



#03 MARCH 2013



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. Pictured above, left to right, Rosemary, Martin, Bobbie, Ben, Robert, Kristin, Christian.

Martin Farrell, Europe regional director, martin.farrell@iaf-europe.eu

Robert Verheule, Professional development robert.verheule@iaf-europe.eu

Ben Richardson, Treasurer ben.richardson@iaf-europe.eu

Rosemary Cairns, Communications rosemary.cairns@iaf-europe.eu

Bobbie Redman, IAF Europe Office, office@iaf-europe.eu

ABOUT THE NEWSLETTER

The IAF Europe Newsletter is published monthly by the IAF Europe Regional Team for members of the International Association of Facilitators living within Europe.

Editor: Rosemary Cairns

Design: Christian Grambow | www.christiangrambow.com

Contributors: Rosemary Cairns, Jason Diceman, Marguerite Drescher, Trevor Durnford, Jan Lelie, Gillian Martin Mehers, Tim Merry, Sarah Reed, Perry Walker

Cover picture: In working on civic engagement in Nova Scotia, Canada, Tim Merry has learned to combine his expertise in participatory process design with the knowledge from other collaborative fields such as gaming, social media, design thinking and street engagement. Thus their civic engagements have come to combine participatory events, creative street engagement and online interactive platforms, with the goal of influencing decision makers by coherently surfacing public voice. (Photo by Marguerite Drescher)

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

#03 MARCH 2013



- 4** NETHERLANDS CHAPTER WORKS ON BOOK TO PROMOTE FACILITATION
By Drs. Jan Lelie



- 8** YOU'RE INVITED TO AN AFTER ACTION REVIEW...BE AFRAID, BE VERY AFRAID!!
By Trevor Durnford



- 12** PARTICIPATION HELPS FAIRTRADE FOUNDATION MAKE MAJOR DECISION
By Perry Walker



- 16** HOW AUTHENTIC CIVIC ENGAGEMENT CAN RESTORE TRUST WITHIN DECISION MAKING
By Tim Merry



- 6** SPRING EDITION OF EO&P ON 'OPEN SOURCE THINKING' IS NOW PUBLISHED
By Rosemary Cairns



- 10** MAKING A LITTLE TIME FOR TIME....
By Sarah Reed



- 15** INNOVATIVE USES OF DOTMOCRACY
By Jason Diceman



- 24** FLU SEASON! FACILITATORS, PREPARE TO STEP IN
By Gillian Martin Mehers

Netherlands chapter works on book to promote facilitation

By Drs Jan Lelie CPF

Illustrations by Titia Lelie, from "Faciliteren als Tweede Beroep", ISBN9789078440550

The other week, I met a manager who was amazed about the idea of having a facilitator in his meeting. "I never thought of that", he said. Facilitation is still a developing and not very widely known profession. Our platform is dedicated to promoting and developing the art and practice of facilitation and to develop the market. We've focused on ourselves, with the conferences and the certification, and organizing regional meetings.

And we also have to create awareness, to grow the market. We've tried to invite customers to our conferences, but that didn't work. We thought about it, long and hard. Then we went to dinner and Marc van Seters casually said, "why don't we make a book?" Dinner, as always, a very good way to solve problems.

Developing a book with facilitators

Our original idea was to make a "year book", a book to present on our 10th Dutch conference. We came together with a small editorial team, a publisher, Sipke Gelling, and a professional editor, Ceciel Fruijtier. Everybody brought one or two books they liked: literature, year books, magazines. We then looked for common themes and found that we would really need a book facilitators could use to 'give' to their (potential) clients to show "what are the benefits of facilitation for you - our client". The working title - we had a separate session on this - is now "Faciliteren zonder

omwegen" or "Facilitation without detours". And a subtitle: straight answers to your questions on facilitation.

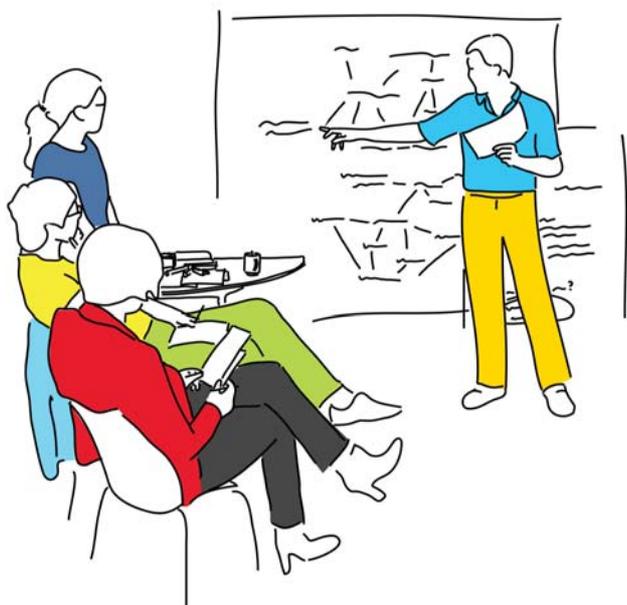
Then the idea emerged that IAF members could buy sets of, let's say, five books. At a price, just covering the expenses. Non IAF members get a rebate on the official price, when they buy a set of five. The books probably will be included in the fee for the next conference. Organizations, like Neuland or training bureaus, can order sets of 20, 50, 100 books with their own logo on the cover and their own texts on the back page. And also, the book will be available, at a normal price, through the book stores, internet ... Target official price is euro 29,50.

Solution

We divided the book in three general parts. The first one is about the "what"-question. What is facilitation? The second - and main - part is on the "how"-question: 20 recent cases by facilitators. The third part is about reflection: "where are we now?", based on the 20 cases and where does facilitation fit in. And IAF's role in its future.

For the central part, we developed a list of attributes or principles of facilitation. We developed a format of four pages for every case:

1. situation (case),
2. question (or problem)



3. intervention (focusing on where you as a facilitator made the difference)
4. results and a short paragraph by the client (if possible) on how he or she experienced the results.

Every case has two illustrations with people or the group, but rather than using actual pictures, we decided to use "vertekende" (redrawn) pictures. My daughter Titia made these drawings from pictures for my book on facilitation. There is an example with this contribution.

We asked for our members to support the project financially, and I developed an interesting trade off technique with books to talk about the issue. We met some resistance, which is good, it means people are involved, second thought, like: why not a website or newsletter? How about a magazine? Isn't the risk too high..? But we got a green light to develop a prototype as an example.

Ceciel Fruijtier further developed the format and a writers' instruction. We invited about 20 people, aiming at the width of facilitation: creativity, LSI, team development, participative decision making, quality improvement ... and methods and techniques: moderation, using texting, serious gaming, ... and clients: industry, governmental agencies, services, We asked people we knew in our network, for case descriptions. The response was overwhelmingly positive. Most of them agreed to submit an article, and we now - early March - have about 15 articles.

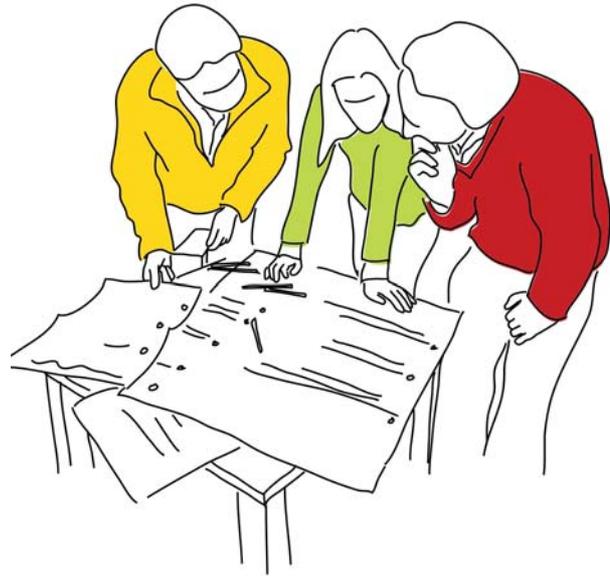
The proof of the printing is in the sample. We are now in the final stage of preparing the proposal to the members. The publisher has already agreed on our proposition.

An evaluation tradeoff technique with books

Here is the technique I developed to evaluate the trade-off:

Rent a room with a library (in this case the books were ordered on color). Send the participants an outline of the idea and a financial plan with a clear breakeven point. Explain the procedure: the ideas will be expressed in weights: pro versus con. The weight will be decisive: the heaviest will win.

1. Present your proposition.
2. Ask participants to write down their ideas, pro and against.



3. Ask participants to choose one of the books from the shelves, the book, title, cover, appeal, ... that most closely represents their ideas evaluation.
4. Ask the participants to talk about their pro-and-con's in small groups: what will they decide for themselves? The left (no) or the right (yes) stack.
5. Ask participants to place their book on either the left (against) or right (in favor) on a table.
6. You can ask a short explanation, write it down on a flip chart, also left and right.
7. When everybody has "voted: what is the heaviest side. In this case, the left stack (against) was the highest, but the right (in favor) was the heaviest.

Some people didn't immediately agree with the result, as clearly there was still a lot against the proposition and no consensus. Some said that it should be evaluated on a financial basis only, and didn't agree on the procedure. It still entailed a risk. I agreed with these remarks, off course. In my opinion every good proposition has its pros and cons. Values cannot be expressed in euros. From a research by 3M I know that every good idea has been rejected at least once. (The same is true for a bad idea - so rejection is not a criterion).

Also, I think talking, having a dialogue about the issue is the most important part. We should be able to move ahead knowing who are against, with their reasons, and who are in favor with their assumptions. This is what makes a group strong: open conversation on issues, no pressure to conform. In the action, the issue will solve itself.

Spring edition of e-O&P on 'Open Source Thinking' is now published

By Rosemary Cairns

IAF and AMED are delighted to announce that the Spring 2013 edition of AMED's journal *e-Organisations & People* is now available online at www.amed.org.uk. This issue, 96 pages of fascinating articles on "Open Source Thinking: possibilities for 'yes and...' conversations", is our second collaboration in as many years.

I was honoured to edit this issue jointly with Bob MacKenzie of AMED. We worked together previously on Building Bridges through Facilitation, the Autumn 2011 issue of e O&P, and organized and hosted a spring 2012 post-publication workshop in London that generated exhilarating discussion about promoting the

practice of facilitation more widely.

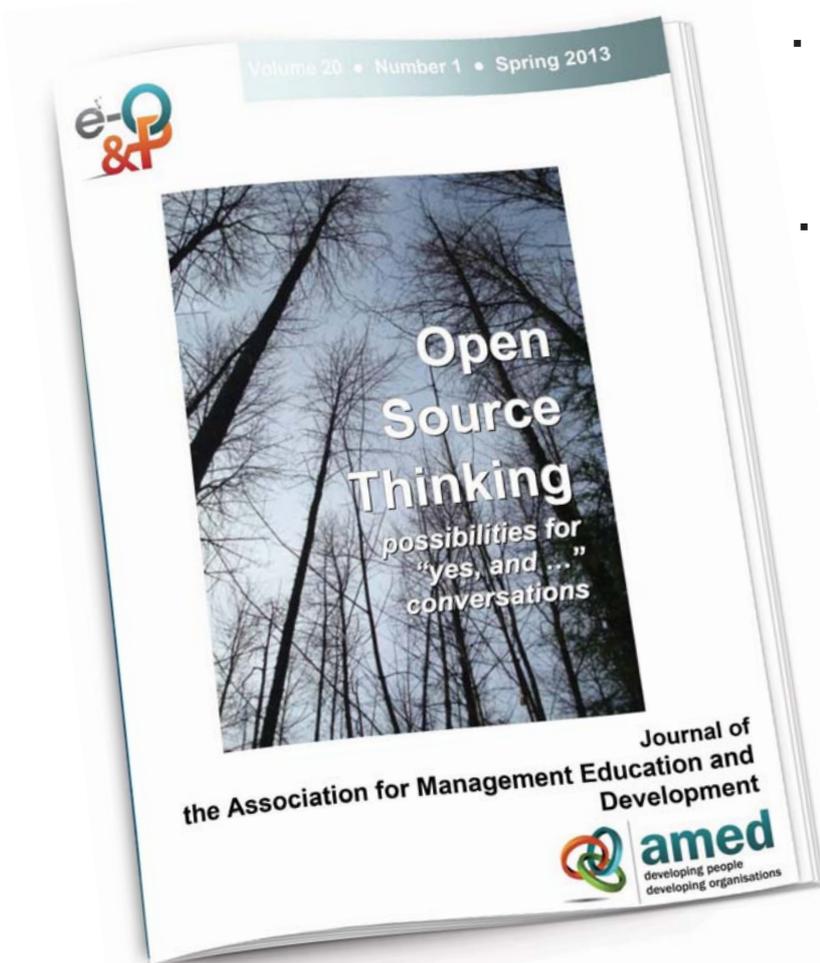
This issue shares brilliant and leading edge thinking from 14 authors who live and work around the globe. You can get a flavor of the contents (see the listing below) by reading our overview and introduction at <http://www.amed.org.uk/page/welcome-to-e-o-p-spring-2013>

The Concept of Open Source Thinking

- **"Yes, and ..." reflections on Open Source Thinking (Rosemary Cairns and Bob MacKenzie)** Provides a context and editorial overview for this anthology, and identifies an agenda for promoting OST.
- **Open Source Thinking: How to fix everything from education to dinner (Patrick Finn)** Challenges us to re-think our approach to thinking in universities and elsewhere as generous and respectful communication
- **Alone together: walking to Open Source Thinking in the Labyrinth (Alison Piasecka)** Presents a valuable opportunity to prepare ourselves for OST by walking the labyrinth

The social conditions of OST

- **Creating the conditions for all voices to be heard: strategies for working with differences (Rowena Davies)** Introduces three theoretical concepts for reconciling differences inherent in diverse communication styles
- **Engagement 2.0: co-creating connection (Julia Goga-Cooke, Marzia Arico and Max Mockett)** Shows how the Future of Work project is helping businesses to harness the wisdom of crowds and engage multiple stakeholders
- **Journey to a generative economy (Marjorie Kelly)** Identifies an innova-



tive form of ‘generative ownership’ that brings equitable economic *and* social benefit

OST at work

- **An inconvenient truth? The destiny of ICT4D rests with those it originally set out to help (Ken Banks)** Predicts a future of ‘disruptive development’ as mobile technology shifts more power into the hands of local people
- **Locally-led community development in Africa (Steve Perry)** Tells how an inclusive planning process generates richer thinking and solutions in Moçambique
- **Civic engagement: building participatory democracy, one project at a time (Tim Merry)** Recounts how building trust contributes significantly to authentic engagement in public consultation in Nova Scotia, Canada
- **Recognising, respecting and rewarding odd-balls: Lessons about open innovation from India’s Honey Bee Network (Anil Gupta, Marianne Esders and colleagues)** Outlines how India’s Honey Bee Network has developed an open innovation platform for poor people to engage in participatory development

Purchasing your copy

- By special arrangement between AMED and IAF, IAF members can purchase their copy at the special discount price of £10 GBP by visiting <http://tinyurl.com/bx4or6v>

Post-publication discussions

- You are invited to contribute to our online Forum at <http://tinyurl.com/aojdsjmj>
- You also are invited to join us in person at Friends Meeting House in Brighton on 2 and 3 August for our ‘Open Source Thinking’ post-publication event. You’ll find preliminary details at <http://tinyurl.com/bhazels>

About Our Organizations

The Association for Management Education and Development (AMED) is a long-established membership organisation and educational charity devoted to developing people and organisations. AMED exists for people who want to share, learn

*and experiment, and find support, encouragement, and innovative ways of communicating. Conversations are open, constructive, and facilitated. Exclusive Member benefits include excellent professional indemnity cover, free copies of the quarterly journal e-OSP, and discounted fees for participation in a range of face-to-face events, special interest groups, and our interactive website. We aim to build on our three cornerstones of **knowledge, innovation and networking** in the digital age. Wherever we can, AMED Networkers and Guests seek to work with likeminded individuals and organisations, to generate synergy and critical mass for change.*

CONTACT: Visit our website www.amed.org.uk, or contact Linda Williams, our Membership Administrator, E: amedoffice@amed.org.uk, T: 0300 365 1247

*Since 1994, the **International Association of Facilitators (IAF)** has been promoting, supporting and advancing the art and practice of professional facilitation through methods exchange, professional growth, practical research, collegial networking and support services, and annual regional conferences. Believing that the profession of facilitation provides a critical set of skills in the global society of the 21st century, IAF is organized globally, regionally, and locally. Our seven regions are Africa, Asia, Oceania, Canada, Europe, Latin America and the Caribbean, and the United States. Local chapters of IAF allow members to participate in activities locally as well as in regional and global activities. Globally, IAF offers a peer-based Certified Professional Facilitator assessment process, publishes a Journal and a monthly newsletter, and supports the IAF Methods Database. Several regions, include Europe, publish newsletters.*

CONTACT: Visit our website at www.iaf-world.org. In Europe, you can reach the IAF Europe Team, E: office@iaf-europe.eu; T: +44 (0)20 8144 7684 (Bobbie Redman) or +44 (0)20 8144 7683 (Ben Richardson).

You're Invited to an After Action Review....be afraid, be very afraid!!

By Trevor Durnford

I overheard this tongue-in-cheek remark from a project leader who was referring to his organisation's approach to reviewing projects. The prospect of attending a project review in this company filled those invited with dread at the possibility of being made a scapegoat.

The After Action Review (AAR) was first introduced by the American Army in the mid 1970's as a way of capturing lessons from simulated battles and gradually became embedded in the army's culture during the Gulf War. AAR's sprang up spontaneously as small groups of soldiers spent time in the desert hidden in bunkers and under vehicles reviewing their most recent mission.

The technique is now used by many organisations as a formal way of capturing learning at the end (and occasionally in the middle) of large projects with huge success. There's even a trend of using this approach in regular discussions among teams on their operational performance.

The 4 AAR Questions

The AAR can be formal or informal and has been used by large groups and small and can be a quick 5-minute chat or a long reflection lasting hours or even days. Whatever the approach, the questions that are used in an AAR seem revolve around:

1. What did we set out to achieve?
2. What actually happened?
3. Why did it happen?
4. What are we going to do next time?

This is where the challenge lies. The nature of these questions can lead to an unhelpful 'witch-hunt' if not facilitated very carefully. Question 3 in particular is a cause/effect style of question which works really well when doing problem solving with machines, however when people and relationships are involved it's not too far away from '...and who's to blame?'

Another difficulty is that the first two ques-

tions are very much open to interpretation when reviewing complex projects. Try asking individuals on project you work with what each individual sees as the target for the project and you will be amazed at the different range of answers you'll get back.

Four alternative questions

Some time ago I worked with the Solutions Focus expert Mark McKergow to develop a more 'solutions focused' approach that can help capture the learning from projects. We called it a 'Project Booster' and it is similar to the AAR in that it involves the project team answering four questions; however, these questions are noticeably different:

1. What were we trying to do from everyone's perspective...what would have been a 10 out of 10?
2. On a scale of 1-10, how did we do (you can break this into a number of categories if required)?
3. How come it's that high?
4. What do we need to remember for next time and what would be useful first physical steps.

I've now used this approach on several complex projects and found it to be very enlightening and importantly, useful for the project teams involved.

Sharing different views

Question 1 gives space for different perspectives to be explored without there being 'one right answer'.

Question 2 uses scaling, a key questioning tool in Solutions Focus and also described in Daniel Pink's recent work 'To Sell is Human'. Again, this allows different perspectives to be shared in the group.

Question 3 focuses on what's working already, what's helping and where the solution ex-

ists already (rather than why was it so bad and what/who is to blame)

Question 4 captures both learning for the future and also some specific small steps.

We also replaced the name 'After Action Review' as it seemed to imply that it is best done at the end of a project whereas experience tells us that useful change can be explored before and during projects too. This of course might be a bit tricky in the middle of a military exercise but it's more than possible in projects. We also liked the idea of describing more actively what the approach does.....boost your projects.

ABOUT THE AUTHOR



Trevor is the CEO at Lorensbergs, a team of facilitators, consultants and trainers based in Gothenburg, Sweden. He has a track record of working throughout the world with organizations implementing major change projects. His extensive success in helping organisations change is backed up by 30 years in business, with directorships in HR and Change for large global companies.

Trevor's recent success stories include facilitating change with SKF, Akzo Nobel, AstraZeneca, Volvo, Vattenfall and Swedbank.

Trevor became a IAF™ Certified Professional Facilitator in 2005 and is GDQ accredited. He is married to Malin Morén who is also a CPF and co-owner of Lorensbergs.

Meet the world's best graphic facilitator

David Sibbet, information designer, organizational consultant and master facilitator, is one of the bright minds in the field of visual thinking. President and founder of The Grove Consultants International, a firm that supports organizations, teams and individuals to envision their futures and deal with change, David was involved with the growth of Apple in the 1980's as a key consultant on their Leadership Expeditions and Apple University. He has worked at HP and then Agilent for many years, leading strategic visioning sessions for groups and divisions, helping develop leadership programs, and designing Storymaps for special kick-offs and change projects.

David will hold two workshops in Copenhagen, Denmark, on April 23 and 24. The workshops are based on his two latest books and will focus on how you can use visualization to improve your meetings, teams and organization by increasing your own and your company's visual IQ.

The workshops are sponsored by IAF Denmark and Future Factor. See workshop descriptions here (<http://www.futurefactor.dk/en/training-1/visual-teams-leaders.html>) and register here (<http://www.futurefactor.dk/en/webshop/uddannelser-i-webshoppen/david-sibbet-workshops.html>)

David also will lecture at Kolding Design School on April 22. <https://designzinnovate.dk/kalender/design-update-9-grafisk-facilitering-v-david-sibbet/>

David is the author and designer of many of The Grove's extensive line of process consulting tools and guides, including the Grove's Visual Planning Systems™, the Drexler/Sibbet Team Performance™ system, the Sibbet/LeSaget Sustainable Organization Model, the Grove's Strategic Visioning™ process and related graphic templates, and the Grove's Facilitation Series. For further information, explore www.grove.com and www.davidsibbet.com.



Making a little time for time...

By Sarah Reed

Tick tock, tick tock – in my line of work, the subject of time ticks round quite frequently and takes many different forms. It is often a source of stress.

Time is relative and I find it quite surprising how many different and often complex forms it takes. Consider these for a moment:

- the time that we remember (or don't remember);
- the time that passes too slowly, or seems to rush by so that there's not enough time to enjoy it;
- the time when we are young, which seems to stretch so elastically into the future;
- the time at the end of someone's life which may seem more precious than ever;
- the time that hangs heavy when we are bored;
- the time that fizzes when we are waiting with anticipation or excitement;

- the time that we squander;
- the time that must be managed;
- the time that is unmanageable;
- the morning time that might seem to travel faster;
- the late afternoon time that takes its time.

As all carers of older people will attest, time may have different dimensions for people at the end of their lives. There is not much time left for them, yet decades of time have passed before.

For older people with a dementia, time can be a big issue. Their understanding of time can alter and it may feel different to them. They may get up in the middle of the night believing it to be daytime, or may repeatedly ask the date and the time, being unable to 'hold' the information from one minute to the next. Understanding where they are in relation to time can be a cause of deep anxiety for them (and shows that clock-watching is not just confined to those who work in caring environments!)

Relational time

Last year I worked on a UK-wide project that asked 3,000 people living, visiting and working in care homes what would make life better for them. One of the headline answers was 'time'. That is, relational time with others, whether it be with loved ones, those they care for or those in receipt of care.

In truth, we all need time to share and explore our experiences over time. Carers crave more quality time to do what they are paid to

do and work that is less task-focused, but still as timely. So often, in a system that may be clocked at every step in one way or another, it can be challenging to deliver this.

Fortunately, there is slowly growing recognition that care delivery ruled by clock-watching is not only inadequate but is also monstrously disrespectful. How are we to overcome this metrics-driven, broken time?

Until we respect time and give ourselves time, nothing can change. It is up to us to cultivate a healthier relationship with it. One way to do this is through Mindfulness.

Mindfulness means being truly still and “in the now”, or “present” so that we can become more aware of our own existence against the backdrop of time. Mindfulness techniques are simple to learn and do and require little more than a few minutes.

Time for reflection

Before I start any REAL Communication workshop (focussed on improving people’s meaningful interaction through Reminiscence, Empathic engagement, Active listening, and Life story gathering), we always take a few minutes for a physical and spiritual reflection, when participants are invited to give just to themselves. It helps them leave their other (earlier) distractions behind, helps them relax and to bring them into the present. Some tell me that this is their favourite part of the day (which speaks volumes about the levels of stress and complexity they work under and carry with them).

Mindfulness is practically effective as well. To simply “be” with a person who is living with dementia is widely recognised to be one of the most effective and meaningful ways to communicate with them.

When we approach our own days with attention, mindfulness and presence, we are more likely to feel more at peace as we move through the day and we enjoy ourselves more.

If carers were encouraged to practice Mindfulness daily, not only would they enjoy the benefits of the feeling and awareness of their life energy being rekindled, they would also feel less stressed. This would translate positively into their work – and this in turn would influence the bottom line – so everyone wins.

Paying attention to what is happening in the present moment takes us out of ourselves, helping us to be less judgmental of ourselves. By reducing our mental clutter, it helps us make better choices. Best of all, time spent in these small ways feels longer and richer than the reality of it and thus our relationship with time – and life – can change for the better, too.

Why not try it for yourself!

<http://www.mentalhealth.org.uk/help-information/podcasts/mindfulness-10-minute/>

ABOUT THE AUTHOR



Sarah Reed is a dementia communications and reminiscence specialist and a REAL Communication workshop facilitator. After ten years’ experience with her mother who had Alzheimer’s disease and vascular dementia, and twenty years’ volunteering for an older people’s charity, in 2008, she left a successful career in film and creative media to start the social enterprise Many Happy Returns. The company designs and develops products, services, skills development workshops for carers and projects that help connect the generations (especially those with dementia) more enjoyably, through more meaningful engagement.

You can find her website at www.manyhappyreturns.org and her blog at www.theagepage.co.uk
Twitter: SarahReed_MHR
LinkedIn <http://linkd.in/wTcfpv>

Participation helps Fairtrade Foundation make major decision

A Crowd Wise case study

By Perry Walker

Two or three years ago, I wrote a piece for this newsletter about a participative decision-making method called Crowd Wise that I had developed. I'd now like to describe the method in action, with the Fairtrade Foundation, a UK based-charity. (If you enjoy this article, there are further case studies at <http://tinyurl.com/ac6mb6o>)

Developing options

Most approaches to consensus decision-making seem to move quite early to a single text, which is then amended until all can live with it. (I caricature.) Crowd Wise instead develops a series of options – around half a dozen – each telling a different story.

- For instance, in the case of AFC Wimbledon, a football club owned by its fans, two of the stories were:
- Sell out to a sugar daddy, and give up fan ownership, as the only way back to the Premier League

Stay as a small community-based club, and don't worry if we never get promoted again

Crowd Wise then uses a mixture of voting and discussion to try to achieve consensus. Now voting is usually anathema to people interested in consensus-building. But they almost always have in mind majority, first past the post, voting.

The voting used in Crowd Wise is different. It is consensus or preference voting, where the voter puts all the options (or as many as she wishes) in order of preference. The preferences are then turned into points. If there are five options, and I rank them all, my first choice gets 5 points, my second choice gets 4 points, and so on.

The voting system is important because it gives people who disagree a reason to talk to each other. 'I know you dislike my option, but I can still try and persuade you to put it third instead of fifth'. That incentive is not there at all if people have a single vote to cast, and it is much

less present if, for example, people have ten sticky dots to allocate.

Fair trade and the Fairtrade Foundation

So that is Crowdwise in a nutshell. Now let me describe fair trade and the Fairtrade Foundation.

Western NGOs started importing handicrafts from the developing world, and paying a fair price for them, in the 1960s. Fair trade entered the mainstream in 1988, when a Dutch development agency called Solidaridad established Max Havelaar, the first fair trade label, independently certified, and started selling fair trade coffee to Dutch supermarkets.

This idea was copied across Europe and North America, and in 1997 the Fairtrade Labelling Organisations International was set up to produce agreed fair trade standards and a single fair trade mark.

The Fairtrade Foundation is an independent non-profit organisation established in 1992 that licenses use of the FAIRTRADE Mark on products in the UK in accordance with these internationally agreed Fairtrade standards. Fair trade sales in the UK in 2011 were £1.3 billion.

The Crowd Wise project and how it came about

The Foundation's governance was initially in the hands of the six organisations, mainly development organisations, that had set it up. Over time, the number of member organisations has grown, and now includes organisations represen-

ting producer countries, such as the Nicaragua Solidarity Campaign.

Not involved in governance thus far are the campaigners in the UK who have been vital to the growth of fair trade: the people who have sold fair trade goods at the back of churches after Sunday services, set up Fair Trade Towns, and so on. The challenge for Crowd Wise was to find a way to involve them.

I worked on this with other colleagues from Rhizome, a cooperative that offers facilitation and other services to organisations that support activism in any form.

There were four main stages:

1. Views on the topic were collected during June and July 2012 through an on-line survey of campaigners and by interviews with relevant people both inside and outside the Foundation.
2. My colleagues and I used the results from 1. to develop an initial set of five options.
3. The options were worked on at five regional Crowd Wise events held over two months between the end of July and late September 2011, in London, Glasgow, Birmingham, Bristol and Leeds. An average of 15 campaigners came to each event.
4. The results were presented to, and accepted by, the Foundation.

The options

The initial set of options was:

- A. Fair Trade Towns group into regions and nations to become members. This was the Foundation's initial proposal. It wanted to offer

campaigners membership of the Foundation. However, since it lacked the resources to deal with individual members (or with membership by faith groups or schools), the initial proposal was to organise membership around Towns. Given that there are 550 Fairtrade Towns, even this would only be workable if Towns were represented by regions and nations.

- B. Involvement centres on regional forums, attended either by anyone who wants to or as specified by the forum itself.)
- C. Use the recently formed National Campaigner Committee (NCC). (Members of the NCC are elected by the regions. The chair and perhaps one or two members have a seat on the board. The NCC has a vote at the AGM.)
- D. Use the Supporters Conference. (Motions are chosen for debate and voted on. The results are sent to the board, which either acts on them or explains why it has not done so.)
- E. Consult as and when (that is, give campaigners a voice, but don't develop new structures)

The regional events

The table below shows the scores for all events. The score in green was the highest in that vote. The score in purple was the lowest in that vote.

To give a feel for the events, here is part of a blog post written by Andy Hawkins, who came to Bristol: "What was really positive was that the various options tabled made you actually think through the pros and cons of each option and

	London		Glasgow		Birmingham		Bristol		Leeds	
Option	1	2	1	2	1	2	1	2	1	2 (3)
A	58	45	50	34	59	28	48	43	47	
B	49	53	81	48	69	75	65	72 (2)	69	
C	46	34	58	46	62	75	63		69	
D	63	56 (1)	60	61	59	72	48	59		
E	69									

Notes: (1) D and E merged (2) B and C merged (3) Participants declined to vote on those options, on the basis that the three were so similar.

process in your own mind and to make a decision as to which one you felt most strongly about and why. As the process unfolded it was not only great fun but also quite a robust process which questioned why you held those particular views and if you could communicate them well to other teams in a potentially persuasive way and overcome any objections which were passed back to you."

The results

Option A, the Foundation's original proposal, came last in every vote after the first one. By the end of the last event, there was a strong level of support for a merger of B and C, incorporating elements of D and E.

These results were turned into recommendations for the Foundation. They were presented to the Foundation's board, AGM and Supporter Conference, where they were accepted with no dissent and little questioning. This appears to be because people recognised the solidity of the process by which they had been arrived at.

Reflecting on the process

Two aspects of the process that we tried for the first time worked well. But there was one thing. I would do differently another time.

The successes related to the fact that this was the first time that Crowd Wise had involved a series of events. This was a risk: people at later events might have disagreed with results from earlier events, making consensus over the five events as a whole hard to achieve. People in later events did occasionally propose new options, but not in a way that stopped us from reaching consensus.

Secondly, we used the results from each event to amend the options for the next event. This had the advantage that the options became steadily clearer and more detailed, event by event. It had the slight disadvantage of making the results of different events less comparable.

The thing I would do differently another time would be to involve campaigners in developing the initial set of options. This would have helped us to identify and to concentrate on the issues which campaigners were really concerned about. For instance, the options were at pains to identify which entity should be the member of the Foun-

ation: campaigners didn't care very much about this.

Conclusion

"Ensuring the voices of thousands of diverse supporters from across the UK were represented in our decisions on membership of the Fairtrade Foundation was not easy - there were numerous options and conflicting views," said Harriet Lamb, then chief executive of the Foundation.

"Crowd Wise provided an innovative way to ensure a major, complex decision was taken in a truly participative way. Moreover, the conversations that explored many nuances around the issues captured the significant expertise and ideas that exist at the grassroots level. We're confident that both the process and the final outcome were just right for us, for campaigners, and wouldn't have been possible without using Crowd Wise."

ABOUT THE AUTHOR



As well as being an associate of Rhizome, Perry Walker is also a Fellow of the New Economics Foundation, a London-based thinktank where he worked for 15 years, running a programme on democracy and participation. As well as promoting and using Crowd Wise, he has recently launched www.openupuk.org, which provides 'argument maps' that help people engage with, and come to a view on, complex political and ethical issues. The prototype map is on whether the UK should have a written constitution.



Innovative Uses of Dotmocracy

By Jason Diceman

The 2012 Prize for Most Innovative Use of Dotmocracy goes to Martha Griffin in Dublin, Ireland. Martha came up with a unique method that has the fun of voting with big smiley face stickers, and still the sophistication of rating ideas on a five point scale. Here is her story...

Martha works with the [Gateway Mental Health Project](#), a community based member led initiative for people with self-experience of mental ill health. The project aims to support the integration of members into the social, cultural, educational and commercial/working life of the community.

She has used Dotmocracy on multiple occasions with members to help decide which training courses and programs should be prioritized for funding applications.

One of her typical workshops would last about 2 hours, and include pizza and fruit to sustain the group. Participants start with individual idea writing and then form groups of 2-3 to compare and short-list their suggestions. In the end, they may have about a dozen different training ideas to prioritize. Each idea would be written on its own piece of blank paper in large letters and

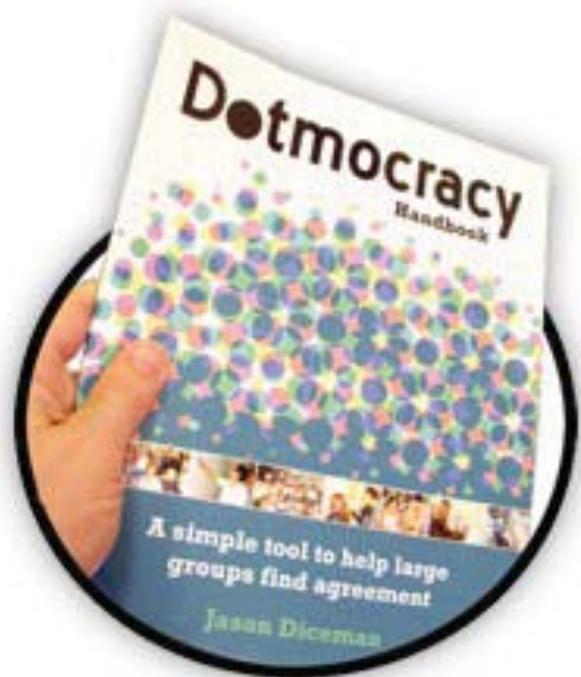
posted on a sticky wall (made of parachute material sprayed with arts and crafts spray mount). Participants would then be provided with piles of five different kinds of cut-out faces, symbolizing:

- Really like
- Kind of like
- Neither like or dislike
- Kind of dislike
- Really dislike

Participants would then stick these faces next to the various ideas, one per an idea, to show their level of support for each ([view photo](#)).

The results were a graph-like visual representation of the groups preferences on a five point rating scale, similar to a standard [Dotmocracy sheets](#), but completed in a more tangible and fun way using large smiley face stickers.

Martha has used this hybrid Dotmocracy approach many times in the past year, and she says "...people love it and I enjoy using it." Martha's prize was a signed copy of the [Dotmocracy Handbook](#).





How authentic civic engagement can restore trust within decision making

By Tim Merry | Pictures by Marguerite Drescher

Leading civic engagement and public consultation processes is not simple work. It takes courage to stand with integrity in the maelstrom of many pressures, opinions and agendas while working to heal one of our society's most critical fragmentations: the breakdown of trust between those who make decisions and those who are affected by them. This work is local in its action but global in its consequences. Authentic engagement is proved, one project at a time, as a source of good governance and business practice. Every such project is a brick in the foundation of a participatory democracy that is rooted in the needs of its people, rather than the egos of isolated leaders.

I hope you enjoy and find useful what I have written. It has helped me to write it.

New beginnings

Our age of participation requires leaders who build relationships and trust rather than fragmentation and fear. Command and control, centralized, hierarchical leadership is no longer an effective default problem-solving paradigm to meet the needs of our times.

In fact, such a change in leadership mindset and practice has been underway for more than a decade. The Art of Hosting, which is about applying participatory leadership to some of the most overwhelming challenges of our times, has moved from the fringe to being part of multiple large scale mainstream transformation projects in all sectors worldwide. Rather than calling the experts



to solve our problems, the Art of Hosting offers a suite of mental models, methods and personal practices to bring together all those affected by a situation into conversation to find a way forward everyone owns and is ready to act upon.

While I have been working with participatory leadership for many years, only in the last few years have I begun to see civic engagement as a key leverage area for positive social change. It began with a story, told to me by a leader from the Bill and Melinda Gates Foundation. For 15 years, scientists had been searching for the core protein at the heart of the AIDS virus. When the Gates Foundation decided to accelerate the process by funding an online game which allowed people from all over the world to participate, it took only 3 weeks for the core protein to be identified. During the same period, I also heard about companies that outsourced their research to public forums and made massive advances in their business development and huge growth in their profits.

I realized that it was time to combine my expertise in participatory process design with the knowledge from other collaborative fields such as gaming, social media, design thinking and street engagement. Together, we could create products for societal transformation that none of us could design alone. This is how our first civic engage-

ment for the New Halifax Public Library came to combine participatory events, creative street engagement and online interactive platforms, with the goal of influencing decision makers by coherently surfacing public voice.

Big questions began to form as I considered the future of such work:

- What if we could authentically make visible the collective voice of people from across a city, region or nation?
- How could we make that collective voice visible in such a way it would transform public realm conversation?
- What would it mean to strategically direct that voice to impact political platforms, the economic elite and civil society leaders?
- How would the capacity to authentically make visible public voice through civic engagement transform the very nature of modern democracy?

The purpose of civic engagement and public consultation

These questions led me to deliberately seek out work whose core is civic engagement. This work has included the transformation of Nova Scotia Public Health through multiple citizen and stakeholder events, public engagement for major

developments like the Nova Centre in Halifax, and societal projects such as AuditFutures in the United Kingdom.

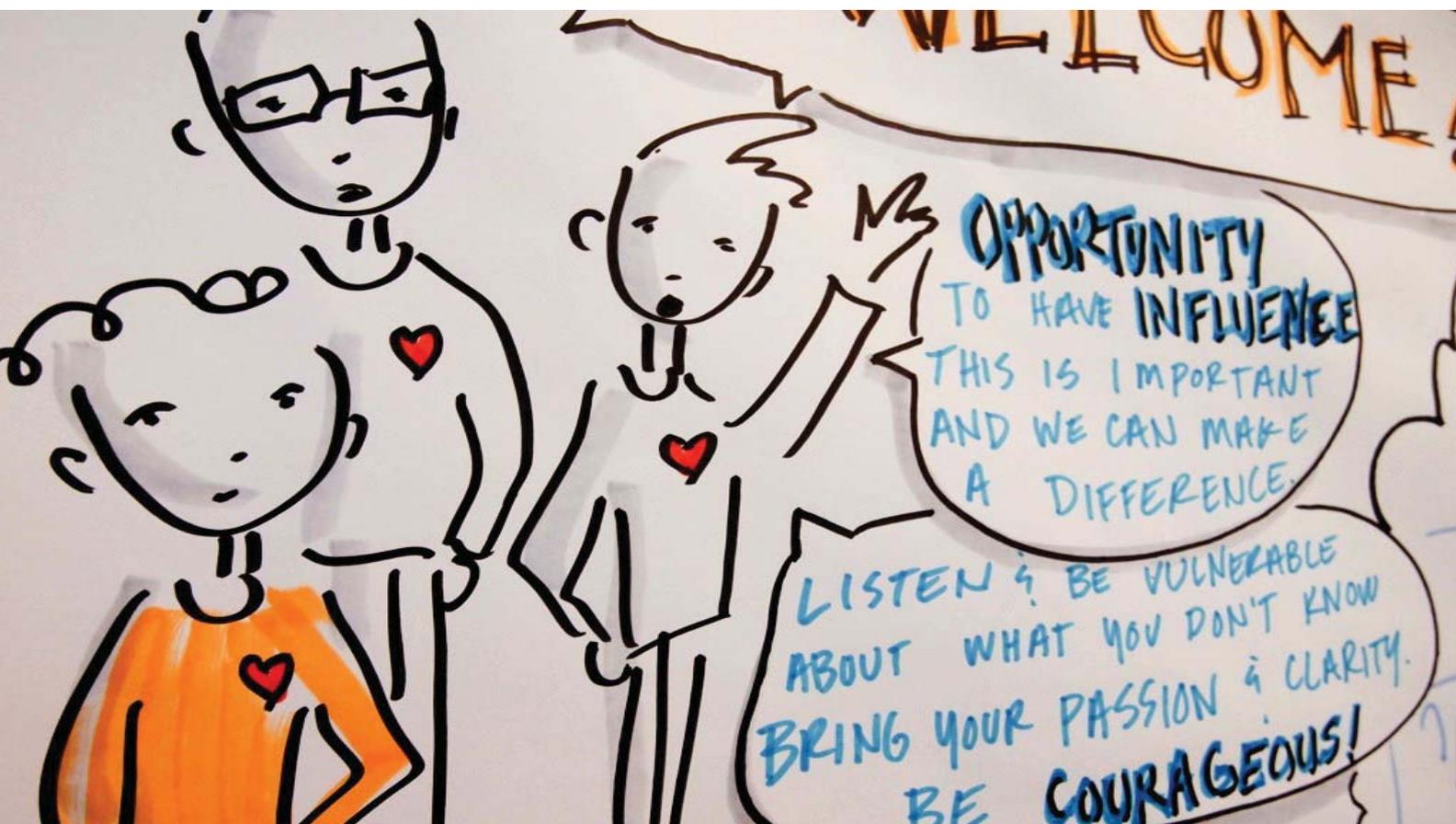
When I talk to potential clients and partners about an engagement process, I say the purpose is: "A highly responsive and participatory interface between the caller(s), the stakeholders and the public". I articulate the purpose to myself as: "To make visible the collective intelligence of a region in such a way that it transforms civic culture and leadership platforms ... so that the directionality of society is re-located into the hands of citizens".

This is about thinning the gap between those who make decisions and those who are affected by them. It is about designing processes, platforms and portals that allow information to move swiftly and effectively so decision makers can integrate the needs and desires of the public and stakeholders into their planning and the public and stakeholders can access important information that transforms conversations in the public realm and elsewhere. The more effectively decision makers respond to real needs, the more they build trust and credibility and the more we all end

up with a product, service, building or strategy we are happy with.

Equally, the more informed the public and stakeholder debate becomes, the less room there is for ungrounded assumptions. Too often, engagement is hijacked by hype or lobbyists and the public loses the opportunity to influence and change the content that is actually on the table. It has been a remarkable transformation for government leaders and private sector developers to realize that they can come out of a public engagement process looking good. It has also been inspiring, as engagement processes unfold, to see the growth of citizens' faith in their capacity to influence change.

I believe we are on the cusp of having the processes and technologies to surface the patterns of public opinion in such a way that it can become the compass for how decisions are made. Embedded in the DNA of public engagement work is a fundamental shift in leadership power from the cult of the charismatic individual, to collective voice of society's people. Authentic engagement builds a civic culture of collaborative problem solving where people step up to solve their own



problems, and where leadership becomes more about creating the conditions for people's success rather than telling people what success looks like. If we can amplify our current success in surfacing public voice, I feel there is potential to transform how modern democracy engages its citizens – and that is a long term purpose I am ready to work for.

The principles and conditions that create authentic civic engagement

Twelve core principles need to be in place and clear to all the key people involved in public engagement work. If not tended to, the quality of the engagement begins to dip and the work's credibility can become undermined. We have learned these principles through doing the work and learning along the way with a dedicated team of entrepreneurs and change agents:

- Build trust
- Make visible the full spectrum of opinion and perspective
- Engage a broad and diverse demographic and geography

- Listen for recurring patterns that are reflective of the collective intelligence
- Integrate expert input, interactive conversations, arts, social media and tangible experience
- Build community and raise civic pride
- Be responsive to what is happening in the community, online and what is in the media
- The proof is in the pudding: people must see themselves in the results
- Create compelling messaging, invitation and branding
- Share the necessary information for informed public debate
- Honesty, transparency and authenticity at all levels
- Create just enough order for the inevitable chaos to be meaningful and productive

Discussing all these principles would take a book, not an article. So I have chosen to focus on the core integrative principle, the societal acupuncture point of civic engagement work - trust.

In the 13 years I have been working locally and internationally on systems change, I have seen a recurring theme - the fundamental break-





down of trust between decision makers and those affected by their decisions, whether in our political systems, corporate structures or civil society initiatives. I believe that healing this rift is at the heart of building more inclusive, relevant and resilient democracies.

However, the history of engagement has been so riddled with badly run process and manipulated information sharing that not only has citizen trust in decision makers broken down (and vice versa) but faith in the process of civic engagement itself has been undermined. Any action we take must re-build this trust in each other and the process of engagement, or it is not worth doing.

Build trust at the core

Strategic alliance is not enough to run a good engagement. Trust must be practiced at the core of the project, as the quality of trust and relationship among the project's core players will play out across the public engagement as a whole. Civic engagement work is inherently unpredictable, and, unless there are solid trusting relationships at the centre, it will begin to fray at the seams when chaos inevitably strikes

When my team and I were deciding if we would go ahead with the Nova Centre engagement in Halifax, I met with the developer. The entrepreneur

in me was excited at the potential to take our work to a next level and the positive impact we could have on the downtown and on our city's culture of conversation. There was solid government partnership at all three levels, he was willing to give us the freedom to do our work, and there was a budget large enough to make it possible for me to bring my full team. I pulled together a first draft of the engagement plan.

I remembered how transformative it had been for me when the architect of the Halifax Library said "for the first time in my career of designing public buildings, the public became my client". But I hardly knew the Nova Centre developer. That changed after a candid conversation between us. I told him that my reputation and future in this work depended on his capacity to respond effectively to public input. People develop trust in a decision maker, a process and an engagement facilitator when their collective opinions are reflected in the results.

He assured me that he wanted us all to emerge with our reputations and integrity intact. I felt his sincerity, which I also could see reflected in his team who all trusted each other as friends. This gave me the confidence that he knew how to be in trusting relationship to me and by extension, to the public. If I had not felt such clarity, I



would not have proceeded, no matter how tempting the opportunity.

Secondly, as well as the sponsors of the engagement, the developer and the government, we also named the public as my clients. This was the first time I had been able to make the public part of the written contractual agreement for public engagement work and it spoke to me of the developer's willingness to trust my team, our process and the public voice. True to his word, the developer completely re-designed his building based on the ongoing outcomes of the six-month public engagement, scrapping earlier previous designs.

Within my own team, the relationships we had built over previous projects gave us the ground to withstand the initial public storm. The only way to sustain social innovation is by working with people you trust; anything less cannot withstand the pressure of tensions, speed of learning and exhilaration of success without becoming a battleground for egos.

The combination of trust with the developer, within my team, and with government decision makers created a deep and strong foundation for our work, allowing us to successfully navigate the project's unfolding complexity.

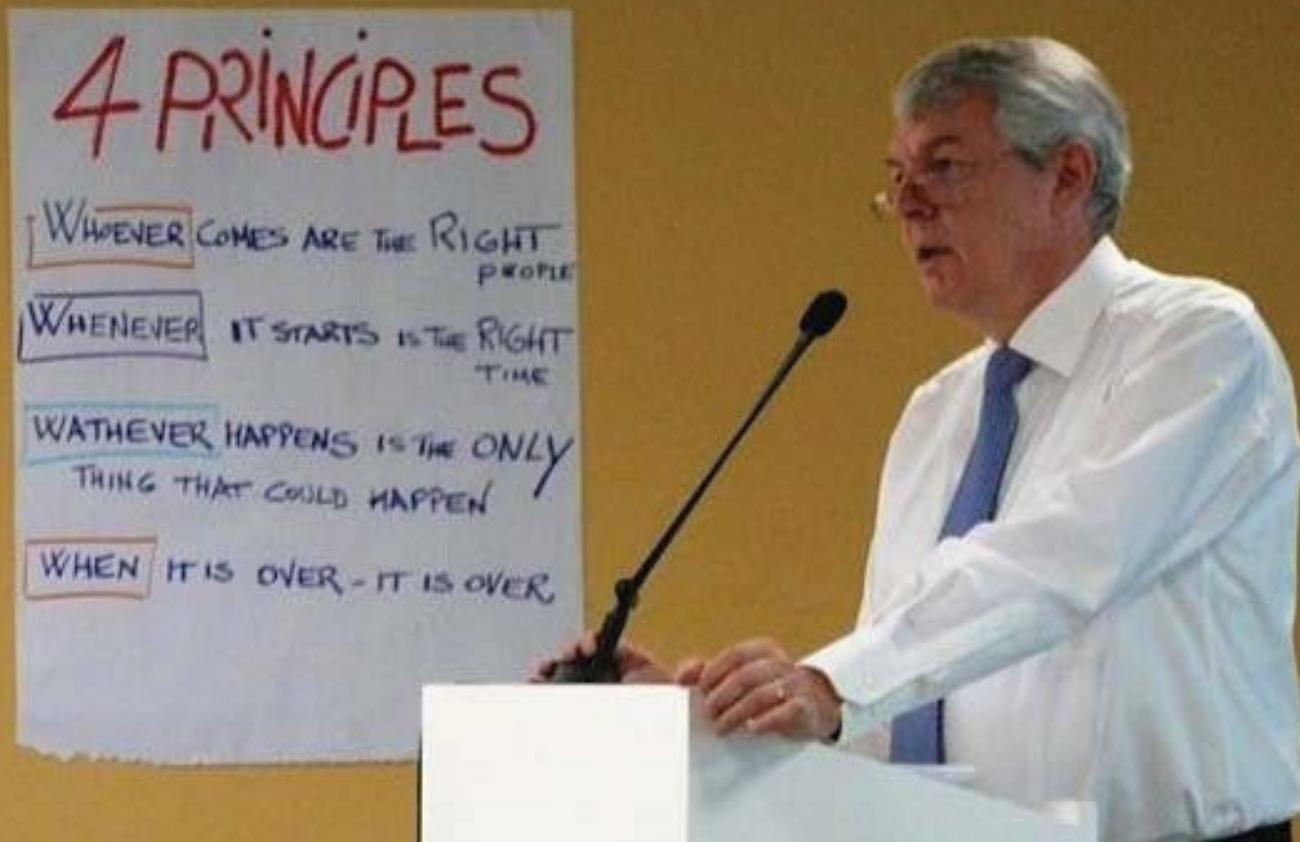
Build trust in the process

The Nova Centre was controversial. Many people did not want to see this development built and disagreed with including a publicly funded convention centre, and were very vocal about this online and in the media. We knew we could not ignore this and were ready to invite and engage all voices in the conversation.

Our first public event was billed as a 'Town Hall' and was advertised around the question of "Nova Centre: Where are you at, Halifax?" Inspired by stories from Greece, we put a microphone in the middle of the room, surrounded by concentric circles, and gave each speaker a maximum of three minutes. The two hour session began with words from a First Nations elder, followed by three blocks of 10 speakers, and some closing remarks from the developer. It was a simple process that set the tone for the whole engagement because multiple perspectives were heard and it became clear that all voices were invited, welcome and could have impact.

After this we held a series of World Café events around the vision for the building's overall look and feel, design of the public spaces and the Convention Centre. We never shied away from controversy when it arose and always integrated it into our meetings as part of the conversation.

The only way we could credibly stand up and say we had run a good engagement is if we



reached out and engaged as many perspectives as possible. Only through the contribution of multiple points of view can we piece together a bigger picture of public opinion. People I work with often worry that events will be hijacked or dominated by nay-sayers. When the topic is hot, the natural reaction is to contract and try to control the engagement – but in fact, this just creates a clearer target and sense of a process that can't be trusted. My experience has been that the more we broaden the invitation to engage, the less it is possible for any one viewpoint or group to dominate the engagement. The more we honestly make visible all the different opinions, the more we build trust in the process. People start to turn up ready and willing to fully engage. Citizens, as well as decision makers, are tired of public events which are dominated by individual ranters who eclipse the broader public opinion.

Through the engagement process, the public saw major changes integrated into the Nova Centre design, including shifting parking entrances off a busy entertainment street, an accessible green roof, and an all season outdoor performance space. People saw the design evolve in response to their ideas; we used art and information on the fences, online downloadable summaries and video, social media feeds and posts and street based outreach activities. Their resulting trust in the

process turned around public opinion about the building and the decision makers.

The Nova Centre public engagement is one example of good process leading to good results. It led our community from doubt and skepticism to shared trust and collaborative city building. Together, the public shaped the Nova Centre and in this process, demonstrated the clear value of citizen participation in decisions and initiatives that impact them. As the developer said: "This is a better project than we had before we embarked on the consultation."

Looking ahead

Ultimately, the civic engagement work has had important learnings for me as a host and facilitator of process.

The host or facilitator creates the conditions for all perspectives to come together, build relationships, and surface clarity and strategy that transcends and includes all viewpoints. This type of leadership is at the centre of facilitating civic engagement projects.

In stepping into this role, I must let go of outcome and allegiance to any cause or perspective. Alignment with any particular cause or perspective undermines my capacity to facilitate the conversation impartially for all. As soon as I take a stand for one perspective, I lose the trust of the others to host a good conversation.



This takes an incredible commitment to letting go and being in the moment. I am constantly challenged to shed my ideas of what is right and wrong and be with what is. This is a practice of personal trust in myself and in people's inherent goodness and wisdom and I believe it is true for anyone interested in leading change, not just for facilitators.

The very nature of change, innovation and transformation is that you do not know its outcome. The only way I have found to be in this kind of unknowing is to be with people I trust. In relationships of trust, I am learning, and if I am learning, life has meaning and impetus into action. Life itself becomes vibrant.

It is the trust in our personal relationships that create results we can trust in the world. I think Thomas Merton says it best: "Do not depend on the hope of results ... you may have to face the fact that your work will be apparently worthless and even achieve no result at all, if not perhaps results opposite to what you expect. As you get used to this idea, you start more and more to concentrate not on the results, but on the value, the rightness, the truth of the work itself ... you gradually struggle less and less for an idea and more and more for specific people ... In the end, it is the reality of personal relationship that saves everything."

ABOUT THE AUTHOR



Tim Merry has more than 13 years of experience locally and internationally in supporting diverse stakeholders to come together to launch, sustain and grow innovative projects and initiatives. His work is rooted in the belief that if we create the right conditions people will organize together and solve their own challenges with surprising ease and effectiveness. He has extensive experience ranging from major international businesses and government agencies to local communities and regional collaboratives.

*Myrgan Inc., Nova Scotia, Canada
www.myrgan.com*

Tim can be contacted at: tim@myrgan.com.

Flu Season! Facilitators, Pre- pare to Step In

By Gillian Martin Mehers

It's 05:30 in the morning and a loud "bing!" wakes you. It's a text message from your colleague. She has come down with the flu and has been up with it all night. And there is simply no way, in 2 and a half hours she is going to be able to stand up in front of 20 people who have flown in from all over the world, for the second day of their strategic planning workshop. Can you please take over?

What do you do?

Well, if humanly possible, you say "Yes!".

Many facilitators and trainers work independently or in very small groups. As such we are all a little vulnerable at this time of the year (and in general I would say, see my blog post on "[Facilitators: To Your Health!](#)")

So what can you do to help make sure that this emergency hand over goes as smoothly as possible? Here are a few things you can do both in advance to prepare for this possibility and on the day itself:

1) Prepare a Facilitation Agenda, Always

I think this is just good practice, but in situations like these it's a life saver. We always prepare two versions of the same agenda for any event - a Facilitation Agenda and a Participant Agenda. The participant version has the information that is most important for their participation - the start time, location, break times, session titles, and some details on what will be the focus and task of each session. That is to give confidence that their time will be well spent, the issues covered are the right ones and that if they need to take a call etc, they know when it is safe to do so. It turns out to be one or two pages and easy to read at a glance.

A Facilitation Agenda however will be 3-5 times longer depending on the complexity of your process. It has all that the participant agenda has and much more detail on the dynamic and process of each activity. It includes part of the script or key words you will say to transition from one exercise to another, the materials you will need and what you will do with them for the activities, and all the timings (how long does that speaker have, how long is that group work, etc.) It provides complete process picture and all the decisions made by the facilitator of how that workshop will run.

With that in place, handing it over to another facilitator is much much easier. They might still tweak the agenda to their own style, but at least you can hand over a water tight design for them to follow (not to mention the important fact that the client had a role in developing it, so it matches their expectations and needs already).

2) Cultivate Some Colleagues

Do you have a few facilitators who know what you do and how you do it (and vice versa)? We all have our favourite techniques and methods. Can you take the opportunity in network meetings to share these so that other facilitators are familiar with them too? Or can you write a blog post describing these in detail so that you can refer to that on your hand over?

There might be other facilitators with whom you co-facilitate from time to time, or you have seen them in action and they have seen you. Have a discussion at some point when you are both healthy and see if you want to agree in principle that in case one or the other falls ill or is incapacitated for whatever reason there is willingness to act as stand in if possible.

So those two things are things you can do in advance to help make any last minute hand-over go more smoothly. Having someone who understands your style, combined with a good facilitation agenda, some forwarded critical correspondence and a short chat from your sick bed, can go a long way to ensuring that your stand in can do a great job. Then what might you do, as either the sick facilitator, or the stand in, on the day itself?

3. Help Prepare Materials for Your Stand In (or Do It Yourself if That's You)

This might sound odd, but we did this recently and it really worked. Part of the very time consuming set up each morning for a very interactive workshop is preparing all the job aids, flipchart templates, etc. However, for a stand-in facilitator, that precious pre-workshop hour when you should be flying around the workshop room making and putting up those groupwork templates, will probably be spent trying to calm down a nervous workshop host who just went from the comfort of a known quantity to a new facilitator mid-process. So anything that can be done to help get the materials prep time reduced is extremely helpful.

Instead of writing directly on flipcharts which you have to do *in situ*, smaller cards can be prepared in advance that can be stuck on blank flipcharts with the instructions. Those coloured facilitation cards in different shapes work well, and if you have a self-stick pack then they can just be whacked up on a blank flipchart and help guide the group's work. If the ill facilitator can manage it and get them dropped off (or picked up) that is great (that's what we did recently.) If the ill facilitator can't do this, then you can do this at home, so that when you are at the venue you can have more time to work with the organizer. Do this at least for the first session or two.

Also on materials, if you are the stand-in facilitator, look at the agenda and plan in when you will make the remaining materials. Write into your Facilitation Agenda in the breaks or during quiet times when the group is working on something else, exactly what you will be doing to prepare for the sessions that will follow (e.g. make flipcharts for Session 4, count out cards, cut sticky dots for prioritisation, etc). That way you don't have to do every thing in advance (because you still have to take a shower, dress properly, eat breakfast and get there in one piece, all looking very calm and in control, in a very short period of time.) This takes me to the next point...

4) Take Your Own Food

This is important because you will never, ever be able to make the coffee break or lunch. You will be using this time to prepare materials or talk to the organizer, who will no doubt decide that the next session needs to be slightly

different (even though perhaps there was a 2 hour conversation with the *other* facilitator about that session already.) So you need to pack a healthy lunch, some snacks, and a thermos of tea if you can do it.

Along these lines, I also take my own materials, even if I have been told that everything is there. You just never know, a conscientious custodian could have cleared that messy materials table, or a participant took home something to work on over night and then forgot to bring it back. You don't want to have to spend precious time running around the venue looking for a pair of scissors.

This is indeed flu season; it hit us hard in Europe this year reaching epidemic proportions in Switzerland, and apparently it's not over yet. And there is no reason why, if it can hit our workshop participants, it can't also hit us. Think in advance about what might make it easier for someone to replace you, and if there is any possible way, say "yes" to that sick colleague, even at 05:30 in a morning when you were dreaming about finally catching up on your billing and administration that day.

We all know that what goes around comes around - that works for both good deeds, and the flu!

ABOUT THE AUTHOR



IAF Europe Newsletter columnist Gillian Martin Mehers is director and head of learning at Bright Green Learning @Atadore SARL, in Crans-près-Céligny, Switzerland. She blogs regularly about facilitation and learning at www.welearnsomething.com. You can read and comment on this post online at <http://welearnsomething.blogspot.ca/2013/02/flu-season-facilitators-prepare-to-step.html>

You can reach Gillian at gillian@mehers.com.

Welcome, new and returning members

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

- Graham Dawson, England
- Pascal Dubois, France
- Dee Hennessy, Ireland
- Alexis Kummetat, France
- Ton Nuijten, Netherlands

And we are equally delighted to welcome back the following members who renewed their memberships in February: Albéric Augeard, Belgium

- Rengin Akkemik, Turkey
- Bjorn Blondell, Sweden
- Yvonne Calme, Sweden
- Barbara de Klerk-Engels, Netherlands

- Anna Fundin, Sweden
- Marcel Goossens, Netherlands
- Marie-Louise Gustafsson, Sweden
- Marinda Hall, Netherlands
- Edgar Hildering, Netherlands
- Johan Holm, Sweden
- Pontus Holmgren, Sweden
- Susan Kuepfer, Switzerland
- Marjeta Novak, Slovenia
- Erik op ten Berg, Netherlands
- Christine Partridge, Scotland
- Peter Rindeborn, Sweden
- James Rosenegk, England
- Glenn Smith, England
- Marta Storchova, Czech Republic

Facilitation Workshops and Meetings

If you would like to let others know about an event you are organizing, please email rosemary.cairns@iaf-europe.eu.

MARCH 2013

- Dynamic Facilitation and Wisdom Council Seminar, Mar. 4-6, Zurich, Switzerland <http://tobe.net/calendar/styled-4/index.html>
- Group Facilitation Methods, Mar. 5-6, Manchester, England (ICA:UK)
- Action Planning, Mar. 7, Manchester, England (ICA:UK)
- Art of Hosting training, Mar 11-13, Kaulundborg, Denmark <http://tinyurl.com/amlufst>
- Dynamic Facilitation and Wisdom Council Seminar, Mar. 11-13, Vienna, Austria <http://tobe.net/calendar/page70/Vienna.html>
- Advanced Workshop on Dynamic Facilitation and Wisdom Council, Mar. 14-15, Oberursel, Germany (Jim and Jean Rough) <http://tobe.net/calendar/styled-5/index.html>
- Advanced Workshop on Dynamic Facilitation and Wisdom Council, Mar. 18, Vienna, Austria (Jim and Jean Rough), prerequisite. <http://tobe.net/calendar/styled-6/index.html>
- Group Facilitation Methods, Mar. 20-21, Bath, England (ICA:UK)

APRIL 2013

- Art of Participatory Leadership training through the Art of Hosting and Harvesting Conversations that Matter, April 4-7, Hamburg, Germany <http://authentic-leadership-lab.de/>
- Graphic Facilitation, April 6-7, Berlin, Germany (Art of Hosting)
- 4th annual Russian Facilitators Conference, April 5, Moscow, Russia
- Second Art of Participatory Leadership training in Greece, on turning crisis into opportunity, April 5-7, Athens, Greece (SIZ Hellas)
- 15th European Appreciative Inquiry Network meeting, April 17-20, Milan, Italy (hosts Mario Gastaldi and Yvonne Bonner) <http://tinyurl.com/aopswg4>
- "The Politics of Evidence" conference, April 23-24, Institute of Development Studies, Sussex, England <http://bigpushforward.net/archives/1933>
- Group Facilitation Methods, Apr. 24-25, London, England (ICA:UK)

MAY 2013

- Facilitator Masterclass, May 1-3, Hertfordshire, England (Kaizen Training) <http://tinyurl.com/bfuw3hv>

- Graphic Facilitation Training, May 9-10, Birmingham, England (Anna Geyer, New Possibilities) <http://tinyurl.com/d2leeof>
- AMED's 7th Annual Collaborative Writing Workshop, 'Reflective writing for personal and professional development', with Jeanie Wright and Bob Thomson, May 17, Warwick, England (AMED)
- IAF Certification, May 21-22, Gothenburg, Sweden <http://tinyurl.com/bj7vj9r>
- IAF Dutch Certification Event, May 22, Rossum, Netherlands. <http://tinyurl.com/bca6l8n>
- Foundations of Appreciative Inquiry, May 27-31, Amsterdam, Netherlands, (Ralph Weickel) <http://tinyurl.com/awpwgny>

JUNE 2013

- Storytelling for Leaders, June 17, London, England (Anecdote) <http://tinyurl.com/c84g3l7>
- Brain friendly learning workshop for trainers. June 19-21, Hertfordshire, England (Kaizen Training) <http://tinyurl.com/anpt9ya>

JULY 2013

- Advanced facilitation training, July 16-17, Buckinghamshire, England (Meeting Magic)

AUGUST 2013

- 'Open Source Thinking: possibilities for yes ... and conversations', Aug. 2-3, Brighton,

England. A post-publication workshop, jointly organized by IAF Europe and AMED, to follow up the Spring 2013 e Organisations and People

SEPTEMBER 2013

- Facilitator Masterclass, Sept. 4-6, Hertfordshire, England (Kaizen Training) <http://tinyurl.com/ahflqsm>
- Advanced facilitation training, Sep. 24-25, Buckinghamshire, England (Meeting Magic)

OCTOBER 2013

- 2013 Applied Improvisation Network World Conference, Oct. 2-5, Berlin, Germany <http://www.ainconference.org/>
- Dynamic Facilitation and Wisdom Council Seminar, Oct. 15-17, Vorarlberg, Austria (4th day on Mar 14, 2014) <http://tobe.net/calendar/page69/Vorarlberg.html>
- Brain friendly learning workshop for trainers. Oct. 16-18, Hertfordshire, England (Kaizen Training) <http://tinyurl.com/ba5jmgo>
- Diversity and Magic – 16th European Appreciative Inquiry Network meeting, Oct. 23-26, Prague, Czech Republic. (Hosts Klara Hejdkova and Peter Bach Lauritzen) <http://tinyurl.com/azt9vph>

NOVEMBER 2013

- IAF Denmark conference, Nov. 15.



IAF Denmark is sponsoring 2 graphic facilitation workshops with David Sibbet (pictured here) April 23 and 24 in Copenhagen.