

A SPECIAL REPORT FOR SUBSCRIBERS

Volume 6 Number 3, SEPTEMBER 1994

# EDGES

N E W P L A N E T A R Y P A T T E R N S



*an. perrot*

## Magic of the Facilitator

# *Edges will celebrate UN Anniversary in 1995*

## *A UNAC-Edges Collaboration*

The 50th anniversary of the United Nations on October 24, 1995, creates an unequalled opportunity to radically alter the UN's direction. It could be restructured to generate peace rather than mainly trying to avert war. For *Edges* magazine, this is a new direction worth energizing.

Through a partnership with the United Nations Association in Canada-Toronto Branch, a non-profit wing of the UN, *Edges* will publish a series throughout 1995 to leverage the UN 50th anniversary into a public conversation on reworking the future role of the United Nations.

This is a good way to affect new planetary patterns; to engage our readership in a direct dialogue with a global institution whose mandate is to legislate those patterns. Perhaps from this exercise some international leaders will learn something new and valuable about public consultation.

We are looking forward to the challenge. ♦



United Nations Association  
in Canada-Toronto Branch

*April 1995*

## **50 Years of Global Learning**

Should the United Nations be disbanded, leaving a vacuum to be filled by marketplace supremacy? Should it be replaced by some form of centralized, global government with strong teeth for resolving international disputes? Should it be reformed by adding to it representatives of the people, rather than representatives of various governments?

For many people, the United Nations is a stuffy, international bureaucracy, slow to respond to various global crises. For others, it is the only hope for moving us all to a new planetary plateau, instead of dangerously playing the "sovereignty game." The United Nations is, arguably, the "only game in town" that at least preaches international cooperation and tries to deal with the complexity of global thinking and action beyond single issue lobbies.

*Edges* recognizes that one major contribution of the United Nations has been that, for fifty years, it has educated billions of people about the possibility of a planetary society. Most people now realize that it is not necessary to spend 25% of your family's and community's time and energy fending off "unknown enemies" as it was just a few generations ago. The United Nations is responsible for many of us knowing and understanding the other players on the international field.

Critics can and will pick holes in every effort of the United Nations, and *Edges* could, too. But instead we want

people to reflect on the question "What have we learned from 50 years of international relationships that will put us, as an emerging planetary society, in good stead for the future?"

*October 1995*

## **Millennial Think Tank**

School children, corporate executives, union and non-union workers, street people...all have a stake in the future. And it is not just the future of one community or country, but the whole world.

As a people, we are now so globally "hot-wired" together by conferences, telecommunications, books and media, that an idea generated in Toronto is immediately accessible in Hong Kong. Our *Edges* readership spans many nations and we also communicate through WEB and Internet. Add to this the 1995 series of United Nations conferences like the World Summit on Social Development in Copenhagen, The Fourth World Conference on Women in Beijing, the International Conference on Population and Development in Cairo, and we all will be part of a revolving "think tank" that spans the world.

For those of you who are not familiar with *Edges* magazine's parent company, ICA Canada, you may be relieved to know that we don't just talk about "big ideas" and sit back, satisfied. The Institute of Cultural Affairs is a worldwide network of action-oriented individuals who make a difference by working in thousands of communities and organizations, and by training a new generation of leaders in participatory democracy. ♦

# Magic of the Facilitator

The lineaments of a new intellectual and practical discipline are brewing that, as yet, cannot be found in any university or college course.

Lurking in this fomenting pot of human-to-human relations is, as one devotee put it, 'what every newly elected politician needs training in before taking office.'

BRIAN STANFIELD



*art. penrote*

**Competence n.** (also competency):  
being competent, ability

Thirty years of ICA research and training have generated a band of facilitator-consultants around the world who are second to none in their grasp and practice of the dynamics and "how-to's" of the art and science of group facilitation. In many nations, these practitioners have laboured for years facilitating community consultations assisting organizations, government departments and sometimes major corporations to work cooperatively to solve problems which may have been entrenched for generations. These facilitators then trained others in the same art and science of participation. Some of these graduates and co-creators of ICA training have now teamed up with representatives from other traditions of consultation to create a bold new organization: The International Association of Facilitators (IAF). Among other items on the IAF's agenda is a statement on the specific Competences involved in participative facilitation. So far, members have listed Competences gleaned from their own training and experience. Facilitator groups in different locations have forged out their own skill listings, and all these have been amalgamated with the ability charts of other facilitation traditions. The end product will be a statement of the multifarious abilities needed by a facilitator. This will give both ICA and the IAF a platform from which to evaluate where trainee facilitators are on the journey toward facilitation mastery. A big picture is beginning to emerge from this mass of data that is far more than a dry list of what facilitators have "gotta be able to do." What is actually lurking in the preliminary gestalt is a prescription for creating a culture of participation, the lineaments of an emerging new discipline, a paradigm for human-to-human relations, and possibly, as one devotee put it,

"what every newly elected politician needs training in before taking office." For membership information about the International Association of Facilitators write Sherwood Shankland, IAF Membership Task Force, 4910 Briar Street, Fairfax, Virginia 22032 USA.

Competence #1: On Top of the Methods  
**The Facilitator is effective in using core methods**

The facilitator is competent in designing and leading larger or smaller group processes and events: a conversation or discussion, a meeting, a workshop, a design conference, an environmental review, a strategic planning session or a macro program of consultation. Behind this is a complete familiarity with the process of creating and sequencing questions that move the group from surface considerations into the depth implications of any topic. Underneath this again is the capacity to distinguish process from content, and the discernment to decide which bracket of methods best fits the client's needs.

Beyond simply knowing the steps of the methods, the facilitator has a profound comprehension of the underlying framework of facilitation through which the difference between mere technique and underlying method is made obvious. As a result, the facilitator is free to flex in the face of new emerging possibilities.

Competence #2:  
Able to Deliver on the Deal

**The Facilitator carefully manages the client relationship and prepares thoroughly**

The facilitator has to be able to care in depth for the client organization. This involves knowing how to customize programs to fit the client's situation, and how to close a deal and deliver on the contract. It also presumes the courage to say "no" to a deal if facilitation is not an appropriate solution or will not work. It means preparing every aspect of the program ahead of time.

Especially important is becoming crystal clear on the specific intents for the event—both rational and experiential—and designing the components of the event that will realize those intents. Along with this is setting realistic time

allotments for each part of the program, developing the key questions the group will wrestle with, thoroughly researching the client's situation and needs, and taking special care in the strategic selection of the event space.

Competence #3:  
Both Janitor and Metronome

**The Facilitator uses time and space intentionally**

It is not enough to merely select a good space for the group event. The facilitator has to know how to create the event environment. If the janitor has not cleaned the space the facilitator has to do it, and, at break times, keep on doing it to ensure that the environment remains an ally of the event. It is important to know how to best arrange the space so that it works for both the process and the group. This means checking out the space ahead of time and making sure there are walls appropriate for holding data charts. It means arranging the tables and chairs to communicate intentionality and maximize face-to-face participation. It also means skillfully using decor tuned to the nature of the event and communicating its significance.

The facilitator also has to be the metronome for the group, sensing the rhythm that is most enlivening at a particular time of day; pacing the activities so as to capitalize on the "beat" of the group; apportioning available time both to get the job done and to reach timely closure. The facilitator has to know how to punctuate time to release tension through the use of humour, through "stretch breaks," or even great music—whatever it takes to keep releasing the group. Finally, the facilitator knows the importance of letting the whole group own the time and the task so that they can make the decisions.

Competence #4: The Evocateur  
**The Facilitator is skillful in evoking participation and creativity**

More than a methodologist, the facilitator also has to be an evocateur, with an unshakable belief that the group itself has the wisdom and creativity needed to deal with the situation. What is involved here is the ability to create a climate of participation. The facilitator knows how to elicit the latent wisdom in the group by catalysing everyone's participation,

Developing a Culture of Leadership and Participation

# Facilitation Skills Training Catalogue

LEADERSHIP

SEPTEMBER  
to  
DECEMBER  
1994

**ICA**  
Canada

a valuable guide to  
short  
practical  
affordable  
hands-on

**TRAINING** in

PARTICIPATION

Team  
Building

Harmonizing  
Group  
Diversity

Strategy  
Planning

Participatory  
Leadership

Community  
Development  
Planning

# Group Facilitation

In this course you will learn an effective, step-by-step process to help clarify discussions and achieve consensus within your group. You will learn how to organize ideas and keep the discussion moving. The methods will enable you to:

- facilitate groups more effectively and confidently
- develop group decision making skills
- help groups focus around a topic
- make meetings more productive
- help create a sense of teamwork
- focus a diverse group's energy around a common goal

## Participants regularly include

- Staff supervisors
- Executive directors
- Volunteer co-ordinators
- Community workers
- Educators
- Board members
- Private consultants
- Managers

In two intense eight-hour days, you will learn

## The Discussion Method which

- provides a structure for clear, ordered dialogue and reflection
- moves discussion from the surface to the depth of a topic
- encourages a diversity of perspectives.

## The Workshop Method which

- engages the participation of each group member
- focusses the group's consensus towards effecting change
- builds an effective team partnership to act on the change
- encourages group rapport and interaction

## Skills Applications include

- improving employee and staff-management relations
- resolving conflicts effectively and equitably
- assessing reports, presentations, meetings, conferences
- leading dialogue around a touchy issue
- utilizing fully the groups' creativity to maximize productivity.

## Prerequisite: None

### Cost:

**\$250 + \$17.50 GST Members**  
**\$275 + \$19.25 GST Non-members**

### Dates:

September 13-14  
October 11-12

November 15-16  
December 6-7

**Dates for Ottawa/Hull:** September 19-20  
November 22-23

Call David Burhoe/Giselle Robelin (819) 777-1042

### Dates for Saskatchewan:

Special 3-day Group Facilitation and Planning courses offered through University Extension.  
Regina: October 24-26, call (306) 779-4815 for information.  
Saskatoon: October 19-21, call (306) 966-5492.

Please call (416) 691-2316 for dates in other cities across Canada.

# Facilitated Planning

This course offers a structured participatory planning process for use within an organization or community. The methods you learn will allow you to help a diverse group define its long-term vision and work through to practical immediate actions.

## Our process is designed to

- create a shared group vision
- identify issues blocking vision accomplishment
- focus ideas for new directions
- organize a specific, practical plan of action.

## Participants regularly include

- Board members
- Civil servants
- School principals
- Planning committee members
- Managers
- Private consultants
- Senior administrators
- Management students

The course aims to give you the skills you need as a leader to facilitate participation in planning strategies.

The process maximizes creative and innovative thinking resulting in effective actions that make a lasting impact.

The process is unique in that it allows you to work with and achieve consensus among participants of diverse cultural, economic and political backgrounds.

## Prerequisite: Group Facilitation

### Cost:

**\$250 + \$17.50 GST Members**  
**\$275 + \$19.25 GST Non-members**

### Dates:

October 13-14  
December 8-9

### Dates for Ottawa/Hull:

November 24-25

For dates in other cities across Canada please call (416) 691-2316.

**ICA**  
Canada

# Team Leadership

**T**his is a course for Team Leaders...leaders who are concerned about team performance and want to improve it... leaders who want to create an environment that fosters creativity and exploration...leaders who want to motivate and energize teams and sustain positive team momentum.

In this Team Building course leaders learn practical methods and techniques for improving teamwork and making it more effective.

## **You will learn how to**

- plan and facilitate team meetings
- orchestrate a team event or project
- build and sustain team motivation
- create special team celebrations
- handle difficulties between people in teams

## **Applications include**

- enhancing teamwork on the job
- developing effective taskforces & committees
- motivating and sustaining coalitions and partnerships

If you are searching for skills to build strong, effective, cohesive teams, then this is the course for you.

## **Prerequisite: Group Facilitation**

### **Cost:**

**\$250 + \$17.50 GST** Members

**\$275 + \$19.25 GST** Non-members

### **Dates:**

December 12-13

***Register for four  
2-day courses  
in 12 months  
and save \$200***

*Particularly intriguing about Group Facilitation is that such a conceptually sensible method can have such a profound impact on improving group processes.*

Zdzislaw John Gladki, Director of Policy and Strategic Planning  
City of Toronto – Planning & Development Department

# Participation Paradigm

**T**he skills a good facilitator brings to the table are not simply mechanical. True facilitation cannot be reduced to merely a number of sequential steps.

The successful facilitator combines an effective methodology with personal style, years of experience and a deep understanding of the reasons behind participation...the *how's* and *why's* of participation.

This is especially true of ICA facilitators, rooted as they are in a unique philosophy...a unique understanding of how society operates and the role of participation in society.

If you've taken an ICA course you've probably caught a glimpse of this philosophy. Perhaps you were intrigued by such seemingly simple and yet surprisingly powerful methods. Perhaps you were curious about their sources.

This course will explore your questions about the roots of ICA methods.

## **The course will**

- acquaint you with the thinking behind the methods
- focus on the dynamics of group participation
- contrast participation with hierarchy
- teach you to respond to group issues as they arise
- help you understand the style of a successful facilitator

As a result, you will find your effectiveness as a facilitator improve. Your ability to apply ICA methods in different situations while maintaining their integrity and power will grow. And, you will find yourself transforming mechanical skills into artistic expression.

## **Prerequisite: Group Facilitation**

### **Cost:**

**\$250 + \$17.50 GST** Members

**\$275 + \$19.25 GST** Non-members

### **Dates:**

November 17-18

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# Community Development

**T**he key to community development lies in people working together to meet the changing social and economic needs of the community. As a result, residents feel a sense of ownership and responsibility for their community. In this course, you will learn skills to enable communities to plan for and implement their own long-term comprehensive development.

## Participants regularly include

- Community development project representatives
- Community development planners and consultants
- Project impact assessment consultants
- Urban/rural planning students and teachers
- City council members

## The Process

- ensures inclusive grassroots participation in the design of projects
- results in comprehensive development—social, economic and cultural
- creates a culture of empowerment instead of one of helplessness
- motivates groups to action.

For thirty-five years ICA has been implementing this process in communities around the world, resulting in long-term, locally motivated change.

ICA Canada training is recognized by Employment & Immigration Canada—Community Futures Training Project.

## Prerequisite: Group Facilitation

### Cost:

**\$250 + \$17.50 GST** Members

**\$275 + \$19.25 GST** Non-members

### Dates:

September 15-16

*I now have an effective framework for reaching consensus, achieving clarity of purpose, and planning.*

**Mary McMillan**

**Co-ordinator**

**Durham Behaviour Management Services**

# The Art & Science of Participatory Planning

*A Summer Experience*

**T**his is an intensive six day program designed for people who are serious about working in a participatory manner. It will dramatically improve your ability to facilitate groups effectively in your organization and community.

You will develop a familiarity and mastery of the ICA's ToP methods, allowing you to apply and adapt them in a wide variety of real-life applications.

## Participants may include

- Community leaders and planners
- Chairpersons and board members
- Educators
- Executive Directors
- Private consultants
- In-house facilitators
- Managers
- Supervisors

## Elements of the course include

- an exploration of the philosophy behind ICA facilitation methods. Effective implementation of ICA facilitation methods requires a depth understanding of the reasons behind the methods and the emphasis on participation.
- extensive practice in designing consultations and meetings. You will have the opportunity to discuss real-life situations and work with other participants in designing consultation processes.
- an opportunity for you to facilitate a group planning process, followed by discussion with other participants as well as ICA trainers on your style, effectiveness, areas of strength and areas for improvement.
- one-on-one tutoring by highly skilled ICA facilitators. The ICA trainer will be available to discuss with you how you can improve your facilitation skills and any other difficulties you may be having.
- experience of classic applications of the basic ToP methods
- experience of a learning team.

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## You will benefit by

- acquiring a deep understanding of the principles of facilitation
- learning how to design ways to use participation to solve problems
- being skilled in applying ToP methods
- learning how to create effective meetings
- experiencing a learning team
- using case studies brought by participants in practice sessions
- designing solutions for your own situations
- interacting and networking with people working in a similar style
- having access to individual tutoring through a low student-teacher ratio

Bring your own case studies for practice and feedback — i.e. client situations or work situations for which you would like to try participatory methods to create solutions.

**Prerequisite: Group Facilitation.**  
**Facilitated Planning would be an asset.**

## Cost (Toronto):

**\$995** ICA Members, paid in full before June 1, 1995  
**\$1095** after June 1

**\$1095** Non-Members, paid in full before June 1, 1995  
**\$1195** after June 1.

Course fee includes materials, one copy of *Winning Through Participation*.

## Dates in Toronto:

July 17-22, 1995

**Call (416) 691-2316 for more information.**

*The ToP Process far exceeds any facilitation tools  
I have learned to date.*

**Dan White**  
**General Manager**  
**Otonabee Region Conservation Authority**

# Facilitator Excellence

**W**e are committed to your growth and development as a facilitator. As part of our commitment we have established the following programs:

## The Advanced Facilitator Training Program

This is a 24 month program designed to enable people to become accomplished facilitators. Participants will gain an in-depth understanding of ICA's methods and philosophy and will be able to design and facilitate complex situations to assist organizations and communities plan for long-term growth and development.

Elements of the program will include

- a learning contract created in consultation with a mentor to build on personal strengths and meet individual needs
- a tailored series of advanced training courses
- documented field experience
- coaching, support and assessment.

Each participant will work with a mentor and other master facilitators as appropriate.

Application for admission to the program can be made after completion of the Group Facilitation Skills course. Contact Duncan Holmes at (416) 691-2316.

## Facilitation Support

To ensure the effective application of the ToP methods, ICA Canada offers support services for graduates of our courses.

These services are designed to meet your individual needs or the needs of the facilitators in your workplace or community.

## Support services include

- assistance in designing facilitated events
- answers to your questions about applying the methods
- assistance in evaluation and feedback by master facilitators

When you are preparing to use the methods and need support in designing the application, fax the background of the situation, plans and questions. Then call us or we call you back with help.

One hour follow up is included with each course. Additional facilitation support is offered at an hourly rate, plus costs.

**ICA**  
Canada

# New Programs in 1995

**W**e continue to draw on years of active research to develop additional training to enhance personal capacities.

Courses currently in development are in the areas of

- Group leadership skills
- Community development processes
- The changing world
- Mental disciplines
- Personal growth

Elements of these may be offered as individual courses or workshops, or included as sections of longer training programs.

For further information, call Brian Stanfield at (416) 691-2316.

## On-Site Training

Every ICA course is available for groups. The advantages are...

- custom design—based on interviews with you, the course is tailored to suit the specific needs of your group
- affordability—as low as \$100 per person per two day course.

For more information, contact ICA Canada at (416) 691-2316.

# Books and Tapes

## *Winning Through Participation*

By Laura J. Spencer

*Winning Through Participation* is the textbook for Technology of Participation (ToP) methods. *Winning Through Participation* summarizes the methods ICA teaches in workshops. Through case studies and theory, it discusses step-by-step procedures for designing and facilitating effective workshops. The book is valuable both as an introduction to ToP methods and as a means to reinforce workshop skills. *Winning Through Participation* teaches skills in:

Planning • Decision Making • Problem Solving • Team Building

**Cost: \$29.95 plus \$2.10 GST (\$32.05) + \$3.50 Shipping & Handling**

## *Technology of Participation Video*

By Bill Staples, ICA Canada

This video shows you how to clarify discussions and achieve consensus within a team setting. You will learn how to facilitate groups more effectively and confidently, help a team focus on a topic, and make meetings and workshops more productive. It shows the theory and step-by-step procedures for designing and facilitating effective workshops. The video is valuable as an introduction to ToP methods and as a refresher for Group Facilitation participants. Animated VHS video, 24 minutes.

**Cost: \$24.95 plus \$1.75 GST (\$26.70) + \$3.50 Shipping & Handling**

## *Participation Works:*

*Business Cases from Around the World*

Edited by James P. Troxel

Through twelve case studies, this book illustrates how creating a participative work environment has enabled companies to expand market share, redirect goals to emerging customer needs and increase productivity and performance. Written by ICA-trained consultants who have worked in varied international corporate settings, contributors discuss how they addressed critical issues, designed ways for management and employees to find common ground to deal with corporate crisis and effected the change process.

**Cost: \$34.95 plus \$2.45 GST (\$37.40) + \$3.50 Shipping & Handling**

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## ***Methods for Active Participation***

***Experiences in Rural Development from East & Central Africa***

**By Terry D. Bergdall**

This is a down to earth account of the processes of rural development pioneered by the ICA. MAP is unique in its practical techniques for engaging marginalised members of a community in the planning and implementation of relevant projects according to local priorities. There is a single, central message with MAP: that rural people can be agents of their own development and need not wait for the initiatives of outside experts or donors.

**Cost: \$14.95 plus \$1.05 GST (\$16.00) + \$3.50 Shipping & Handling**

## ***50 Ways to Build Team Consensus***

**By R. Bruce Williams**

A practical how-to resource containing suggestions for generating agreement. Each suggestion or activity includes a description, a detailed step-by-step guide for the facilitator, additional hints, and a concrete example. Beginning teams as well as those that have worked together for an extended period of time can benefit from More than 50 Ways to Build Team Consensus.

**Cost: \$29.95 plus \$2.10 GST (\$32.05) + \$3.50 Shipping & Handling**

## ***The Facilitator's Manual***

This is a newly re-designed, easier to follow version of the manual used in our Group Facilitation and Facilitated Planning courses. It offers step-by-step instructions to help you...

- write effective group discussion questions
  - lead groups through all 5 levels of discussion
  - organize and chart the results of the discussion
  - prepare for a strategic planning process
  - conduct a 3-step planning process with your group
- Included in the manual are blank worksheets to help you prepare for your next group planning session.

This manual is available only to graduates of the Facilitated Planning or Community Development courses.

**Cost: \$16.45 + \$1.15 GST(\$17.60) + \$3.50 Shipping & Handling**

## **The Trainers**

**DUNCAN HOLMES** is the Executive Director of ICA Canada. For over 20 years Duncan has helped organizations and communities plan and manage change. His current emphasis is on developing and delivering workshops that enable quality participation in community development planning and implementation.

**JO NELSON** is a skilled facilitator and trainer specializing in enabling people with diverse perspectives to communicate effectively. Jo has focused on enabling consensus formation, enhancing group motivation and training in facilitation skills.

**WAYNE NELSON** has worked with organizations and communities in six nations to plan and implement projects. Wayne specializes in designing and facilitating group processes that enable people to form their own practical and innovative action plans.

**BILL STAPLES** has implemented development projects all across Canada and specializes in team building, documentation, fund-raising and strategic thinking.

**BRIAN STANFIELD** is a curriculum design consultant and teacher. He was the Dean of ICA's Global Academy for many years. He has taught thousands of people the theory and practice of participatory skills and human development.

## **ICA Membership**

ICA membership benefits include:

- reduced rates for workshops and special events
- a year's subscription to *Edges: New Planetary Patterns*, ICA Canada's international magazine of leading edge thinking.

Membership dues are \$50 annually.

## **ICA Consulting Services**

ICA Canada consulting services to organizations, communities, government and industry include...

- strategic planning for organizational development
- comprehensive community development planning
- facilitating stakeholder forums and community meetings.

With their international experience, ICA facilitators specialize in helping culturally, politically and economically diverse groups achieve consensus and make the decisions needed for growth.

ICA Canada consulting services are recognized by Employment & Immigration Canada—Community Futures Project.

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Canada

# Registration Form

NAME \_\_\_\_\_

ORGANIZATION \_\_\_\_\_

ADDRESS \_\_\_\_\_

CITY \_\_\_\_\_

PROVINCE \_\_\_\_\_

POSTAL CODE \_\_\_\_\_

PHONE \_\_\_\_\_

FAX \_\_\_\_\_

WORKSHOP REGISTRATION	DATE	COST
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*Register for four 2-day courses in 12 months and save \$200!*

Group Facilitation	_____	_____
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Facilitated Planning	_____	_____
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Team Leadership	_____	_____
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Participation Paradigm	_____	_____
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Community Development	_____	_____
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Art & Science of Participation	_____	_____
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<i>Winning Through Participation (book)</i>	_____	_____
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<i>Technology of Participation (video)</i>	_____	_____
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<i>Participation Works (book)</i>	_____	_____
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<i>Methods for Active Participation (book)</i>	_____	_____
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<i>50 Ways to Build Team Consensus (book)</i>	_____	_____
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<i>The Facilitator's Manual (binder)</i>	_____	_____
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## ICA MEMBERSHIP

I wish to become a Member of ICA Canada.

(Of the \$50 fee, \$10.00 goes toward an *Edges* subscription.)

Please do not apply GST to Membership of \$50.

<b>SUBTOTAL</b>	_____
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<b>GST (#119219236)</b>	_____
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<b>TOTAL</b>	_____
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## PAYMENT BY:

☐ Cheque    ☐ Visa    ☐ Mastercard    ☐ AmEx

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Expiry Date \_\_\_\_\_

Signature \_\_\_\_\_

## Mail Form and Payment to:

ICA Canada  
577 Kingston Road, Suite 1  
Toronto, Ontario  
Canada M4E 1R3  
Telephone: (416) 691-2316  
Fax: (416) 691-2491

# What Participants Say

*Thank you again for contributing effectively to our training curriculum aimed at developing the interpersonal skills of both staff and management.*

Mary-Jane Jarvis Haig, Director  
Development Support Information Services  
Hudson's Bay Company

*ICA methods are refreshingly effective and honest, dealing as they do with people's real feelings about real problems as a means to build real solutions.*

Jean-Marc Daigle and Donna Havinga, Partners  
Ecological Outlook Consulting

*I've learned a new way of relating to issues that could be beneficial in groups of any size or in personal decision making.*

Nancy Gellata  
Substance Abuse Counsellor  
Kenora Youth Addictions Healing Centre

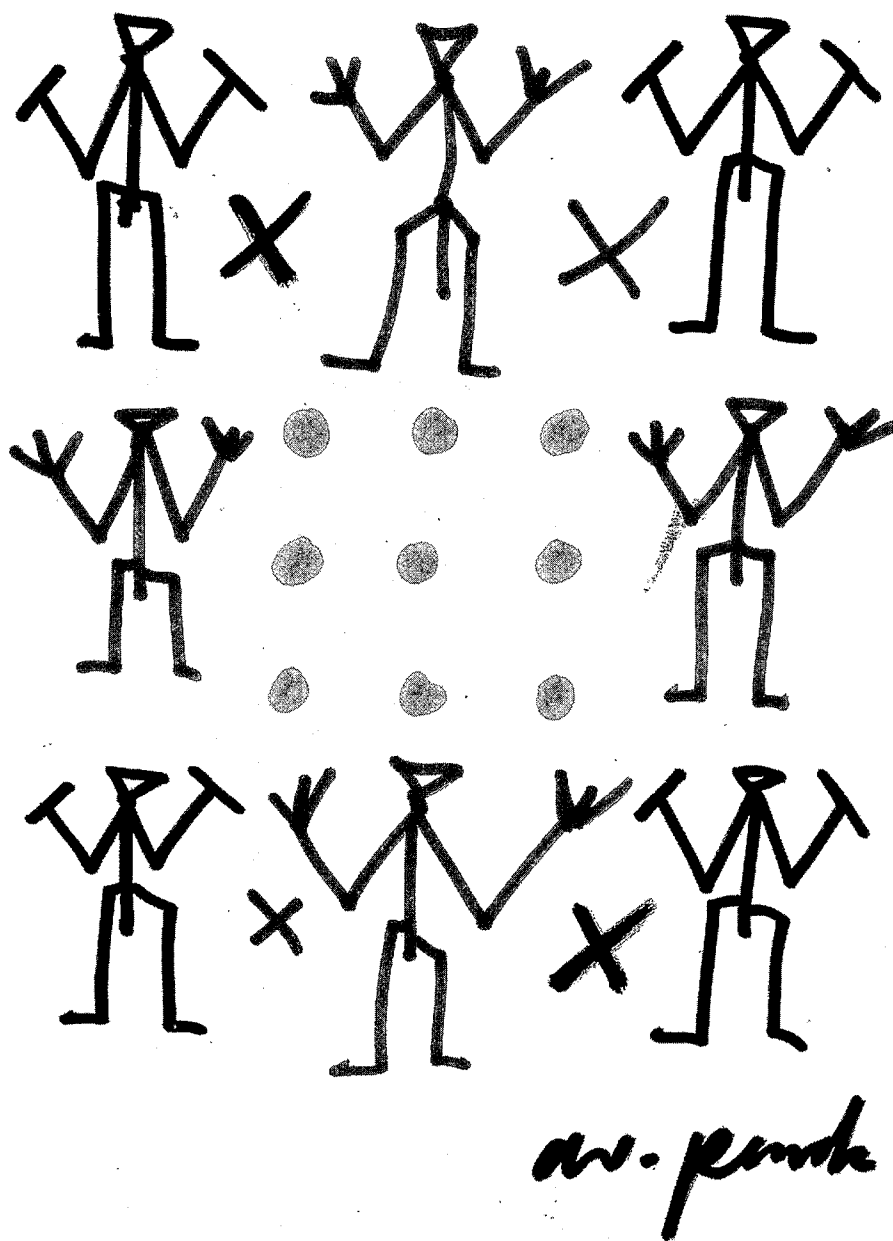
*Understanding the common sense approach of the ToP methods and their application in virtually all communication can only lead to improved facilitator confidence.*

Pierre Belanger  
Ministry of Labour  
Office of the Worker Advisor

*I am leaving with an overall structure for action and a number of practical strategies to assist in the work of my organization.*

Jim Martin  
Director  
Dogrib Divisional Board of Education

**ICA**  
Canada



and involving the whole group in taking responsibility for its own decisions. The ability to create a group climate conducive to both participation and creativity requires a bag of tools up every facilitator's sleeve. Eliciting the wisdom of the group is the name of the game. It is here that the facilitator's magic is most needed. Objective skills are in setting enabling contexts that corral and focus the group's insights toward a specific topic and a focus question.

The facilitator has to elicit the group's best responses by appealing to imagination, encouraging some boldness and sometimes even wildness in the responses. Some participants need time to write down their own answers so that

those who think a little more slowly, but possibly more surely than others, have time to marshal their input. The facilitator has to get all the group's data out through inclusive brainstorming. Maximizing participation is of the essence. The leader involves the whole group; finds ways to draw out the quieter folk; and pushes each one in the group to play an active role in organizing the data into bitable chunks, and naming it.

Competence #5:  
Affirmation on the Hoof

**The Facilitator is practiced in honouring the group and affirming its wisdom**

Appropriating a group's diversity as a gift

is more than just a skill, and much more than what is involved in the facile "I'm-OK-you're-OK." It stems not only from methodological necessity but from a root recognition of the wonder of life and the implicit wisdom and greatness of each human being. This requires a foundational stance of affirmation, a constant decision to reference situations positively, and the habit of responding with the "yes" before the "no."

The facilitator is aware that the method works best when affirming the wisdom of each individual person, honouring the collective data of the whole group and celebrating the completed work of the group. This is not just an abstract principle. In practice it entails the ability and readiness to listen carefully to participants' words, to accept silence with understanding, to maintain accepting eye contact with the speaker, and to note down the individual's insights verbatim. It also entails the willingness to focus on what the individual is saying rather than what the facilitator is going to say next. The other side of honouring a participant is the readiness to push occasional answers for clarity so that the participant's real insight is revealed.

Competence #6: Under the Neutral Flag  
**The Facilitator is capable of maintaining objectivity**

A key role of the facilitator is to provide objectivity to the group process. While one side of the facilitator is more like an orchestra conductor who wants a first-class product, the other side is more like a dispassionate referee who knows the importance of maintaining a neutral stance toward what is coming out of the group. The facilitator sets aside personal opinions about the data from the group, being careful not to react negatively to people's insights, and maintaining detachment from the group-generated data. This same neutral universe contains the capacity to buffer criticism, anger and frustration with a non-defensive stance whenever the group energy overheats.

Competence #7: Antennae Up  
**The Facilitator is skilled in reading the underlying dynamics in the group**

The facilitator is practiced in sensing dynamics in the group. In particular, the facilitator is versed in interpreting the

Rosabeth Moss Kanter  
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## Magic of the Facilitator *continued*

silence of the group, identifying individual "axes" and hidden agenda, and not only sensing the group's uncertainty at particular points but taking steps to clarify it. Deft at picking up non-verbal cues, the facilitator listens with a "third ear" to pick up the significance of what lies behind participants' words. On the more active side, the facilitator is facile in pushing negatively phrased data for its underlying insight and probing vague answers for their fuller meaning.

Competence #8: The Orchestrator

### **The Facilitator orchestrates the event drama**

Paramount to engaging the group's commitment to the process is the development of audience rapport. The facilitator engages this rapport from the start, creating icebreakers that loosen a group up. Then, as the group goes through its alternating ups and downs, the facilitator is inventive in shifting time and mood intentionally to get the job done, savvy in using personal illustrations to release the group, and sagacious in using humour catalytically.

Along with these talents go the sensitivity to know when the group needs a break, when the pace needs changing, when the process has reached a critical point that needs significating, and when the group needs to struggle, if necessary, in order to reach the breakthrough point.

Competence #9: The Drano Function

### **The Facilitator releases blocks to the process**

The facilitator has creative ways to release blocks to the process. This demands a light touch to gently discourage side conversations. It calls for shrewd tactics to discourage "speechifying" and argumentation, and demands tactful ways to discourage the dominance of particular individuals, to handle "difficult" people and to deal helpfully with conflict.

If need be, the facilitator is quite capable of apologizing publicly if the needs of the group demand it, and do anything necessary to keep the process moving forward. In thorny situations, the facilitator is able to bring difficult decisions back to the group so that it can take responsibility for its own process.

Competence #10:

Highwire Balancing Act

### **The Facilitator is adroit in adapting to the changing situation**

Facilitation involves a balancing act on the highwire. Ancillary to all the skills so far described is the capacity of the facilitator to flex with the changing situation. The facilitator knows how to balance the process on the one hand and the results of the process on the other; to harmonize the needs of the participants at any one moment with the total demands of the task. This is based on a foundational understanding that the process for arriving at the results is just as important as the results themselves.

A certain mental nimbleness is mandatory with an ability, when the unexpected happens, to think and make decisions on the fly and to use the methods flexibly. On rare occasions throwing out "the construct" and working intuitively can make the difference between success and failure.

Competence #11: Big Shoulders

### **The Facilitator assumes responsibility for the group journey**

Facilitating a process for an organization is much, much more than using a bag of tricks to occupy the audience for a day or two. The facilitator has the maturity to assume responsibility not only for the process, but also for the overall task, the participants and the outcome of the event. This assumes the willingness to take on a big load, to take responsibility for every single aspect of the program, to deal successfully with ambiguity, to use one's critical intelligence to make hard decisions and then to take the consequences of those decisions. This assumes a solid personal discipline and a strong spiritual base.

Competence #12: Hard Copy

### **The Facilitator can produce powerful documentation**

Coming up with a finessed group product—a documentary record of the group's insights—is a bottom line of facilitation. With the help of an assigned documenter who inputs the group data and decisions in tandem with the process, the participants can be handed a

hard-copy product before they leave. Vital to this is the ability to keep track of all the group-generated data and enough versatility in using computer programs, typewriters and copiers to produce the final charts and documents.

Making a powerful verbal report that captures the significance and implications of the program and, in certain situations, and having the courage to protect the group's conclusions, (especially the more controversial decisions) are not insignificant attributes of the facilitator.

Competence #13: Group Role Model

### **The Facilitator demonstrates professionalism, self-confidence and authenticity**

The development of a professional self-image, self-confidence, and an intentional style and dress is an important asset of the facilitator. But more important is the willingness to play the role of a model of authenticity for the group. The facilitator takes on whatever role the group requires to provide a walking image of authentic selfhood in the midst of practical tasks.

Whether working alone or co-facilitating with a diverse facilitation team, the facilitator can be serious, probing the depths of unknown puzzles; or can be glad-handed, setting at ease those reluctant to participate; or distant, causing the group to reflect on its own insights; or close, sharing learning to illuminate the present situation of participants. With nothing to win or lose, and able to transcend personal neuroses, the facilitator is totally free to do what's required by the situation to disclose authentic human potential.

Above all the facilitation practitioner takes care to walk the facilitator's talk. While rejoicing in the successes of the group, the facilitator speaks only from experience, preferring to remain silent rather than give "good advice" that is not grounded in personal experience.

Competence #14:

The Iron Pillar of Freedom

### **The Facilitator maintains personal integrity**

Finally, the facilitator knows the secret of maintaining personal integrity; and has learned how to authentically process and relate to rejection, hostility and suspicion; how to let go of any personal pain arising from a program; and how to take care of oneself for the sake of the next client situation.

## Edges Nominated for the *Utne* Reader Award

It's nice to be acknowledged, even though we weren't expecting it. A call to our office in May announced that we had been nominated for *Utne Reader's* Alternative Press Award. *Utne Reader's* meteoric growth in the United States to a circulation of well over half a million testifies to its acceptance, not just by the "alternative" crowd, but by mainstream, thinking North America.

We didn't win the award, but we were happily surprised to be reviewed in *Utne Reader's* July 1994 issue. What did they say about *Edges*?

"A thrice-yearly tour de force."

"...leaves no stone unturned in its quest to ferret out new planetary patterns."

"An unfailing source of new, important, useful ideas."

## Edges' Collaboration with its Readers

Since our major research project in 1992, *Edges* magazine has entered into collaborations and one-time distribution agreements with the Ontario Teachers' Federation, The Conference Board of Canada, the Canadian School Board Association, the Canadian Association for Adult Education, the United Nations Association, ECO-ED, and a number of private firms like IBM, BC Tel, the Royal Bank of Canada and others.

The most workable option for most of these organizations has been free advertising in return for helping us distribute *Edges* magazine to their members or employees. We are always looking for new collaborations, especially long term ones, and our readers and subscribers are our best source. Feel free to call with your ideas.

## Past issues available at \$3.95 each, plus \$1.30 postage:

Economics in an Ecological Age *September 88*

Medicine in the 90s *September 89*

Constellations of Spirit *September 90*

Judged By Art *December 90*

Fusion of Nature and Culture *June 91*

The Best of Edges *December 91*

Global Civil Society *July 92*

ECO-ED: Life after the Earth Summit *October 92*

Citizen Empowerment *May 93*

Learning a Living *October 1993*

Teachers Facing Change *April 1994*

## Ontario Government Helps *Edges*

For the past five years, the Ontario Government has helped *Edges* magazine push its circulation up to its current average of 70,000. *Edges'* parent organization, The Canadian Institute of Cultural Affairs, is a registered, not-for-profit, charitable organization with no government connection, but there are a number of grants that have been accessed through the Ontario Publishing Centre. The OPC, a government agency, has helped *Edges* with market research, acquisition of computer technology and training grants. Grants from the OPC are available to all qualifying magazines in Ontario and we are fortunate to have been assisted. The Ontario Publishing Centre is an agency of the Ministry of Culture, Tourism and Recreation.

## Invitation to ICA Canada's Annual General Meeting

Mark Saturday, October 22, 1995 on your calendar. The ICA Canada Annual General Meeting will be held at Oakham House, 63 Gould Street, Toronto at 2:00 p.m.

# EDGES

NEW PLANETARY PATTERNS

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**Statement of Purpose** The mission of *Edges* is to help people manage change in their lives by communicating the effectiveness of current developments in education and learning. *Edges* magazine is primarily devoted to contemporary trends and approaches in consumer education and personal learning.

A wave of change sweeping through societies has shaken the foundations of civilization. Every facet of existence is being challenged to evolve into new planetary patterns of knowing, doing and being. The Institute of Cultural Affairs weaves new relations between individuals, organizations and communities. At the core of ICA's work is spirit, sustained by the myths and techniques of many cultures, helping to shape social transformation. ICA's research, education, organizational change and international linking programs work together to elicit new planetary patterns.

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