



FACILITATION MEETINGS COMING UP IN SWEDEN, RUSSIA

#03 MARCH 2012



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.

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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 Facilitation Days in Gothenburg, Sweden, keeps growing and this year will have more than 120 participants. Learn more about the 2012 event starting on page 4. This picture was taken during a previous conference and was shared with us by Trevor Durnford.

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

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Gothenburg, Sweden

The Facilitation Days 2012

by Jonas Roth and Malin Morén

The Art of Facilitation is definitely on the rise in the Nordic region, so don't miss the Swedish Facilitation Days in Gothenburg on May 15-16, 2012 - a great opportunity to meet colleagues from other countries, companies and organisations and find new inspiration, tools and ideas.

With 120+ participants and 25 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. Learn about the latest research in the area. And bring home stories, experiences and tools to practise the very next day.

Keynote speakers

Dr Dale Hunter, a leader in the field of group facilitation and author of the international classic *The Art of Facilitation*, speaks on Global cross fertilization - how individual facilitators can go global with minimal formal structure, not least thanks to social media and other internet resources. <http://www.zenergyglobal.com>

Dr Susan Wheelan has spent two decades studying the dynamics of work teams and is widely published on the subject. Her keynote will address the connection between a group's stage of development and productivity, assessment tools and what can be done to improve group performance. <http://www.gdqassoc.com/>

Karin Mattson Weijber, a behavioural scientist and chairman of the Swedish Sports Confederation, speaks on the challenge of engaging and uniting individuals towards common goals in an environment where money is rarely a driving factor and motivation means everything.

Erik Mattsson is an educator and consultant in human communications, focusing on the non-verbal message. He will take a closer look at our inherent human armoury of expressions and what they do and don't signal when we communicate with the surrounding world.

<http://www.ordrum.se>



Examples of sessions:

- De Bono... and then what?
- Storytelling with Structure and Feeling
- The Agile Business Leader
- When a Meeting runs out of Steam
- Influencing Cultural change
- A Deep Dive into Virtual Facilitation
- How to Facilitate and Evaluate improvement work in Health care
- Pave the Way for a good Meeting with a Connector
- The Balance between Efficiency and Wellness

Welcome to book online. For more details about the workshops (sessions both in Swedish and in English) please visit: <http://www.faciliteringsdagarna.se>



These photographs, from previous conferences, were kindly shared with us by Trevor Durnford.



ABOUT THE AUTHORS



Jonas Roth, PhD, founder and part owner of Move Management AB, is specialized in change management, leadership development and facilitation. With vast international business experience of leading projects and individuals in knowledge intense environments, he is connecting theory and practice in order to facilitate efficient learning and creativity in individual and team meetings. Jonas has a PhD in Knowledge Management, is a Certified Professional Facilitator and an IAF Assessor

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. Behavioural scientist and a Certified Professional Facilitator.



3rd Russian facilitators conference

Third annual Russian facilitators conference will highlight new IAF Russia chapter

By Liudmila Dudorova

The idea to form a Russian chapter of the International Association of Facilitators first originated at the 2011 IAF Conference in Istanbul. The chapter was created during a meeting of Russian members of the IAF held on December 22 in Moscow. Members agreed that the Russian chapter of IAF would be of great use in helping to construct a network for all present and future Russian speaking members of the association.

The Chapter will also collect, store and provide a library of materials in Russian for the use of practicing facilitators in Russia and in all the countries of the former Soviet Union. The Russian chapter will be based in Moscow and will function according to the procedures established by IAF for chapters around the world.

The main activities of IAF Russia will be to:

- enlarge the Russian database of materials about facilitation and different methods and popularize it on the Chapter's website;
- organize regular meetings to exchange experience, present new methods and work cases of Russian members of the IAF;
- arrange joint events like presentations in business-associations, clubs, communities in order to support growth and education of the market in the field of professional facilitation;
- work on the preparations of the European Conference of Facilitators of 2014 which will be held in Moscow, Russia;

- organize master-classes for the world-known specialists in facilitation.

The main resource for communication and experience exchange for information and methods will be the website iaf-russia.org

Pamela Lupton-Bowers, the European regional representative to the IAF global board, will present the newly formed IAF Russia during the third annual conference of Russian facilitators.

Facilitating change

The third annual conference of Russian facilitators, "Facilitation of change processes and strategic sessions. Best practices", will be held in Moscow on April 6, 2012. The conference is organized by the Image Personal Consulting company, and supported by IAF Russia. This year, nine of 12 conference presenters are IAF members!

The topic for this year's conference is "Facilitation of change processes and strategic sessions". The program includes master-classes and case-studies by leading Russian and international experts in the field of facilitation and methods of group discussion that will demonstrate specific instruments and ways to implement them.

Presenters will include Pamela Lupton-Bowers (Switzerland), Liudmila Dudorova and Alexander Dudorov, Timofei Nestik, Anna Gribanova, Alexey Zorin, Alexandra Kosulina and Mariya Pronina, Alex Brazhnik and others. The Conference finale will be shaped as a project session entitled "Foresight 2020".

You can find more at:

- IAF Russia website: <http://iaf-russia.org>
- Russian facilitators conference website: www.facilitators.ru



Methods of the Month:

The Handover Workshop

By Maureen Jenkins, IAF Methods Database

March is the time of year when things begin to take form. Here at the IAFMD we have good news and bad news. The bad news is that our Associate Editor Ann Shofner has to leave us; the good news is that she is moving to a full time position in Learning and Development with Cisco Systems. Best of luck, Ann, and we'll see you online when your time permits!

A matter of concern for all of us is how to maintain the fruits of long experience within an organization or team when a colleague moves. Here is a flow for a meeting that you can adapt to your own situation. I hope it provides you a bit of inspiration!

Purpose

To share the wisdom of a departing colleague with those who will be assuming the role in future. This session should include the individual who is about to leave and both those team members who have worked closely with them up to now as well as the new team members who will take over from the departing colleague.

Preparation

1. Ask the person leaving to create a diagram of their formal and informal relationships. This can take any familiar form, be it an organization chart or a mind map, but it is important to include both formal and informal contacts, and to include not only clients, but also suppliers and internal contacts. In a large organization it is especially important to ask the person departing for their informal relationships, such as the IT person who knows their new program, who books their transportation, last-minute printing, etc.
2. Arrange for a note-taker who understands the details being discussed well enough to capture them.
3. Inform participants that this is their opportunity to ask questions of the person leaving, and that they should come prepared to ask them.

Steps

1. Opening: Make sure that everyone is acquainted and understands where the person leaving is going to and who is taking over what from them.
2. Network Presentation: Ask the person departing to walkthrough their network. Provide the opportunity for questions and comments from the group, so that all are clear on future lines of communication.
3. Questions and Answers: Lead a round robin of questions from the group to the person departing. Record the list on the flipchart or virtually. Have the person departing answer each question in turn, and give space for co-workers to add their thoughts as well.
4. Closing:
 - Ask the person departing for a sum up of the contribution to the team or organization that their function/role can make with a question such as, "What would you say is the challenge of this role in the team?" or "How would you describe the contribution of this role in the organization?"
 - Ask the group for a list of the follow up steps they are taking away with a question such as, "What are your next steps to take over this function?" or "What do we need to take away from this session?"
 - This session obviously leads naturally into a celebration for the individual leaving!

This method comes from the IAF Methods Database www.iaf-methods.org. You can send contributions and feedback to the editor: Maureen.Jenkins@iaf-methods.org.

Moving from Either/Or to Both/And Thinking

By Roger Schwarz

Try this quick experiment. Place your hand above your head as if you're going to trace a circle on the ceiling with your index finger. Now, trace an imaginary circle in a clockwise direction. While continuing to trace the circle, slowly lower your arm so that your finger comes down to your eye level. Keep on lowering your arm until your finger is at your waist level. Now look down at the circle you're tracing. What's the direction? Counter-clockwise!

How can that be? The answer lies in one word: perspective. You continued to trace the circle in the same direction, but your perspective on the situation changed when you shifted from looking up to looking down at the circle.

What does this have to do with your leadership team? Team members often have different perspectives on the same situation. That's natural because team members occupy different roles and therefore have access to different experiences and information. There's a saying, "Where you stand depends on where you sit." How we see things depends on the vantage point we're looking from.

Unfortunately, when it's time to make decisions, teams often have a hard time integrating different and seemingly opposite perspectives. They get stuck in either/or discussions. In an either/or discussion when people see things differently from you, you assume that either you're right or they're right, but you can't both be right. So, everyone argues as hard as they can so their view will prevail. As a result, teams make decisions that ignore some part of their information or perspective. Because the decisions don't reflect the complexity of the situation they're trying to address, implementation suffers.

But as this simple experiment shows, **saying that the circle is either moving clockwise or counterclockwise doesn't represent the full**



“*Team members often have different perspectives on the same situation. That's natural because team members occupy different roles and therefore have access to different experiences and information.*”

situation. Teams that want to make good decisions move beyond taking one perspective. They apply both/and thinking. They ask the question "How do we make sense out of multiple perspectives that seem at odds with each other?" They figure out how people who have seemingly opposite facts both have valid information. By digging deeper to make sense out of what seems at odds, teams do the hard and work of problem solving.

Next time your team is thinking that only one perspective can be valid, remember that imaginary circle you drew.

About the Author:

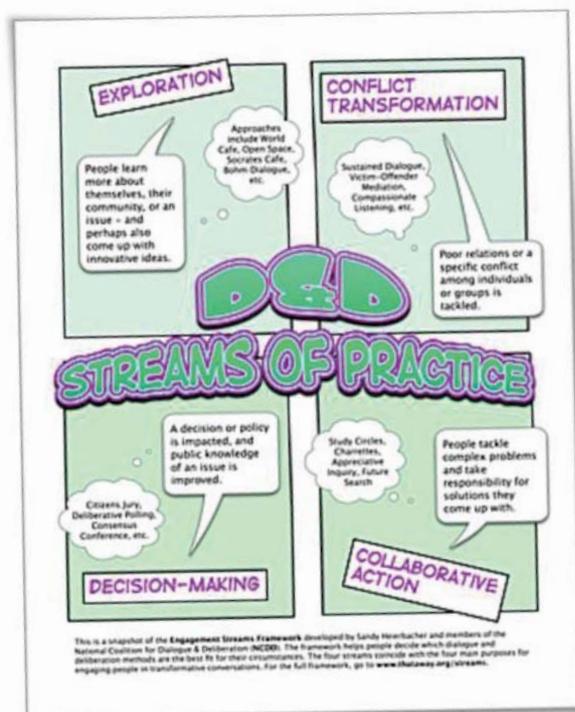
This article is excerpted from "Mindset. Behavior. Results" by Roger Schwarz & Associates <http://www.schwarzassociates.com>. Copyright Roger Schwarz & Associates, 2011.

A snapshot of dialogue and deliberation approaches

Ever wonder how Citizens Juries are different from Deliberative Polling? When you should use World Cafe, Open Space, or Charrettes? Or perhaps you have a good handle on dialogue and deliberation processes, but you need to introduce these options to a planning board or public official without overwhelming them?

First developed in 2005, the US-based National Coalition for Dialogue and Deliberation's Engagement Streams Framework helps people navigate the range of D&D approaches available to them, and make design choices that best fit their circumstances and resources. Download the redesigned handout at www.ncdd.org/streams

This handout provides a snapshot of the four streams of practice — Exploration, Conflict Transformation, Decision-Making, and Collaborative Action. It introduces the purpose for using each stream and lists some of the dialogue and deliberation methods that have proven themselves to be effective in each stream. This is useful to include in PowerPoint presentations.



Inspirational practices

The project Co-creating a Learning Society – From Improvement to Innovation in Adult Education has just published a wonderful resource entitled Awakening Within, Awakening Without. This e-book profiles projects selected for the project's first Grundtvig Conference.

You can view and download each contribution under the menu Inspirational Practices. The cases are arranged under the four main topics

1. Vision and strategy
2. Personal leadership
3. Coaching
4. Community Development

You can download the e-book at <http://learningeurope.eu/the-e-book/>

IAF Board seeks Director for Sponsorships, Endorsements and Partnerships

The Board post of Director for Sponsorships, Endorsements & Partnerships (SEP) was vacated in January. Solly Manyaka of South Africa was elected to this post just last year, but stood down in January and was appointed by the Board to serve as Regional Director for Africa, after Ephraim Osunde of Nigeria had retired from that post.

The Board took this opportunity to review and revise the role description for the SEP post, and to reorient it as Director of Marketing and Partnerships (MAP). The new role description was approved by the Board at its March meeting, and so I am pleased now to invite members to apply for the post.

The new role description can be found on the IAF website at <http://www.iaf-world.org/AboutIAF/BoardofDirectors.aspx>, and should be read in conjunction with the role description for all IAF Board posts (available from the same web page).

To apply, please email me at chair@iaf-world.org by March 30th, with your CV or resume plus a statement of up to one page outlining why you are applying and what you hope to bring to the post.

Applications will be shortlisted by the Executive Team of the Board, with a view to the Board deciding on an appointment at its April 11th meeting.

Don't just do something – stand there!

Mia Konstantinidou advises that Boscop is organizing a workshop with Marvin Weisbord and Sandra Janoff (www.futuresearch.net) in Berlin in May 2012.

“Don't Just Do Something, Stand There! 10 Principles For Leading Meetings That Matter. An Advanced Facilitation Workshop” presents a theory and method for transforming work groups of all kinds. This workshop, integrating system change and personal growth theories, is for experienced leaders who want to increase their capacity to help groups of all kinds and sizes stay task-focused and accomplish ambitious goals.

The workshop is being held Wednesday May 2 to Friday May 4 at the Hilton Berlin, in Berlin Germany. For more information contact the organizer, Michael Pannwitz at Michael.pannwitz@boscop.org. You can sign up for the event at <http://en.boscop.org/events/719>

Das Buch von Marvin Weisbord und Sandra Janoff zum Workshop auf Deutsch: *Einfach mal Nichts tun!*

Zehn Leitsätze, mit denen jedes Treffen etwas Besonderes wird Über das Buch Arbeitstreffen, Sitzungen und ähnliche Zusammenkünfte gibt es wie Sand am Meer. Oft werden sie als langweilige, unproduktive, aber unvermeidliche Rituale erlebt. Dem ist abzuhelpfen! Die zehn Leitsätze zeigen den Lesenden, welche strukturellen Bedingungen die Verantwortung der Gruppe stärken und wie diejenigen, die das Treffen leiten, sich davor hüten können, diese Prozesse zu stören. Mit diesem Leitungsansatz wird aus jeder normalen Sitzung etwas Besonderes für die Teilnehmenden und das, worum es ihnen geht. Was die Leiter der Treffen lernen können, sieht leicht aus, ist es aber nicht:

Einfach mal Nichts tun. Ins Deutsche übertragen von Georg Bischoff und Michael M Pannwitz.

www.westkreuz-verlag.de/de/Kommunikation



The Art of Hosting Transformative Conversations

June 27–30 in Norfolk UK

We sit at the edge of transformation, the world is changing rapidly and we are experiencing unprecedented shifts in our communities, our work and our daily lives. We feel this in the UK, in Europe and across the world. It is showing up in our systems, in health, in education, in local government and in our global food and financial systems that are so interconnected.

Many of us are hosting and leading transformative initiatives and projects and, bringing movements and people together in new and collaborative ways. As this grows we meet new challenges of complexity, diversity and rapid change; we are challenged to work on many levels simultaneously.

Amid this complexity, turbulence and diversity, we are united in our aspirations to grow and learn as individuals and as part of a community. Meaningful conversations are needed at the best of times, and right now we need transformative practices and conversation spaces more than ever.

The Art of Hosting is:

- a global community of practitioners using integrated participative change processes, methods, maps, and planning tools to engage groups and teams in meaningful conversation, deliberate collaboration, and group-supported action for the common good.
- an experiential training that is being applied in community, private sector, academic, healthcare, and educational settings as well as social change efforts around the world.
- a Personal Leadership practice to deepen your own capacity to effect transformation in yourself and in a complex world.
- For more information, see www.artofhosting.org <http://artofhosting.ning.com>

This gathering is for people who might be new

...continued on next page

to art of hosting but also more experienced practitioners looking for space to dive more deeply into their work and themselves. During the workshop, we will practice and explore:

- The design and methodology of engaging yourself and others in hosting and harvesting transformative conversations
- Authentic collaborative leadership
- Noticing and shifting personal, team and systemic 'patterns'

- Principles and practices for taking social innovation to scale
- Models and practices for working with complexity and emergence
- Connecting with others who are practicing participation

You can find the full invitation on the Art of Hosting website at [http://www.artofhosting.org/events/?content\[news\]\[id\]=141](http://www.artofhosting.org/events/?content[news][id]=141) and registration and sign up is on line at <http://bit.ly/ukaoh2012>

Welcome, new and returning members

We are delighted to welcome the following new members who joined IAF in the past month:

- Ezio Bruna, Italy
- Pontus Holmgren, Sweden
- Marang Mabengano, Italy
- Hedvig Mossvall, Sweden
- Galina Ovsiankina, Russia
- Stephen Perry, Switzerland
- James Rosenegk, UK
- Glenn Smith, UK
- Izumi Takase, Switzerland

We also want to thank the following members who renewed their memberships in the past month:

- Irene Beautyman, UK

- Yvonne Calme, Sweden
- Vicky Cosstick, UK
- Trevor Durnford, Sweden
- Martin Gilbraith, UK
- Guenter Hemrich, Italy
- Meryem Le Saget, France
- Jan Lelie, Netherlands
- Gian Carlo Manzoni, Italy
- Anna Nilson, Sweden
- Christine Partridge, UK
- Peter Rindeborn, Sweden
- Andi Roberts, UK
- Catherine Sexton, UK



Facilitation Workshops and Meetings 2012

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 2012

- Brain Waves: An Introduction to the Brain for Coaches, March 1-2, Berkshire, England (Kaizen Training)

- Dynamic Facilitation and Wisdom Council workshop, March 5-7, London, England (Jim Rough)
- Action Planning workshop, March 6, Glasgow, Scotland (Kinharvie Institute)
- Group Facilitation Methods, March 6-7, London, England (ICA:UK)
- "New thinking for troubled times", AMED seminar, March 9, London, England (Paul Z. Jackson)
- Constellation Community Training, March 9-12, Maison de Notre Dame du Chant d'Oiseau centre, Brussels. See <http://>

www.constellationcommunity.org/news/theopeningworkshopconfirmedinmarch2012

- Moderation training, March 12-16, Brussels (PCM)
- Meeting of IAF Scotland chapter, Glasgow
- Building effective teams, March 14, Glasgow, Scotland (Kinharvie Institute)
- Participatory Strategic Planning, March 15-16, London, England (ICA:UK)
- UK Facilitators Practice Group event, March 19, London; for more, see www.ukfpg.wordpress.com
- Zenergy workshop - Stage 1: March 19-23, Sheffield, England
- **Joint IAF Europe/AMED Workshop 'Building bridges through facilitation', March 23, London, England.** Get your copy of the Autumn 2011 issue of e-Organisations & People, 'Building bridges through facilitation', online at <http://tinyurl.com/ceou5rg>. IAF members pay only £14 (the cost to others is £27.50).
- Group Facilitation Methods, March 27-28, Leeds, England (ICA:UK)
- Facilitation Fundamentals, March 29-30, Ripley Castle, Ripley, North Yorkshire, England (facilitate this!)
- "It's all about the brain", March 31, Berkshire, England (Kaizen Training)

APRIL 2012

- Facilitating vision creation and vision empowerment, April 2-8, Berlin, Germany
- Russian facilitators conference, April 6, Russian Federation
- Managing resistance in the change management process, April 18, Glasgow, Scotland (Kinharvie Institute)
- Using Strengths-based Approaches to Personal and Organisational Change: the Theory and Practice of Appreciative Inquiry, April 19-20 and May 3 and 18, Bristol, England (Anne Radford)
- Facilitating active aging and intergenerational solidarity, April 20, Milan, Italy (IAF North Italy)
- 2012 World Appreciative Inquiry Conference, April 25-28, International Convention Center, Ghent, Belgium

MAY 2012

- Group Facilitation Methods, May 1-2, London, England (ICA:UK)

- CPF assessment event, May 14, Gothenberg, Sweden (IAF)
- Zenergy workshop Stage 2: May 21-25, England (venue to be determined)
- Dutch language CPF assessment, May 31, Netherlands (application deadline Feb. 29)
- Facilitator Masterclass, Hertfordshire, England, May 29-31 (Kaizen Training)

JUNE 2012

- Meeting of IAF Scotland chapter, Glasgow
- Zenergy Master Class, June 4-7, London, England (Dale Hunter and Liam Forde)
- Group Facilitation Methods, June 26-27, Manchester, England (ICA:UK)

AUGUST 2012

- Advanced AI workshop, "How do we flourish as AI practitioners – at an individual level and as business people?" Aug. 21-23, Bore Place, Kent, England (Anne Radford)

SEPTEMBER 2012

- Group Facilitation Methods, Sept. 4-5, Manchester, England (ICA:UK)
- Meeting of IAF Scotland chapter, Glasgow
- Managing conflict, Sept. 13, Glasgow, Scotland (Kinharvie Institute)
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OCTOBER 2012

- The facilitative manager, Oct. 3-4, Glasgow, Scotland (Kinharvie Institute)
- **IAF Europe conference, Oct. 5-7, Geneva (preconference events Oct. 3-4)**
- Creative thinking in the workplace, Oct. 9, Glasgow, Scotland (Kinharvie Institute)
- Dynamic Facilitation and Wisdom Council Seminar, Oct. 15-17, Vorarlberg, Austria (Jim and Jean Rough)

NOVEMBER 2012

- Making meetings more effective, Nov. 7, Glasgow, Scotland (Kinharvie Institute)
- CPF Assessment in Dutch, Nov. 15, Netherlands (IAF)

DECEMBER 2012

- Meeting of IAF Scotland chapter, Glasgow