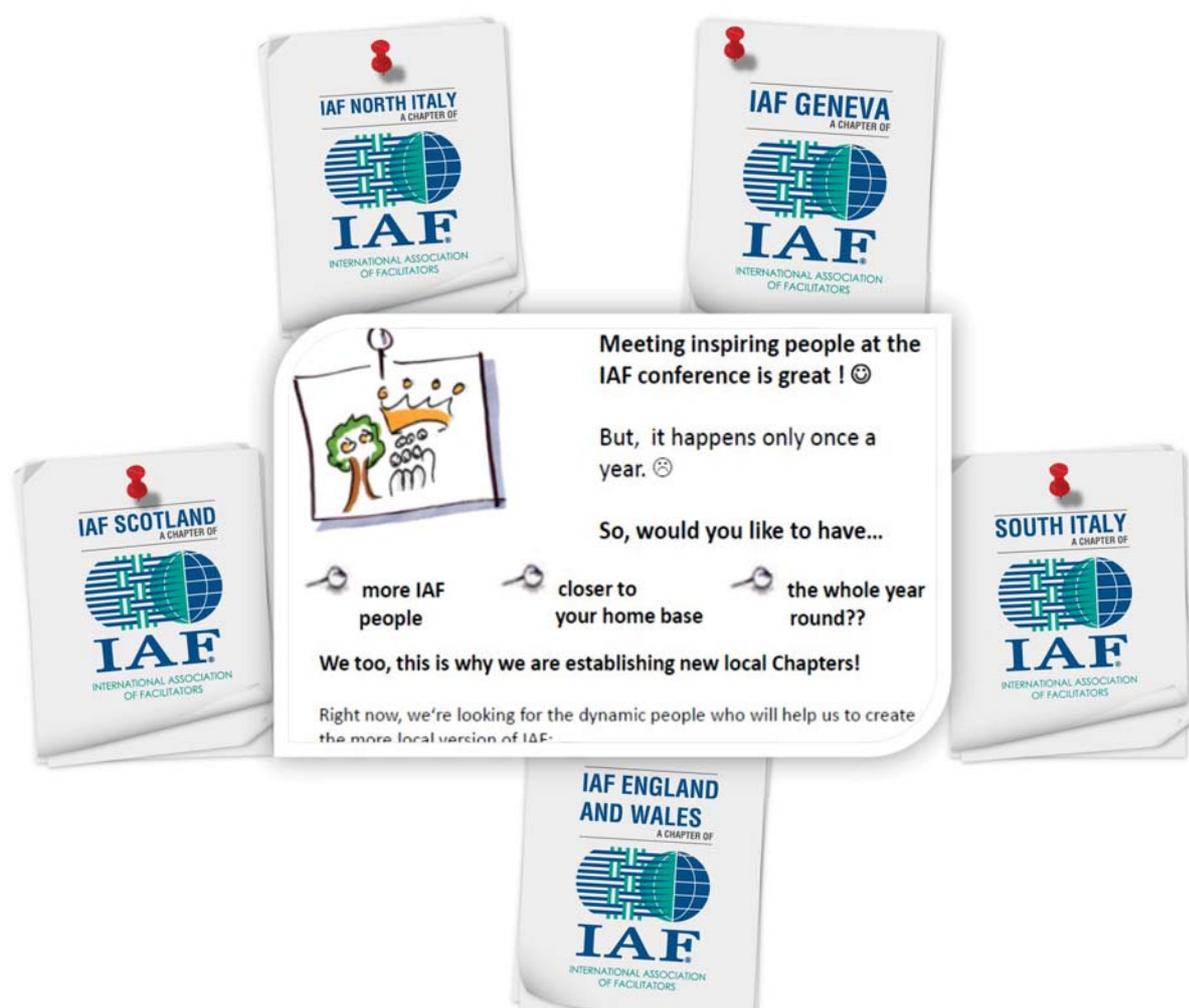
The conference web site may be found at <http://gotraining.ru/conference-2011> (In Russian)

For further information on the conference or other activities contact Liudmila Dudorova at ld@personalimage.ru

We wish the organisers success with their Conference.

Happy Birthday and Welcome: Five new Chapters

By Kristin Reinbach



Last autumn we started our initiative to set up a more local structure. Because IAF members love to get together at the conferences – but sometimes that’s just not enough to stay inspired over the year.

Now, during the last Global Board Meeting, these five new chapters were officially established.

We’re so excited about it (adding to the already existing chapters!), we’ll devote our next Newsletter mainly to Chapters. So watch out for the May issue – and get to know the people involved, their plans and activities coming up, how to get involved etc. etc.



Co-Facilitation:

By Susan Ward

Does 1 + 1 = 3?

Susan lives and works in Abu Dhabi, United Arab Emirates and has experienced the challenges to a facilitator in a predominantly Muslim culture. She decided to write this article following a devastating professional experience as a Co-Facilitator. Having had time to process the what, why and what should/could she have done, Susan believes there are lessons to learn about what one should do when thrown together with another facilitator.

Many of us enjoy and benefit from the occasional opportunity to work with a fellow facilitator, either known or unknown to us. Co-facilitation is mentioned in the IAF competencies under two headings: collaborative relationships and working partnerships. It illustrates the adage: ‘two heads are better than one’ because a co-facilitator can add ideas, inspiration and foster synergy, which ultimately enhances a group process and outcomes for all stakeholders. More specifically, a co-facilitator can:

- assist an especially large group that is going to undertake work in sub-groups. He or she can ensure sub-groups are getting the support they need to accomplish the task
- provide participants with a change of pace, a different style and even an injection of energy, by off-setting the other facilitator during a lengthy program that runs over several days
- offer a counter-balance to an internal (to the organization) facilitator, supplying an

¹⁾ Dr. Marie Martin, CPF in “Why Co-Facilitate”. IAF, Southern Whiteboard, March 2011

objective view or a challenging view, from an external perspective

But what about those situations where co-facilitation does not improve the process and where mutual collaboration does not materialize? Such an incident recently happened to me, and since then I've been examining a number of ideas surrounding co-facilitation. As part of reflective practice, I thought my "lessons learned" would be worthwhile to share with peers.

Lessons Learned

1. **Determine that co-facilitation as a methodology is warranted and will deliver a better group process and outcome.**

- It is essential that the advocate for co-facilitation (be it the change leader, the facilitator, the participants or other stakeholders) be able to substantiate the expected benefits and advantages from

this technique. According to Martin¹ co-facilitation is recommended when:

- one facilitator is unlikely to be available for the duration of the event
- the membership in the group is likely to change
- the intended goals are nebulous
- there are conflicts between members of the group
- a long period of time is expected to be required to complete a program or make a decision
- individual participants are likely to require individual attention in the midst of the group process
- tasks to be undertaken have many steps or components
- it is the most cost-effective means to generate outcomes, despite obstacles

The gorgeous resort where this particular "facilitation train smash" happened



2. **Have the change leader (i.e., the person who has established the need for a facilitated process) select and appoint a “lead” facilitator who is responsible for the selection of a co-facilitator(s).**

One of the greatest risks in co-facilitation is having two facilitators compete for authority and status, to the detriment of the process. Having a lead facilitator who is accountable to the change leader and participants, and who has the authority to build a high-performing team improves the likelihood of compatibility and support for the facilitation process.

2. **Ensure the essential elements such as time, space and technology are available to foster the building of a relationship with your co-facilitator!**

It is naïve to think that your facilitation skills are so powerful that collaboration will just happen naturally and automatically! Ideally, the relationship needs to develop progressively (preferably during the process design phase) to enable a productive and trust-based working partnership. The goal of partnership development is open discussion and consensus between both facilitators on roles, responsibilities, norms, and mutual expectations.

2. **Deal with situations of co-facilitation disagreement head-on, by using the same conflict engagement techniques that would benefit a group who is at an impasse.**

Despite the best intentions, it is possible that conflict will arise between co-facilitators. If so, address it immediately by providing a safe environment for you and your co-facilitator to engage in an exploration of values, beliefs and perceptions. The goal is for the co-facilitators to emerge from the conflict better able to make decisions and agree on a permanent solution to resolve the disagreement and surmount the impasse. Deal with this type of interpersonal

conflict by modeling the same behaviors master facilitators use to effectively manage conflict that arises within the group!

2. **Establish the concept of “team” with the following non-negotiable charter: the group process and the collective of participants + change leader + stakeholders are more important than either facilitator.**

The source of my unsatisfying experience was because my co-facilitator put his self promotion above all other considerations. His ultimate (but unstated) outcome for this particular group process was securing his next contract with this client! In the words of Martin², “Co-facilitators share a vision for themselves and the group, share responsibility for the event, processes and outcomes and share the space in which they work. When co-facilitators focus on themselves as individuals instead of a team, they lose the ‘co’ of co-facilitation.”

So, can co-facilitation be more than the sum of its parts, as the title of this article suggests? Notwithstanding the lessons I learned from this negative experience with co-facilitation, my answer remains a resounding yes. However, we need to accept this strange paradox: facilitation is meant to make things easier for a group, but co-facilitation as a practice can add a level of complexity that makes things inherently more difficult!

Fortunately, my magical co-facilitation experiences outweigh this sub-optimal event. I fully recognize that the magic of co-facilitation comes from a group process with the right person, in the right place, at the right time such that we mesh in a way that expands the creative force of the group. My lessons learned now provide the context to ensure that more magic occurs in my future facilitation!

2) Dr. Marie Martin, CPF in “Working at the Edge of Chaos –Living with the Complexity of Co-Facilitation”. With permission from <http://www.learningconversations.net>



Courtesy of Paul Z. Jackson

Applying Improvisation - an emerging network

By Paul Z Jackson

As any facilitator will tell you, while it may be crucial to have a clear plan for your session, it's even more important to be ready to improvise. The skills of responding in the moment by being utterly present to what is going on as your event unfolds are at the heart of successful facilitation.

Improvisation is traditionally associated with jazz and theatre, particularly the comedy exemplified by the likes of Paul Merton and Josie Lawrence in *Whose Line Is It Anyway*. Now the skills of im-

promptu performance are moving into the workplace, thanks to a community of facilitators, trainers and workshop leaders, gathered in The Applied Improvisation Network (AIN).

This network of practitioners and clients value the use of improvisation skills in organizations to improve relationships, increase authenticity, promote spontaneity, foster trust and build communities of practice. All in non-theatrical contexts.

More than 1400 business professionals and aca-

demics have joined the network - free at <http://appliedimprov.ning.com> - and hundreds have attended international conferences in Europe, North America and Japan, and are actively engaged in AIN regional groups.

Breaking the isolation

It all began about ten years ago, when I met two other facilitators who were also presenting workshops with improvisation in the title at the International Alliance of Learning (IAL) conference in Florida.

As a comedy producer at the BBC, I'd set up various shows on radio and on stage, and had taught improvisation skills to Rob Brydon, Ruth Jones and Julia Davies (familiar now through Gavin and Stacey) and also to BBC management colleagues, initially just for fun.

Each of us at the IAL had learned about improvisation independently, recognising its value for unleashing energy, creativity and team-work in business settings. Yet we were operating in professional isolation, delighted to find each other and we couldn't help wondering if there were others.

It turned out that there were - perhaps a few dozen who were already selling such services and documenting their experiences, and hundreds more who could see the potential for getting involved, learning and developing the field.

We put together a mailing list, a newsletter and then gathered a group of 30 or so pioneering applied improvisers for our first conference in San Diego in 2002. Since then our real-life and virtual community has grown year by year, and shows no sign of slowing.

Growing improvisationally

What's fascinating is to see an organization develop by applying improvisational principles to its own activities. Somebody initiates something and if others decide to join in, then it builds. We follow the energy. Everything about the network has started spontaneously and emerged organically.

All contributions to enhancing the AIN are voluntary, and anyone with a passion can join and contribute to the various organising teams - to produce conferences, marketing materials, discussion themes and so forth.

Apart from the joy of finding others who are using similar techniques and a common vocabulary ("Yes, and", "offers and blocks", "structure and freedom"), we get to see each others' work through case studies. It's clear that the main current applications of improvisation are in problem-solving workshops - when you improvise, you discover and enhance your creative resources; in presentation skills - helping speakers to get in the moment, to connect with and respond to their audience; and in team-building - improvisation is built on collaborative activities, the essence of teamwork.

And while there is a great deal of variety in how each practitioner goes about their work, some common 'best practice' has emerged. The importance of the briefing and debriefing, for example, is a recurring theme. It's no use getting a bunch of sceptical managers to engage in an activity that has no clear purpose or is even merely 'fun'. The business value must be apparent if the session is to succeed.

You can join the AIN and learn more at: <http://appliedimprov.ning.com>

ABOUT THE AUTHOR



*Paul Z Jackson, is a facilitator and trainer, whose books include *Impro Learning*, *58½ Ways To Improvise In Training*, *The Inspirational Trainer* and (co-author) *The Solutions Focus and Positively Speaking*. He is co-founder of the Applied Improvisation Network, and is a member of IAF. Contact paul@impro.org.uk*

Why won't leaders facilitate?

By Ingrid Bens, M.Ed., CPF

Leaders who operate in today's networked world of projects and teams find themselves in a dynamic environment that didn't exist just a few decades ago. Where leaders once worked close to their people and had extensive decision-making authority, today's leaders are more likely to be heading up multiple teams of far-flung specialists working on complex projects.

Despite these major changes, the vast majority of today's leaders do not seem to possess the process tools they need in order to manage the complexities of today's workplace. In fact, most leaders that I encounter have never even heard of the very tools that they should be using every day to build and maintain the effectiveness of their teams.

I say this after doing OD work and conducting facilitation skills workshops for more than 25 years. I've taught leaders in major corporations, social sector agencies, the military and large government departments. Regardless of the setting, I have found it to be universally true that managers are largely unaware of even the most basic process tools.

To make matters worse, most leaders hold erroneous views about facilitation. They either see it as a touchy-feely, soft skill, or think of it as something that relates only to running meetings. This view is especially prevalent among senior managers who send their middle and frontline staff to training, but rarely attend themselves.

As a result of this major skill gap, today's leaders operate in the workplace without the very tools they need to handle the situations they encounter. Here are just a few examples of things I've seen recently.

Deadlines vs facilitated conversations

I'm currently doing consulting work in a large government department, about a year after a major change initiative was announced. Despite



urgent sounding announcements and elaborate slide presentations, nothing changed.

Interviews with front line leaders revealed that they basically had no idea how to actually engage their people to make the mandated changes happen. What they did instead was set deadlines and require compliance.

After extensive interviews, I learned that none of the leaders knew how to facilitate conversations using tools like Visioning. They didn't know to ask buy-in questions or how to apply Forcefield Analysis to identify the blocks and barriers to implementation. They also lacked any strategies for dealing with resistance.

The result was that a year after senior management announced their bold, new initiative, practically nothing had happened. In fact managers universally reported increased levels of cynicism and resistance amongst their staff.

Structuring conversations

Another classic example of how the lack of process knowledge hampers organizational effectiveness is in the area of conflict management. Time and again, I'm asked to intervene in organizations where relations between individuals and groups have broken down.

In every case I've encountered, no one had ever heard of the relatively simple process

tools that I used to help them resolve their issues. This includes such tools as asking conflicting parties to paraphrase what the other party has said or having competing parties share what they "Need" from one another and what they "Offer" to the other party in return. Clearly, leaders of every project and department should know how to structure conversations in a way that safely restores health to relationships.

Given the complexity of today's workplace, you would think that leaders would regularly get their staff together to identify their problems and solve them. Once again, I see no real evidence that leaders are using Systematic Problem Solving even though they may be awash in problems. Nor do they engage their people in Survey-Feedback sessions to debrief the data collect in the various surveys that they conduct.

Finally, there is the sad fact that most leaders still do not know how to run an effective meeting. In every organization I visit, I'm told that meetings are terrible: that leaders don't send out agendas, that they fail to set Norms, that they don't know how to intervene to redirect ineffective behaviors and fail to use exit surveys to assess the meeting. Worst of all, most leaders have no idea how to build a group consensus or overcome a deadlocked decision making discussion.

By now you may have gathered that I'm in a quandary! How can it be that these tools have been out there for decades without anyone but professionals knowing about them?

Sharing knowledge more widely

The only exception seems to be Brainstorming, which is known and used widely. The question is, why aren't the other tools in the process toolbox also ubiquitous?

One reason may be that most facilitation books, conferences and certification processes are aimed at professionals. Too few textbooks have been written for the average leader and the specific situations that they need to facilitate. Certainly those of us who write about facilitation need to write more frequently for this audience.

Our conference is another part of this dilemma. The IAF conferences are wonderful forums for learning. Sadly, the only people who attend are facilitators. Perhaps we need to create

a core set of workshops and then systematically insert these offerings into the conference agendas of other professional groups, so that process tools and skills are spread more broadly.

Finally, there seems to be a need for some sort of intermediate facilitator certification process for non-professionals. Our CPF's could administer this testing and help coach leaders who seek to improve their process skills. I was part of an IAF think tank in Chicago recently where this very idea was put forward. I hope that it can become a reality soon.

I'm convinced that all leaders need to possess a robust set of process tools to manage in today's fast-paced workplace. The goal of moving leaders from telling to asking, from directing to engaging, has in fact become the new focus of my career. More and more I find myself working on trying to figure out how to reach leaders with the important message that taking a facilitative approach to their work will transform not only their organizations, but also themselves.

ABOUT THE AUTHOR



Ingrid Bens is a Certified Professional Facilitator, holds a Master's degree in Adult Education and has more than 25 years of experience as a workshop leader and organization development consultant. The founder of Participative Dynamics, in Florida, and the Facilitation Tutor on-line learning portal at www.facilitationtutor.com, she is running workshops in the UK in October and at the 2010 IAF Europe conference in Helsinki.

The Drivers Model:

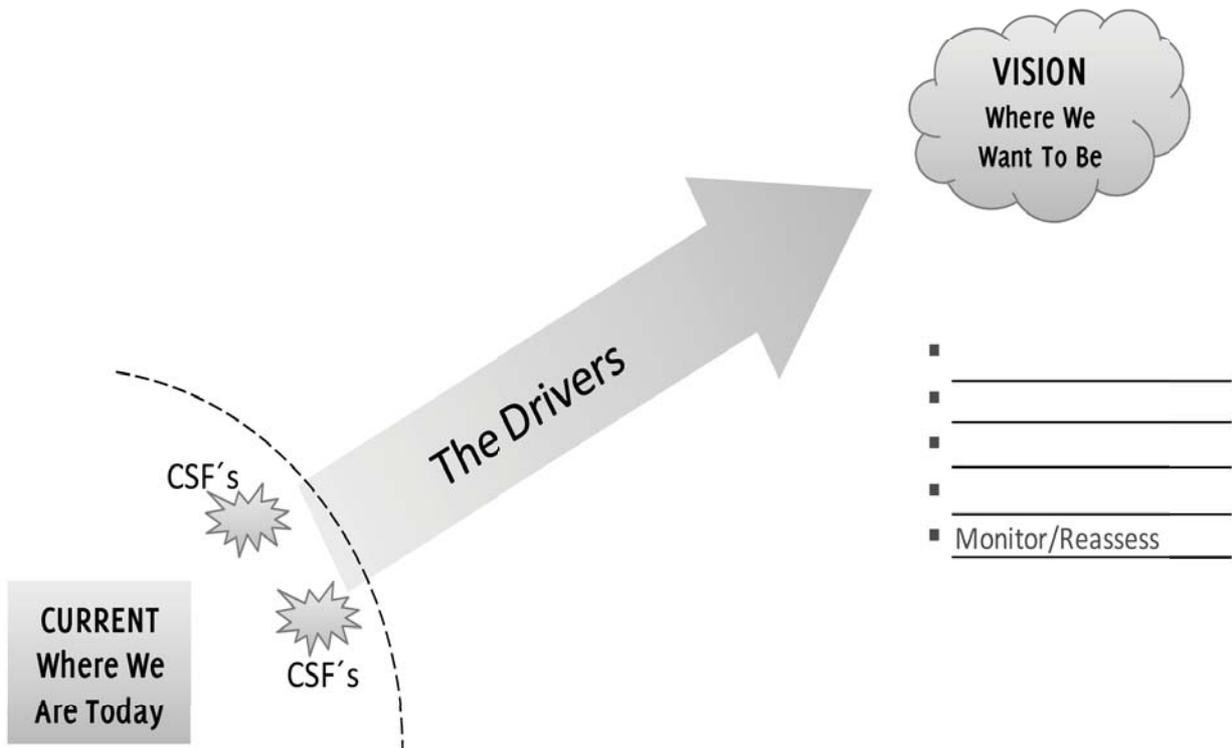
The Secrets to Facilitating Strategy

By Michael Wilkinson

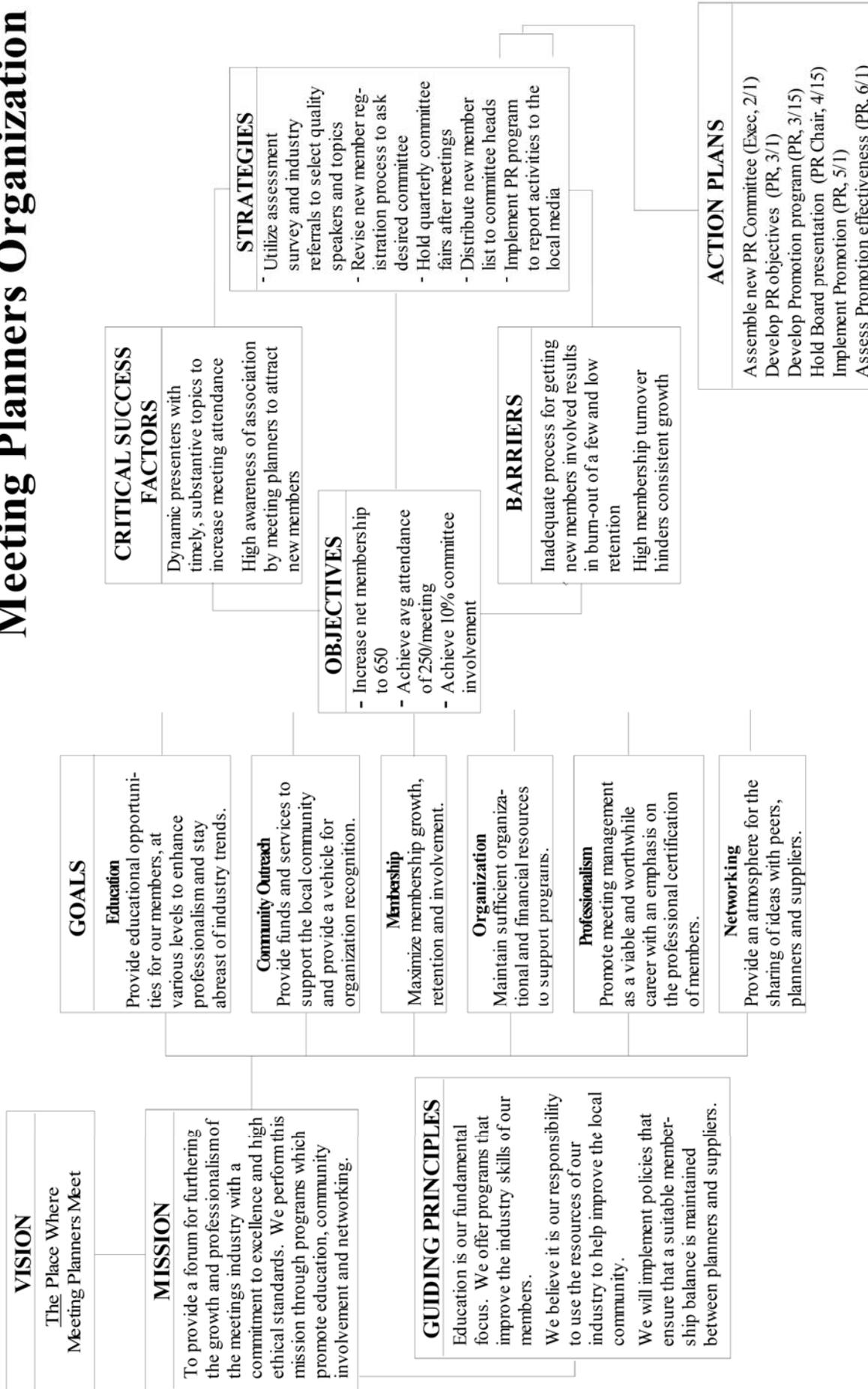
Note: Michael will be presenting The Secrets to Facilitating Strategy at a special one-day pre-conference at the IAF Europe Conference in Helsinki. To learn more, see the IAF-Europe Conference website (www.iaf-europe-conference.org).

Leadership Strategies has developed the Drivers Model, a method for taking a strategic approach to addressing a business situation. The model provides a simple communication tool for helping organizations construct a strategic plan. The model is fully scalable and applies to Fortune 500 companies, non-profit organizations, a field office, an individual department, a work team, etc.

There are four major steps in our standard Drivers Model. What follows is a brief overview of the four steps. For a sample deliverable, action plan format, and list of terminology definitions, see the detailed workshop description on the IAF Europe Conference website.



Meeting Planners Organization



Step 1: Where are we now? (Situation Assessment)

Understanding the current situation is vital to identifying the approaches needed to drive success. A full understanding of the current situation includes an analysis of several areas. The list below shows a sample list of assessment areas and one or two of the key questions to be answered for each.

- Customers – What are their current and future needs? What are their perceptions of our performance?
- Employees – What are their perceptions of our organization and how we can improve? How can we make them more effective in their roles?
- Industry trends – What have been recent shifts in the industry? What shifts are anticipated for the future?
- Competitors – How do we compare against our competitors? What are their recent and anticipated initiatives?
- Performance trends – How are we performing by product, by market, by channel?
- Recent goals and initiatives – How are we achieving against our plan? How successful have we been with recent initiatives?
- Organization profile – What are our strengths and areas for improvement with regard to our organization structure, processes, technology,

culture, etc.?

Often, planning teams summarize the current situation information into a SWOT: a summary of the organizations key strengths, weaknesses, opportunities and threats.

Step 2. Where do we want to be? (Strategic Direction)

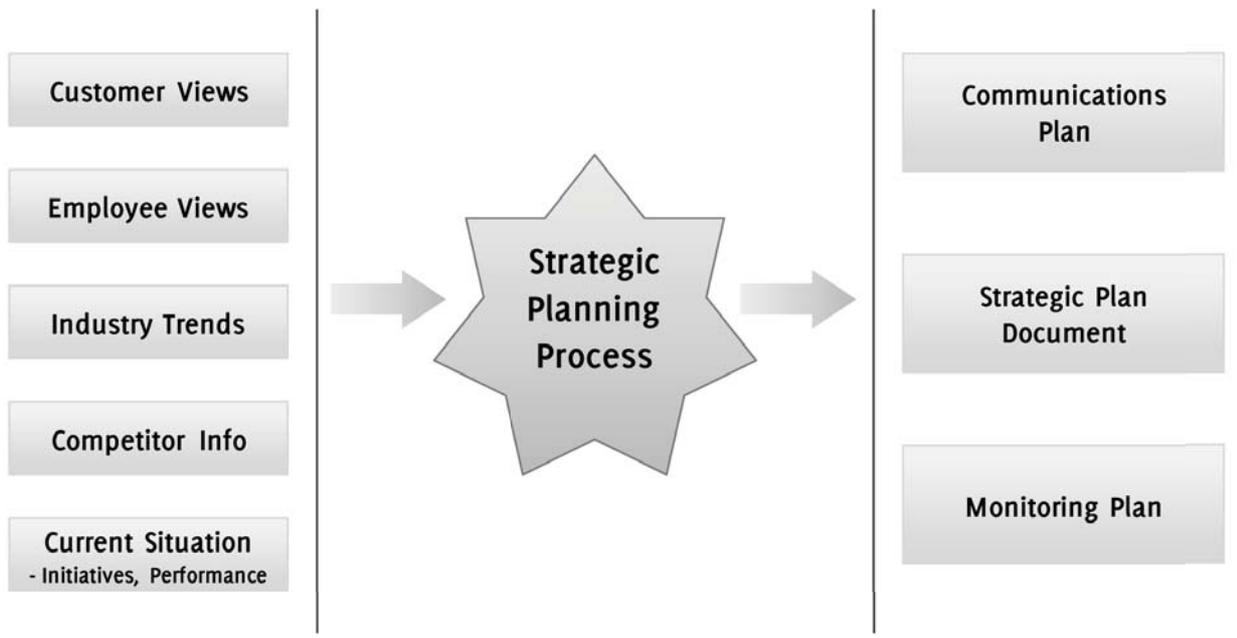
The heart of strategic direction setting is this second step. In our Drivers Model, the information from the situation assessment is combined with the understanding of future trends to develop the vision statement and the mission statement.

- **Vision** – the organization’s preferred picture of the future
- **Mission** – the overall purpose of the organization (i.e., what the organization does, for whom it does it, and the benefit)

The second page shows a sample segment of the strategic plan for a trade association of meeting planners. While the mission speaks to “what they do, for whom, and the benefit,” the vision describes what the future will look like if the organization achieves its mission.

The strategic direction setting also includes the defining of **goals and objectives**.

- **Goals** – the broad, long-term aims that define accomplishment of the mission



- **Objectives** – specific, quantifiable, realistic targets that measure the accomplishment of a goal over a specified period of time.

Each goal has a specific set of objectives, as shown below for the membership goal.

The objectives establish the bar for the rest of the planning effort. **All the strategies, action plans and investments should be focused on achieving one or more of the plan objectives.** Therefore, it is critical that you select the right objectives for measuring our success. Establishing objectives is perhaps the toughest work in planning.

The planning effort also includes establishing **Guiding Principles** - general guidelines that set the foundation for how the organization will operate. Guiding principles are more than just a statement of values. Guiding principles also describe the actions the organization will take based on the values.

Step 3 – How do we plan to get there? (Implementation Planning)

Once the objectives are established, the next step is to develop the road map for achieving the direction. For the road map to be viable, however, it must focus on three areas in particular.

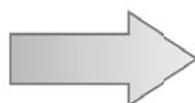
- The barriers to achieving the goals and objec-

tives indicate those challenges which the organization must overcome to achieve its strategic direction. Barriers answer the following questions: “Why haven’t we achieved our goals already? What is standing in our way?”

- While barriers address the challenges, the critical success factors identify those key conditions that must be met to achieve the goals. Critical success factors, typically no fewer than two and no more than seven per goal, serve as a guide for determining the strategies to be developed.
- The **strategies** that are undertaken (i.e., the road map) must drive achievement of the strategic direction by controlling the **critical success factors** and overcoming the barriers.
- An important activity at this stage is the **prioritization of strategies** to determine the items to focus on first. For each priority strategy, an action plan is developed which details steps, responsibilities, costs and timetables. The action plans can then be summarized to identify resource requirements and to develop a resource plan to meet those requirements.

VISION

The place where meeting planners meet

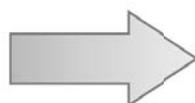


MISSION

To provide a forum for furthering the growth and professionalism of the meetings industry

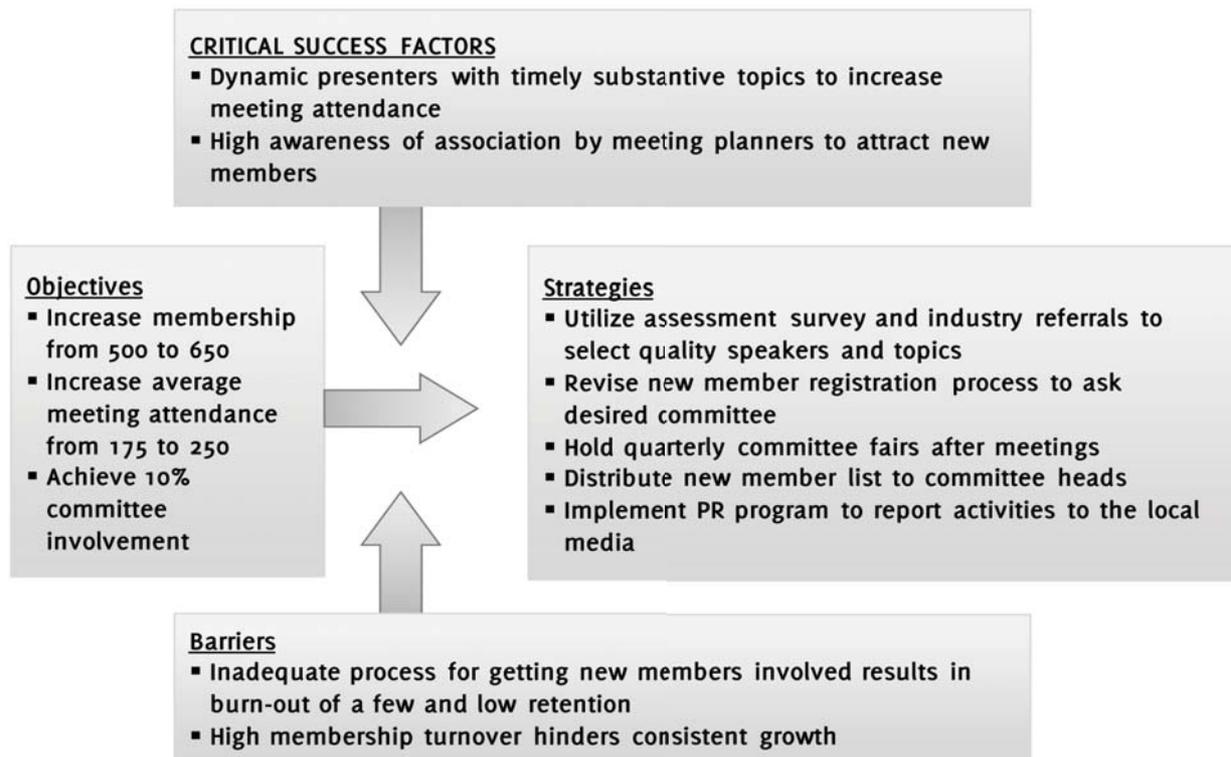
MEMBERSHIP GOAL

Maximize membership growth, retention and involvement



MEMBERSHIP OBJECTIVES

- Increase membership from 500 to 650
- Increase average meeting attendance to 250
- Achieve 10% committee involvement



Cutline missing

Step 4 – How will we monitor progress? (Monitoring)

Many organizations benefit simply from going through the process of creating a strategy. At this point, everyone is clear on where we are going and how we plan to get there. However, the key value to strategy development comes in the implementation of the plan. Unfortunately, all too often, strategic plans become space fillers on an executive's bookshelf. To prevent this occurrence, we recommend a structured monitoring process every three-to-six months.

The structured review involves:

- Assessing progress on strategies
 - Grading the current and projected performance against the objectives
- Identifying changes in the environment, new barriers, additional critical success factors
- Making adjustments to the objectives
- Re-establishing priorities for strategies, removing strategies and adding new strategies as needed

While often a sobering process, this detailed level of monitoring provides a method for ensuring that the long-term strategy stays on the front burners, despite the pressures of the day-to-day business operation.

ABOUT THE AUTHOR



*Michael Wilkinson is Managing Director of Leadership Strategies, a company that specializes in meeting facilitation and facilitation training (www.leadstrat.com). He is the author of *The Secrets of Facilitation* and *The Secrets to Masterful Meetings* and primary author of the firm's course, *The Effective Facilitator*, a four-day class taught monthly in Atlanta, Georgia, and quarterly in cities around the United States. He is one of less than a dozen Certified Master Facilitators worldwide and was named Facilitator of the Year for 2003 by the Southeast Association of Facilitators. He has presented at IAF European Conferences in 2008 and 2009.*

Welcome, new and returning members

(March, 2011)

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

- Upendra Bhatia, United Kingdom
- Debbie Burns, United Kingdom
- Lisa Burton, United Kingdom
- Pat Cowley, United Kingdom
- Orla Cronin, United Kingdom
- Christine Houlton, United Kingdom
- Mandana Jahanian, Sweden
- Alison Jarvis, United Kingdom
- Annika Lindberg Turesson, Sweden
- Karen MacLennan, United Kingdom
- Caty McColgan, United Kingdom
- David Ransay, United Kingdom
- Jessica Reynolds, United Kingdom
- Laura Richardson, Republic of Ireland
- Vibeke Schrøder, Denmark
- Catherine Sexton, United Kingdom

- Pasima Sule, United Kingdom
- Giuseppe Totino, Turkey
- Muriel Young, United Kingdom

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

- Jean Balfour, United Kingdom
- Irene Beautyman, United Kingdom
- Natalie Berthier-Ortmann, Germany
- Goranka Crété, United Kingdom
- Martin Gilbraith, United Kingdom
- Onno Kruitwagen, The Netherlands
- Tadej Petek, Slovenia
- Susanna Söderström, Switzerland
- Claudia van de Pol, The Netherlands
- Penny Walker, United Kingdom
- Sarah Willis, United Kingdom

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.

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
- Facilitating Corporate Discussions and Events, April 15, 2011, Moscow
- 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
- MEMBER NEWS



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