



THIS MONTH

A POTPOURRI OF IDEAS, METHODS THAT YOU CAN USE AND SHARE

#07 JULY 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.

IAF Europe is currently the only region to benefit from having its own Administrative Office. Please make this your first point of contact for 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@iafeurope.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: The Okalip hotel in Istanbul is the location for the pre-conference events leading up to the IAF Europe Conference Oct. 14-16, 2011. The cover shows one of the many workshop rooms that will be used during the three days of preconference events and CPF assessments. Amazingly, some of the rooms have walls that are completely white boards, so you can write anywhere you like! (Photo by Ben Richardson)

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

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Sustaining chapter **MOMENTUM** and **ENERGY**

THE IAF GENEVA EXAMPLE

By Pamela Lupton-Bowers

We in the Europe management team are proud and happy to have already five chapters established in the region and several others in formation. During our annual planning meeting in Brussels earlier this year, we acknowledged that while we wanted to see more chapters and thus more IAF members, we also wanted those chapters to be healthy, vital and active so as to sustain their momentum and energy. So our challenge is how to support the formed chapters to strengthen and deliver relevant and enjoyable activities to their members.

As well as wearing the hat of regional director, I also wear another one as chair of the IAF Geneva Chapter. And it is from that perspective that I'd like to share our experiences and ideas about the activities and events that we in Geneva have been providing for the past four years. We also encourage other chapters to share their successes with the rest of the membership so we can transfer your experiences and learning. We'd be particularly delighted for you to present these through the newsletter.

IAF Geneva was recognised in March of this year, but we have existed as the Geneva Facilitator Network since 2006. Although not officially affiliated, we based our constitution and values on those of the IAF. Promoting facilitation as a profession and specifically the IAF competencies and code of ethics has always been our primary focus so the transition to 'Chapterhood' has only reinforced our focus. Additionally, we aim to encourage those who admire and use the IAF tools as a basis for their work in facilitation to support the continued development of these through their personal membership.

We have an eclectic group of members. Some of them facilitate, some of them would like to facilitate, and quite a few originally came because they had to hire facilitators and wanted to be better informed about what they could expect and demand.

Our model

In general, we have adopted a simple model; although it hasn't always been easy to implement. We schedule bi-monthly evening meetings and hold three one day workshops per year. The evening meetings start with registration and informal networking from 18:00 and have a set programme from 18:30 to 20:00. Our intention for the evening meetings was to have a volunteer-based method share or methods exchange, as we now call them. We invited members to share a method they had learned, knew about or had used with success, or simply wanted to try out before using with a 'real audience'.

The meetings have not always followed this pattern, as some members are reluctant to volunteer, leaving the organising team to lead most sessions. Nonetheless, we have run many interesting sessions and typically have 15-20 people attend. Topics have come from the 'membership' either in sessions run specifically to identify topics of interests or from ad hoc requests.

As we do not have a 'home', we must rent space for meetings, which of course adds to the cost of running an event and requires us to have a minimum number of participants in order to break even. We have limited the cost of an evening session to CHF30 (with a reduction for members). Before becoming an IAF Chapter, GFN had a membership fee; now, with reimbursement of a percentage of the IAF membership fee coming to the local chapter, the discounted fee is for IAF members. We still remain open to non

IAF members but they pay more for the events and are encouraged to join.

A wide range of topics

Each session starts with an introduction and, depending on the time required for the main topic, some sort of icebreaker. At the end of each session we debrief the method explored and explore how we might use it ourselves in our facilitation work.

We also write up the 'minutes of the meeting in the form of a handout about the topic and key learning that we distribute to our list of interested people. So far, topics for the evening sessions have included:

- Exploring the IAF Values and using value statements with a group
- Brown paper processing
- Introduction to world café
- Sharing learning from IAF Edinburgh conference
- Listening and the Margolis Wheel
- Non cheesy introductions for more formal groups
- Contracting with the client – and the 9 P's of planning
- Future mapping for strategic planning
- Deeper connections and introductions
- Creative brainstorming
- Facilitating management transition
- Using Schwartz's intervention strategy
- Unpacking the verbal package - New code NLP



Cartooning and graphic facilitation.



Designing elegant process (2011).

- Learning from facilitation errors
- Introduction to Net-Map
- Facilitating meetings
- Using the 'Medicine Wheel' as a tool for group understanding

In the planning stages

In addition to the evening sessions we have also enjoyed several great workshops:

- Two two-day ICA Technologies of Participation workshops (TOP) with Jim Campbell
- One follow up strategic planning workshop Jim Campbell
- Story telling for facilitation – Susan
- Active Reviews – Amanda Stott
- Cartooning and graphic visualization for facilitation – Graham Shaw
- Designing Elegant Process – Pamela Lupton-Bowers

Several more workshops are being planned for the rest of the year, including 'Metaphors for Facilitation' with Simon Wilson and Carol Sheriff, CPFs and IAF UK; 'Dialogue in Facilitation' with Louise Robb CPF, IAF Scotland; and 'Facilitating Leadership' with Alistair Olby, CPF.

Marketing and promotion of our events continues to be a challenge. We have a website, designed for GFN and now under reconstruction to be rebranded IAF Geneva, but have not had a professional web-master able and willing to be responsible for it and have come to realise that today, having a good quality, accessible website is essential. Bill Reed, the Director of Communi-

cations on the Global Board, is exploring how to support newly formed chapters by providing access to pages of the IAF global site. We will ask Bill to contribute an article in the near future about his plans for that.

We hope that your chapter is getting off to a great start. Please do let us know how you are connecting with people and what initiatives you are organising. We look forward to hearing your chapter's story in next month's IAF Europe Newsletter!

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.



Good listening (2008).



Contracting with the client (2007).

Conference update:

On track for Istanbul in October

By Ben Richardson

With just over three and half months (15 weeks) to go, the momentum of implementing our plans for the Istanbul Conference is increasing.

The conference website is constantly being updated with added detail for both the pre-conference event schedule and the formal conference programme. As a result, we have seen a sharp rise in members accessing the IAF Europe Conference web pages together with the resulting increased level of registrations.

On Monday June 27 and Tuesday June 28, Bobbie Redman and I from the IAF Europe Office paid our final pre-conference visit to Istanbul. We visited the Okalip pre-conference venue and the Dedeman Hotel and met representatives of the Turkish planning team. It was a great opportunity to make sure that everything was on track for a successful event.

Another good indicator that there is still a lot of interest and excitement about the conference is the number of applications for the CPF assessment process. During the planning stages the process has moved from a single day event, then two days and now it is likely to increase again to a total of three days.

Many people registering for the Conference are taking the opportunity to visit the historic city of Istanbul before or after the conference. You will find information about useful websites for finding good hotels in the old city on the conference website at <http://iaf-europe-conference.org>. If you wish to extend your stay at the Dedeman Hotel, please contact the Conference Office for more details.

The support offered by our sponsors is always vital to our success. Without their material support and financial help, the annual conferences would not be the same. We are delighted to announce that Neuland will again be sponsoring the conference by supplying their unique facilitation materials. Additionally, Balkans.com is again our media partner.

We continue to work with other potential sponsors and partners in Turkey as well as the rest of Europe. If anyone would like to know more about the opportunities to support the conference in this way, please contact the conference office at conference@iaf-europe.eu



Bobbie Redman, Ben Richardson and Berna Müderrisoğlu (Turkish Team) meet with Emre Utkan and Serhat Özaydin at the OKALIP.



There is no escaping the OKALIP buildings with their huge murals



This is a venue designed for every aspect of facilitation. From areas for relaxation and creativity to purpose built training and workshop rooms.



One of the many workshop rooms which will be used during the three days of pre-conference events and assessments. Some rooms even have complete white board walls so that participants may write anywhere they wish.

Improving how we Communicate

By Ben Richardson

Europe Chapters will start using generic IAF email addresses to make communication simpler. It is now easier to send emails to Chapters because they will all have their own official iaf-europe.eu email address. It will no longer be necessary to find out who is a member of the particular Chapter.

- Each Chapter will have a Corporate IAF address which is easy for others to remember even when the people in the Chapter team change.
- It will present the professional image of the IAF when used for promoting or advertising the Chapter's activities and events.
- It will make it easier to communicate.
 - a. Between Chapters
 - b. Between Chapters and the Regional Team
 - c. Between the Global Board and Chapters
- The current Europe Chapters have all been assigned new generic addresses as follows;
 - a. denmark@iaf-europe.eu
 - b. england-wales@iaf-europe.eu

c. geneva@iaf-europe.eu
 d. italy-north@iaf-europe.eu
 e. italy-south@iaf-europe.eu
 f. scotland@iaf-europe.eu

- Newly created Chapters will be assigned an email address automatically for now onwards. If this approach works in the Europe Region then it may be adopted by other Regions too.

If you have any problems with using these generic email addresses, or you have any thoughts on how we could improve the way we communicate further, please contact the IAF Europe Office at office@iaf-europe.eu

@ Chapter



Are you eligible for a conference scholarship?

By Ben Richardson

This year IAF Europe together with partners and other sponsoring organisations is offering a number of scholarships to help finance attendance at the Conference in Istanbul. Scholarships will be considered for those individuals who are actively involved in facilitation in Eastern and Central Europe or working in/with community-based organisations throughout Europe.

The scholarship will contribute €600-00 towards the registration fee for this year's Conference. This fee will include two nights in single occupancy accommodation at the conference hotel with all meals and refreshments from the opening of the conference on Friday morning to the Sunday lunchtime conference close.

Successful candidates are responsible for the balance of the registration fee which is €195-00. The Scholarship does not include travel costs, pre-conference workshop fees, pre-night arrival, or any personal expenses.

Applications must be received on or before Monday 25th July 2011. You will be notified of the result before Monday 8th August 2011. To qualify you must be able to show you are a practicing facilitator and;

- Require economic assistance in order to attend the conference
- Have the potential to share your learning with others in your home country
- Are willing to contribute to the conference with your talents and knowledge
- Have a working knowledge of the English language

In your application, please provide the following information:

- Full Name, Organisation and Postal Address

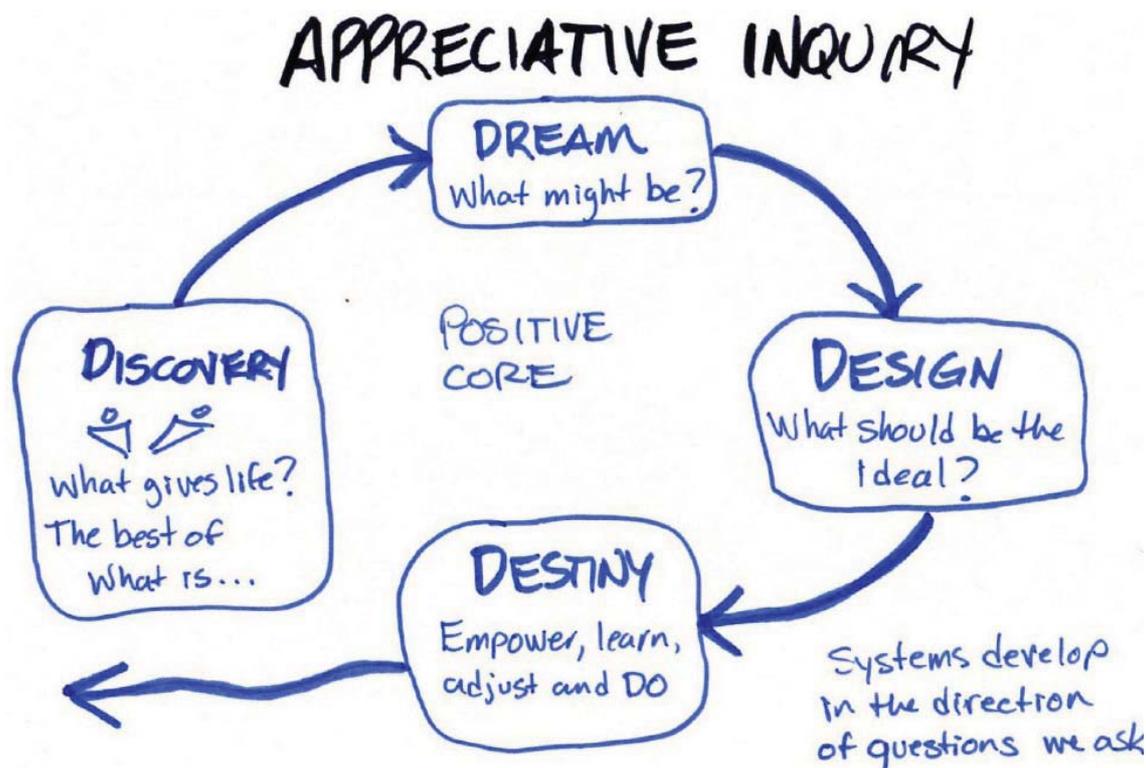


- Contact Information: Telephone Number, Email Address and Fax Number (if possible)
- IAF member (Yes/No) If Yes, since when

Please answer these questions as completely as possible:

- Please tell us about yourself and how you use facilitation, or would like to use facilitation.
- Why do you want to attend the conference?
- How will you share with others what you learn at the conference?
- How are you paying the other costs of attending the conference (i.e. travel, personal expenses)?
- Are you willing to volunteer to help the conference team during the conference?
- What is your first language? Where did you learn English if it is not your mother tongue?

Please submit your application to the IAF Europe Conference Office at conference@iaf-europe.eu. For more information, contact Ben Richardson at ben.richardson@iaf-europe.eu or by telephone at +44 (0)1923 400 330 or fax at +44 (0)1923 620 320. Visit the conference website at <http://iaf-europe-conference.org>



This photo of the Appreciative Inquiry 4D Cycle was taken 5 Feb 2007 by Chris Corrigan and posted on Flickr.
www.flickr.com/photos/chriscorrigan/381482236

Appreciative inquiry

A catalyst for positive results

By Ralph Weickel

The changes in the current global environment provide us all with the opportunity to go in a new path and leave a trail that those to follow will be energized to follow.

Appreciative Inquiry (AI) is a strengths-based process for building teamwork, trust and collaboration, enhancing employee engagement, generating a spirit of creativity and innovation, and ensuring results oriented commitment to a shared mission, vision and strategy. A proven methodology for leading positive change in organizations and communities, appreciative inquiry has been used by facilitators to engage participants and lead groups in achieving unparalleled results with unprecedented levels of energy.

Appreciative Inquiry, recognized worldwide as a revolutionary process for high engagement

positive change and group interactions, is underpinned by five principles:

- The constructionist principle
- The principle of simultaneity
- The poetic principle
- The anticipatory principle
- The positive principle

The application of these principles is the catalyst that allows appreciative inquiry to have such powerful results. During a recent leadership meeting, the practice of appreciative inquiry allowed the leadership team to explore new strategic directions by first engaging in the creation of a compelling future state – an example of the anticipatory principle.

The participants involved took the time through an inquiry process, to create a detailed and compelling future which not only focused on

strength utilization, it also built on the best of their recent accomplishments. Through this process, the energy that was unleashed allowed for discussion around topics, organizational changes and new initiatives that were previously deemed untouchable.

Creates positive energy

The power of appreciative inquiry is in the positive energy that is created in the room by those participating in the application of the process. Having witnessed the creation of this energy in both highly collaborative and dysfunctional environments, I am convinced the appreciation of who individuals are at their “best” in any given scenario is a powerful catalyst for change and engaging in new behavior.

Appreciative Inquiry, as previously noted, has been successfully used for organizational culture change, strategic planning, merger integration, team development, leadership advances and meeting facilitation. Appreciative Inquiry will make a positive difference in your organization, community or the world, as it will help you:

- Transform conversations from complaints to commitments;
- Create an emotionally positive, life affirming organization culture and leadership style;
- Ensure success of technical/operational change by engaging people from the start;
- Lead successful team initiatives by establishing processes for collaboration and process improvement;
- Create a culture of service excellence and partnership with customers, patients and clients;
- Engage multiple stakeholders in strategic planning and transformation;
- Enliven group meetings through appreciative facilitation that allows participants to quickly move to committed action

As people experience the power of Appreciative Inquiry, it is becoming the leading practice for initiating successful

How Does Appreciative Inquiry Work?

The process used to generate the power of Appreciative Inquiry (AI) is the 4-D Cycle. Based on the notion that human systems – people, teams, organizations and communities – grow and change in the direction of what they study, AI works by focusing the attention of an organization on its most positive potential – its positive core.

The positive core is the essential nature of the organization at its best – people’s collective wisdom about the organization’s tangible and intangible strengths, capabilities, resources, potentials and assets. The AI 4-D cycle unleashes the energy of the positive core for transformation and sustainable success.

Affirmative Topic Choice

The 4-D Cycle begins with the thoughtful identification of what is to be studied – affirmative topics. Since human systems move in the direction of what they study, the choice of what to study – what to focus organizational attention on – is both essential and strategic. The topics that are selected provide a framework for collecting stories, discovering and sharing best practices, and creating a knowledge-rich work environment. They become the organization’s agenda for learning and innovation. Once selected, affirmative topics such as “inspired leadership,” “optimal margins,” or “culture as competitive advantage” guide the 4-D Cycle of Discovery, Dream, Design and Destiny.

Discovery: The Discovery phase is a diligent and extensive search to understand the “best of what is” and “what has been.” It begins with the collaborative act of crafting appreciative interview questions and constructing an appreciative interview guide. AI questions are written as affirmative probes into an organization’s positive core, in the topic areas selected. They are written to generate stories, to enrich the images and inner dialogue within the organization, and to bring the positive core more fully into focus.

The results of Discovery include:

- The formation of new relationships and alliances, that bridge across traditional barriers.
- A rich description or mapping of the organization’s positive core.
- Organization-wide sharing and learning from stories of best prac-

tices, golden innovations and exemplary actions.

- Greatly enhanced organizational knowledge and collective wisdom.

These results, in turn, inspire the emergence of organic, unplanned changes – well before implementation of the more “planful” phases of the 4-D cycle.

Dream: The Dream phase is an energizing exploration of “what might be”: a time for people to explore their hopes and dreams for their work, their working relationships, their organization, and the world at large. It is a time for groups of people to engage in thinking big, thinking out of the box, and thinking out of the boundaries of what has been in the past.

The intent of the Dream phase is to identify and spread generative, affirmative, and hopeful images of the future. Typically this is accomplished in large group forums, where unusual combinations of stakeholders explore creative images of the organization’s most positive potentials, innovative strategic visions, and an elevated sense of purpose.

Design: The Design phase involves making choices about “what should be” within an organization or system. It is a conscious re-creation or transformation, through which such things as systems, structures, strategies, processes and images will become more fully aligned with the organization’s positive past (Discovery) and highest potential (Dream).

Destiny: The Destiny phase initiates a series of inspired actions that support ongoing learning and innovation – or “what will be.” Since the entire 4-D Cycle provides an open forum for employees to contribute and step forward in the service of the organization, change occurs in all phases of an AI process. The Destiny phase, however, focuses specifically on personal and organizational commitments and paths forward. The result of destiny is generally an extensive array of changes throughout the organization in areas such as management practices, HR processes, measurement systems, customer service systems, and work processes and structures

In many cases, the 4-D Cycle provides the framework for ongoing activities. Thus, the cycle begins again . . . and again . . . and again.

This explanation of the 4-D Cycle is excerpted with permission from the website of The Corporation for Positive Change, <http://www.positivechange.org/about-us/>

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As people experience the power of Appreciative Inquiry, it is becoming the leading practice for initiating successful change programs and strengthening employee engagement.

If you are interested in learning more about Appreciative Inquiry, join us August 29th in Amsterdam for a 4.5-day experiential workshop during which you will learn both the principles and practices of Appreciative Inquiry. You will learn how to: form a core team; articulate a change agenda; select affirmative topics; mobilize appreciative interviews; envision and enact positive futures; and support innovation teams to deliver on the promise of your change agenda. You can register for the workshop at <http://www.positivechange.org/appreciative-inquiry-workshops/workshop-foundations/>

ABOUT THE AUTHOR



Ralph Weickel is the Principal of Performance Management, an appreciative business consultancy. Ralph guides businesses and individuals to identify core strengths and build on those strengths to permanently improve performance. He uses Appreciative Inquiry as the basis for strength development, performance improvement, and achievement of collective goals and specializes in working with organizations in the areas of team development, change initiatives, sales/customer service program development and implementation, strategic planning, employee engagement, executive coaching and fostering/developing an entrepreneurial spirit. A native of Germany, he is fluent in German. Visit his blog at www.ralphweickel.com/blog or contact him at ralph@ralphweickel.com.

Online Facilitation

Adapting to a Virtual Environment with Free(mium) Tools

By Gillian Martin Mehers and Elisabeth (Lizzie) Crudgington

In this column, we are sharing some examples of tools that are either free or have a “freemium” model (you pay for increased functionality) and which we think can be usefully used in online facilitation; and some ideas about how you might adapt facilitation methodologies to an online environment using these tools (plus IRISnotes – as we haven’t yet discovered a lower-cost option...). We hope you find it useful, and that you’ll share your ideas and experiences too!

The Twitter.com

- Contribute to / follow conversations in real time with short bursts of info: max 140 characters
- Hashtags aggregate related content
- Content can be ‘retweeted’
- “Follow” option
- Tweetdeck

Backnoise.com / Yammer.com

- Similar to twitter
- Private option

Skype.com

Conference call diverse group sizes

- Option to add video (max 10)
- Screen-sharing
- Instant-messaging with chronological display
- Send files

Screenr.com

- Create screen-casts, recording screen and voice to share online

Slideshare.net

- Share presentations, documents and professional videos publicly or privately
- Create slidecasts (slideshow + MP3 audio synced)
- Create channels & favourites

YouTube.com

- Upload video content
- View video content online
- Create channels & favourites

Wikispaces.com

- Co-create documents collaboratively
- Track changes / contributions
- Password protection option

Docs.google.com

- Co-create documents collaboratively
- Similar editing to word / excel (and can export in these formats)
- Design surveys (google forms)
- Auto-generate survey reports with graphics

SurveyMonkey.com

- Design and manage online surveys
- Auto-generate survey reports with graphics

PollEverywhere.com

- Create multiple choice or free-text polls
- Collecting info in real time via text message, web, twitter, and smartphone responses which can be instantly combined
- Charts update instantly as people respond (online or embedded in ppt)

Doodle.com / MeetingWizard.com / TimeAnd-Date.com

- Propose dates / times and gather responses online to quickly and easily determine preferred options

MindMeister.com

- Co-create Mindmaps online in real time
- Working simultaneously and see changes as they happen

Wordle.net

- Generate “word clouds” from text with greater prominence given to words that appear more frequently

Smart Phone / computer video cameras

- Create short videos for sharing (by email if video-bites)

Smart Phone / computer audio / voice recorders

- Create audio files for sharing

DimDim.com

- Slideshow, chat function, audio for presenters, recording, private chat, whiteboard, video link for the facilitator, and more.

Online-stopwatch.com

- Keep time online, counting up or down
- Customize the visual (stop-watch, clock, egg timer, etc.) and sound (bell, alarm, laughing, beeping, etc.)
- Once customized, download the link to your timer. (Personally, I like the egg timer with applause as here: <http://www.online-stopwatch.com/eggtimer-countdown/full-screen/?ns=../s/3.mp3>)

And here’s another one we love but that’s not free (you’ll need to make a small purchase):

IRISnotes

- A pen and mobile note taker
- Capture handwritten notes and drawings
- Edit, save and export them
- Convert handwritten notes into editable text

Now we want to share some ideas about how you might adapt facilitation methodologies to an online environment using these tools:

1. Scheduling future events

- Use Doodle.com / MeetingWizard.com / Time-AndDate.com to quickly and easily determine favourable dates and times for future events (e.g. future conference calls). Not only can this be done to schedule your online event – you can effectively use it during the online event to efficiently schedule your next in real time!

2. Presentation

- Use Ignites (igniteshow.com) / Pecha Kucha (<http://www.pecha-kucha.org/>) (timed presen-

tations) to keep to timing in online events and make sure presentations are well prepared and maintain a good pace.

- Use Prezis (Prezi.com) for variety in presentations (a change from powerpoint), creating visual interest.
- Use short videos and/or screen casts via YouTube.com / Screenr.com or Slideshare.net

3. Work in small groups with online “job aids”

- Provide a participants list to everyone in advance, including names and Skype.com IDs (or equivalent). Divide the group up into small groups, designating a host.
- Pre-create job aids using Wikispaces / Google Docs / Mindmeister etc. These will most often be templates, to which you can provide links.
- Direct people to your ‘job aids’ with links (plus log-in and password).
- Provide an online timer to keep time and remind people to promptly rejoin the whole group at the specified time.

4. Report back (after small group work)

- Use Screenr.com to create screen-casts for report back
- Create video or audio recordings – using computer and smart phone programmes / applications to pre-record report-back and share using YouTube.com or Slideshare.net - helping to avoid lengthy monologues and add diversity to the event
- Use an online timer (such as online-stopwatch.com) to help with time-keeping and speaker management



5. Prioritizing questions (e.g. for a Q&A with a speaker)

- Use Twitter.com / Yammer.com / Backnoise.com. Determine a hash-tag in advance and provide this to participants.
- Give participants a few minutes to submit questions. To prioritize these for the speaker (so they respond where participants are most interested in learning more in a limited time), then ask participants to 'retweet' the questions others have posted that they are most interested in hearing the responses to. The questions most 'retweeted' are then prioritized and the speaker addresses the questions according to this prioritization.

6. Clustering questions / ideas

- Use a mind-mapping online tool such as Mindmeister.com (or do a hand-drawn version using IRISnotes). Set up the mind-map in advance and provide all participants with the link / access (to edit or view) or, just use Skype.com screen share (or equivalent) to share the map and designate one editor.
- Ask all participants to think of a question / idea and then cluster these as follows: Ask any person to start, sharing their idea using instant messaging (this is important to keep it concise and to the point) - as well as reading it aloud (but not expanding on what is written unless someone asks for clarification!).
- The mind-mapper copies and pastes the idea from the instant message into the mind-map. With this done, ask for someone with a like / similar idea to share it (again, instant messaging it and reading aloud), which is then copied and pasted into the mind-map / or summarized by hand if using IrisNotes. Do this until there are no more like / similar questions or ideas. Then start with a different 'branch' of questions / ideas on the mindmap. Repeat until all questions or ideas are represented.
- The mindmap will clearly show where there is greatest interest, most clarification needed, most energy and/or ideas and conversation in plenary afterwards can start from here.

7. Voting

- Use an online tool such as PollEverywhere.com to do real-time voting (with an anonymous option). Prepare the questions / options in advance, or generate them online and set the poll up in the course of the online event. Either-way, if you think you might vote on something, get familiar with polleverywhere and its parameters (e.g. more than 30 people and you may need to pay a subscription fee) ahead of time.
- One advantage of poll-everywhere over google docs and survey monkey (see below) is that rather than having to download the results as a pdf, you can actually see results live - as they change second by second, creating more excitement and anticipation.
- Google docs ('forms': docs.google.com) and SurveyMonkey.com could also be used for voting prior to or during an event. Both enable results-exporting as visuals (pie charts / bar graphs) in pdf.
- All give you the option to track - or not - who responds and how, so you have the option of anonymity or respondent profiling and analysis. (e.g. how do responses vary by sector / region...)

8. Carousel

- Use Skype.com video conference calls (or equivalent) for small group discussion (Note: make sure all participants are in one another's contact list in advance and provide a participant list with names and skype IDs, as well as who is in which group for the carousel so that the host / facilitator of each station discussion knows who they need to include in the conference call)
- Use wikispaces.com / google docs (docs.google.com) / Mindmeister.com mind-maps in place of flipchart stations
- And/or use IRISnotes for visual / hand written work in combination with Skype.com screen share (can save and share doc with next group for further editing, or have same station 'facilitator' throughout)

9. Open Space Technology

(visit openspaceworld.org for the 'how to' steps in a face-to-face environment)

- Use instant messaging (e.g. Skype.com chat) for people to submit topics / questions to schedule
- Prepare a blank timetable (in word / google docs / wikispaces.com) and copy and paste across questions and topics as they are submitted
- Provide each topic 'host' a few minutes to decide where they would like to capture the key points of the discussion as it progresses (e.g. wikispaces.com / google docs / Mindmeister.com / irisnotes), to set up the appropriate 'page' and send you the link plus login / password if necessary. Note: If you prefer, you could just pre-determine that everyone will use (for example) a wiki and provide the topic hosts with links to appropriate wiki pages - labeled topic x through to topic y.
- In the same doc as the timetable, include the following info:
 - (a) Who is hosting the conversation (plus their Skype ID)
 - (b) Links to the page(s) where the conversation will be captured, plus log-in / password if necessary.
- Use a screen share tool (e.g. Skype screen share) to share the timetable with everyone as it is developed
- Ask participants to instant message the topic host when they wish to join a conversation
- As the facilitator, keep time and use instant messaging to inform groups when they have 10 mins / 5 mins / 0 mins until the end of their session (OR use an online timer such as online-stopwatch.com) and then invite everyone to revisit the timetable for information on where to go for their next conversation.
- Use Skype conference calls (or equivalent) for small group discussion, in combination with Skype screen share as necessary.

10. World Café

(visit theworldcafé.com for the 'how to' steps in a face-to-face environment)

- Provide a participants list to everyone in advance, including names and Skype IDs (or equivalent). Include also in this list some coding (in a table) to facilitate organizing three different groupings of 4 participants for each round of the World Café, and nominating a host.

For example, for the first round of the World Café / first grouping of 4, you might group people by simply going through the participant list organized alphabetically by surname, and counting people into groups of four – giving each person a letter next to their name – e.g. the first four participants would be coded 'Group A', the second four 'Group B' etc. For the second grouping of four participants, go back through the list and this time number them from 1 through to the total number of participants / 4 (e.g. if you had 40 participants you would number them 1-10 four times. For the second round of the World Café, all the 1's will chat together, all the 2's together, etc. Then for the third round, you might assign different symbols or colours. You choose – the important thing is to determine in advance how you will group everyone, and include this 'coding' in the participants list so it is clear and easy to create the groupings. Additionally it is important that, for each round of the World Café, you designate clearly in the participant list who is responsible for hosting the conversation (i.e. hosting the Skype call, keeping time and making sure everyone contributes!)

- Once everyone is clear about with whom they will chat in the first round and who is hosting the call (plus their Skype ID), you can launch round one. But first – set an online timer (such as online-stopwatch.com) that everyone can see and which will ring to call everyone back into plenary.
- Back in plenary, take some highlights 'popcorn' style from each group (call on the hosts of each group of four) and capture these in wikispaces.com / google doc / Mindmeister.com / irisnotes using screen share at the same time.
- Repeat.

11. Point and counterpoint

(read the description of this methodology for the 'how to' steps in a face-to-face environment in the book: *Thaigi's 100 Favourite Games*)

- Provide a participants list to everyone in advance, including names and Skype IDs (or equivalent).
- With everyone on the conference call, use Polleverywhere.com (or google forms / or

SurveyMonkey.com) to gauge participant's positions regarding a controversial statement. Set the poll/survey question up in advance, putting opposing controversial statements at either end of a scale of 1-10, with 10 fields in between into which they must enter their first name. (You need the names later!) Give participants only 30 seconds to decide where they are on the scale.

- As soon as you have all the results, generate the report (export the results) and share this with participants using Skype screen-share (or equivalent). You should be able to see the names of all participants on the scale from one to ten. At this stage, make a comment on the distribution. Then 'count off' participants, starting at the person nearest 0, putting them alternately in team 1, team 2, team 1, etc. Note: Designate one (or two) participant(s) – you want to ensure there is an equal number of participants in each team) who fall in the middle of the distribution as 'judges' who won't participate in the work of team 1 and 2. Then designate the person nearest 0 as the "captain" for team 1 and the person nearest 10 as the captain for team 2. They are then responsible for hosting two team calls (using the list of participants shared prior to the meeting).
- Use a tool such as wikispaces.com / google docs / Mindmeister.com as a work space for each of the groups (having set up a space for each team in advance). Provide them with the link and (if necessary) login/ password and set them to work brainstorming all the arguments in favour of 'their' controversial statement – capturing all contributions on the tool provided. (This capture is essential for later.) Use an online timer (online-stopwatch.com) to keep time and remind them to return to a full group call.
- Meanwhile, set up 2 quick slideshows. Make sure you can play both on loop. In the first, go through the results from the poll, entering one name per slide into the slideshow starting with the name closest to 0 (and remembering to remove the judge(s)). With all the names in place, make the slides with the names of all participants from team 1 one colour, and all the names from team 2 in another colour. When you play the slide-

show, as it goes through the names, the slides should alternative team/colour one and team/colour two. You will use these to call on the members of the teams to share their arguments, as well as helping everyone keep in mind who is talking and on behalf of which team / position. A second slide set is just two slides with just the two team colours (no names).

- Back in full group, launch the 'debate', determining who speaks when using your slide set, until all the arguments captured are exhausted. The switch to your second slide set and invite people to 'change teams' and spontaneously argue from the other team. You will not have names, so just switch from colour one to colour two. Participants can only share if they are adding a new argument from the other team to the one in which they participated.
- Once all arguments are exhausted. Invite the judge(s) who have listened to the debate to give their 'verdict' with a brief synthesis of which arguments they found most compelling.
- Finally re-do the poll that you started with. Generate the report and compare the results! Have people shifted in their thinking?

ABOUT THE AUTHOR



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Methods of the Month:

Ritual Dissent/Assent

By Maureen Jenkins, IAF Methods Database

This month's method is from Cognitive Edge in the UK (www.cognitive-edge.com). It is a ritualized way of providing either alternative positive suggestions (assent) or else attacking the weaknesses (dissent) in an idea. Used in the midst of a process of idea development, this technique provides the group a way of refining their thinking to take their idea a step further.

Purpose

To test and enhance proposals, stories, ideas or whatever by subjecting them to ritualized dissent (challenge) or assent (positive alternatives). It is a forced listening technique, not a dialogue or discourse.

Preparation

The technique is normally used in a workshop with a minimum of three groups with at least three participants in each. Ideally the number of participants should be higher, but no higher than a dozen, and the larger the number of groups; the more iterations and variety.

Each group should be seated at a round table (or a circle of chairs), and the tables should be distributed in the work area to allow plenty of space between them. If the tables are very close, then there will be too much noise which will restrict the ability of the spokesperson to listen the dissent/assent.

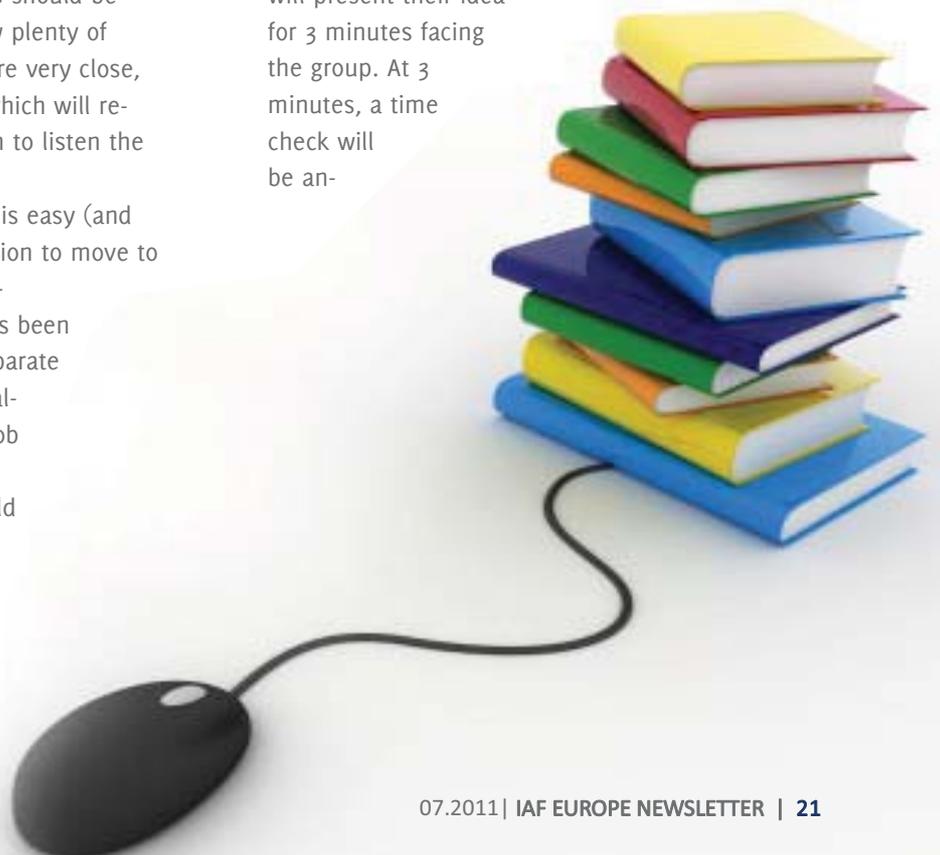
The tables should be set up so it is easy (and very self evident) to give an instruction to move to the next table in a clockwise or anti-clockwise fashion. The technique has been used successfully with groups in separate rooms opening off a central space, although this makes the facilitator's job more difficult.

Each table or meeting room should be provided with a clipboard and pen for the spokesperson. This is not vital, but spokespeople frequently forget to take pen and paper, and the clipboard smooths the process

somewhat.

Steps

1. Each group is asked to select a spokesperson after they have been working for some time. The requirement is for the spokesperson to have "a resilient and robust personality and not bear a grudge". A time deadline is set for them to be ready to present (minimum 5 minutes). Three minutes before the deadline, you stop the work and explain exactly what is going to happen to the spokesperson.
2. Advise the spokesperson that they will have three minutes to present their idea. Resist any temptation to make the process a surprise at this stage; to do so is a serious breach of ethics. At the end of the deadline, ask the spokesperson from each group to stand up, but not to move.
3. Now tell the spokespeople to move to the next table in a clockwise direction and take the vacant seat, but to wait for your instruction before saying or doing anything.
4. Announce the instructions as follows. The spokesperson will present their idea for 3 minutes facing the group. At 3 minutes, a time check will be an-



nounced by the facilitator. If the group are happy to listen for more time they may do so, but from this point onwards the spokesperson can be asked to stop and to turn around to have their back to the group, finished or not. During the presentation time, the spokesperson presents to silence (the group may not comment or interact with the spokesperson in any way).

5. When the spokesperson is facing away from them, the group attack the ideas with full and complete vigor (dissent) or else come up with a better idea (assent). The idea here is not to be fair, reasonable or supportive, but to attack, or else to provide a better alternative (often more painful than being attacked). The spokesperson uses the clipboard to take notes on what they hear.
6. Once the dissent or assent is complete, the spokesperson must not talk with the group but leave to a central area, away from the groups that are working, until all the spokespersons are complete. This is important and a recent addition to the method. When spokes-

people talk with the group they start to explain or compromise their learning.

7. Once all the spokespersons are in the central area or if enough time has elapsed, then you send the spokespersons back to their groups to talk about what they have learnt. They then get ready for the next iteration. The cycle can be repeated many times to increase learning, enable multiple perspectives to be taken into account and refine the final outcomes.

The IAF Methods Database is looking for Associate Editors! Help needed ranges from proofreading to adding new methods, assessing existing methods and working with online researchers. If you think you would like to contribute some time to the IAFMD, let us know and we can work together to create your role. You'll learn a lot, meet nice people and have something special to add to your CV. Contact editor@iaf-methods.org. Visit the IAF Methods Database at www.iaf-methods.org.

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.

JULY 2011

- Facilitator's Practice Group, July 4, London (Ashiq Khan)
- Group Facilitation Methods, July 5-6, London UK (ICA:UK)
- Nonviolent Communication Intensive, July 16-22, Scotland (Findhorn)

AUGUST 2011

- Foundations of Appreciative Inquiry, Aug. 29-Sept. 2, Amsterdam, The Netherlands (Ralph Weickel)

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)
- Training/Seminar, Sept. 12-16, Brussels, Belgium (PCM Group)
- PeerSpirit Circle Practicum, Sept. 19-24, Frankfurt, Germany (Ann Linnea and Christina Baldwin)
- Facilitator Masterclass, Sept. 20-22, Hutton Park, Abbots Langley, Hertfordshire, UK (Kaizen Training)
- (Preconference Session) The Virtual Facilitator, Sept. 26-Oct. 10, online (Simon Wilsson and Carol Sherriff)



- Kaizen 101: Essentials of Continuous Improvement, Sept 27-29, Hunton Park, Hertfordshire, UK (James Rosenegk, Kaizen Training)
- Participatory Strategic Planning, Sept. 28-29, Manchester UK (ICA:UK)

OCTOBER 2011

- Brain Friendly Learning for Trainers, Oct. 11-13, Hunton Park, Abbots Langley, Hertfordshire, UK (Kaizen Training Ltd.)
- Preconference event CPF Certification events, Oct. 12-13, Istanbul, Turkey (IAF)
- Preconference event Dealing with conflict: using alternative dispute resolution techniques to help build bridges and facilitate difficult conversations, Oct. 12, Istanbul, Turkey (Kimberly Bain)
- Preconference event Facing up to change: understanding the challenge by using metrics. Oct. 12-13, Istanbul, Turkey (Tony Mann)
- Preconference event Facilitated learning: optimizing facilitation skills to transfer knowledge and transform the experience, Oct. 12-13, Istanbul, Turkey (Pamela Lupton-Bowers & Amanda Carrothers)
- Preconference event Introducing Kumi: a new facilitation method designed to enable social transformation in situations of conflict, Oct. 12-13, Istanbul, Turkey (Jonathan Dudding & Ann Lukens)
- Preconference event The secrets to facilitating strategy: building the bridge from

strategy to action, Oct. 13, Istanbul, Turkey (Michael Wilkinson)

- Preconference event Person centred facilitation: an experiential workshop for facilitators, Oct. 13, Istanbul, Turkey (John Dawson)
- Preconference event Developing learning power: how effective learners learn and how great facilitation develops individual and team learning capability, Oct. 13, Istanbul, Turkey (Ann Alder)
- Preconference event Pragmatics: behavioural aspects of human facilitation, Oct. 13, Istanbul, Turkey (Jan Lelie)
- Preconference event Improvisation for facilitators, Oct. 13, Istanbul, Turkey (Stuart Reid)
- Preconference event 'Walking the Power of Now in Istanbul', Oct. 13, Istanbul, Turkey (Partners in Facilitation)
- IAF EUROPE CONFERENCE, OCT. 14-16, ISTANBUL, TURKEY
- Power & Systems UK Accreditation for the Organization Workshop, Oct. 17-21, The Cotswolds, UK (John Watters)
- Group Facilitation Methods, Oct. 25-26, London UK (ICA:UK)

NOVEMBER 2011

- Introduction to Group Facilitation, Nov. 15, Manchester, UK (ICA:UK)
- Group Facilitation Methods, Nov. 16-17, Manchester, UK (ICA:UK)



IAF EUROPE CONFERENCE 2011
Istanbul • Türkiye • 14th - 16th October 2011