

EDGES

NEW PLANETARY PATTERNS



ICA
CANADA

facilitating a culture of participation

Disciplines of the Facilitator



Peter Senge
Robert Theobald
Ingrid Bens
Jim Troxel
Ann and John Epps
Bruce Hyland

Facilitator Competencies

THE CANADIAN INSTITUTE OF CULTURAL AFFAIRS

sponsoring host of

IAF Conference 2000

is delighted to welcome facilitators from around the world to Toronto.

For 30 years The Canadian Institute of Cultural Affairs has developed the capacity of people to participate in the positive transformation of society. We are a member of the ICA global network which holds consultative status to the United Nations and a co-founder of the Technology of Participation ToP™.

Recent achievements include:

PUBLISHING - books, periodicals and methods manuals

Our books, magazines and newsletters are read in over 36 countries. This special issue of *Edges* magazine, for instance, will be read by 57,000 people and is available on-line. This magazine is pure facilitation support and action research!

- Now in its third printing *The Art of Focused Conversation: 100 Ways To Access Group Wisdom In The Workplace*
- Just off the press *The Courage To Lead: Transform Self, Transform Society*

SOCIAL RESEARCH - surveys, trends analysis and research tools

On the leading edge of human development for 30 years, our work with tens of thousands of people in social research, social change, trends analysis and leadership development has made a real difference to communities across Canada.

- Leading edge thinking *Edges* newsletter, 21 *Smoke Signals*
- Practical tools *Mapping The Organization* and *The Social Process* poster charts

COMMUNITIES OF LEARNERS - conferences, forums, study groups

Creating community wherever we go, our conferences and workshops are considered by many to be the highest quality and most interactive dialogue sessions anywhere.

- 1999 "The Art & Practice of Dialogue" conference
- 2000 Sponsoring host of IAF Conference 2000 Toronto "Worlds of Change"

DEMONSTRATION PROJECTS - consultations, leadership, social change

Every year thousands of people participate in or are trained to launch projects, accelerate social change and develop communities, organizations and government departments by Technology of Participation ToP™ practitioners.

- Public consultations in health, education, first nations and urban and rural communities
- Strategic planning for civil society, government ministries and regional departments
- On-Line software conferences, think tanks, focused dialogue

The Canadian Institute of Cultural Affairs is a federally registered, charitable organization, with many benefits for volunteering, learning and networking.

- All donations are income tax receiptable and deductible.
- Become an active stakeholder and help decide on programs and projects.
- Receive a subscription to *Edges* newsletter.
- Meet a network of social pioneers at our AGM and other conferences.
- Get advance notification on new books, courses, events and research.
- Connect with ICA's global community for new techniques and best practices.
- Subsidize community leadership training for promising youth.

To receive a registration package, call toll free 1-877-691-1ICA, (1-877-691-1422) outside the 416 area, or call 691-2316.
website: www.icacan.ca 579 Kingston Rd, Toronto ON Canada M4E 1R3 email: icacan@icacan.ca

Disciplines of the Facilitator

Fifty strangers are looking at you expectantly, with a dozen hidden agendas, three or four open conflicts and not one smile. What do you do? Join the world of the professional facilitator, that juggler-cum-mediator, performer-cum-mentor who, when all is said and done, no one really remembers because "We did it ourselves!"

8 PETER SENGE Turning the Creative Tension on

Don't give up when things aren't the way they're supposed to be. That's the way it's supposed to be.

11 ROBERT THEOBALD The Enemy is Inertia

What will it take to move from co-stupidity to co-intelligence?

12 JANICE FIORAVANTI and DUNCAN HOLMES Values In Action

How does a big insurance company facilitate a values-shift challenge?

16 JIM TROXEL The Teeth of Facilitation

When it comes right down to it, what else do you have to offer to your client but your own willingness to live in ambiguity?

20 BERET GRIFFITH and JEAN WATTS A History of the IAF

The International Association of Facilitators Conference 2000 is being held in April in Toronto, hosted by ICA Canada. How did the IAF grow from a small group to 1,300 members with conferences on every continent?

22 IAF SPECIAL Facilitator Competencies

What are the 18 things every facilitator needs to know?

26 LYNN GENERA AND BECKY PRICE Tapping Your Invisible Strength

Two colleagues go to an innovative source for large numbers of facilitators to help with a major project.

29 BRUCE HYLAND The Best Tips and Techniques from Battle-Scarred Pros

How do you get way beyond a one trick pony?

33 INGRID BENS Facilitating Resistance

What do you do when a participant turns on you?

35 EVI KAHLE Navigating the Groan Zone

How does recognizing the communication gap get you to where communication begins?

35 ANNE and JOHN EPPS Transforming the Experience of Work

Can you help people get meaning out of the pain of transition?



International Association of Facilitators
Conference 2000 Toronto

Worlds of Change

THE ART AND MASTERY OF FACILITATION

**Sheraton Center
Toronto, Canada**

PRE-CONFERENCE SESSIONS

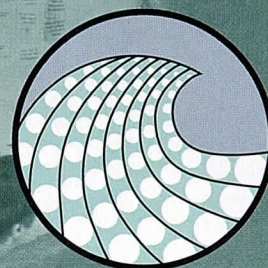
April 26-27, 2000

CONFERENCE SESSIONS

April 28-30, 2000

To register
email, go online or call

- iafoffice@igc.org
- Web site www.icacan.ca
- Toll-free 800-281-9948



Published by The Canadian Institute of Cultural Affairs

Chief Editor Brian Stanfield

Publisher Bill Staples

Design Rossignol & Associates

Accounting Jeanette Stanfield

Assistant Editor Brian Griffith

Distribution Janis Clennett

Advertising Christian Ober

Members of the Board:

Chairperson Judy Harvie

President T. Duncan Holmes

Vice Chairperson David Dycke

Gathorne Burns, Shelley Cleverly, Jennifer Corbiere,

Mike Coxon, David Dycke, Daphne Field,

Mary-Jane Jarvis-Haig, Lieve Perneel, Darryl Perry

Editorial Team

Brian Stanfield, Bill Staples, Jo Nelson,

Wayne Nelson, Duncan Holmes, Jeanette Stanfield

Editorial Support

Christine Wong, Ronnie Seagren, Helen Hsu,

Sheighlah Hickey, John Miller, Tammy Ho,

Waheeda Rosanally, Rick Sterling, Ruud Van

Hasseld, Maarten de Vries, Chantal Nijboer,

Eric Advokaat, Peggy Runchey, Edward T. Ruete

Yearly Subscriptions

Edges: New Planetary Patterns is published three times a year. In Canada annual subscription is Cdn\$15. Elsewhere annual subscription is US\$15.

Please send subscription orders, changes of address and undeliverable copies to ICA Canada, 579 Kingston Rd., Toronto, Ont., Canada M4E 1R3. Tel. (416) 691-2316, Fax (416) 691-2491. Return postage guaranteed. Printed by Rictor Web, Brantford. Copyright © 2000 by ICA Canada. ISSN 0840-6502.

Statement of Purpose

Edges highlights new cultural patterns and fresh approaches to participation and social change.

ICA develops the capacity of individuals, organizations and communities to transform society. It does this through action learning, applied research, community and organizational consulting and the creation and sharing of knowledge. ICA intends to be known as the leading proponent of mental models and practical methods for transformational change in Canada.

The opinions in *Edges* articles do not necessarily represent the policies or views of ICA Canada.

Printed in Canada.

Date of Publication — April 2000

Editorial

In the past four issues of *Edges* we have been announcing the International Association of Facilitators (IAF) Conference 2000 in Toronto. The entire staff of The Canadian Institute of Cultural Affairs and of ICA Associates Inc. have been long awaiting this event, and dozens of volunteers have worked very hard to make it happen.

The IAF is an association of professionals engaged in interchange, networking, trend analysis and vocational development. The association formally began in 1994 at a networking conference in Alexandria, Virginia and has grown to over 1300 members in more than 20 countries. Regional groups from around the world are invited to affiliate with the IAF to help promote facilitation as a vital profession for the global society of the 21st century.

When the IAF originally proposed holding its annual conference outside of the United States, we at ICA Canada threw its hat in the ring to host the event. We calculated that over 7,000 ICA Canada-trained facilitators would make a good base for participation at the conference. We guessed that many IAF members would love to visit Canada, and Toronto in particular. We were pretty sure that Canada with its long heritage of cultural diversity, peacemaking and political compromise has some of the best facilitators in the world. But on two points we were absolutely certain. The discipline of facilitation is fast becoming a major profession around the world, and we want to be one of the main participants in that field.

Edges is interested in leading edge thinking, and facilitation is on the leading edge of social change. In the 60s, Toronto professor James Acland liked to point out that the "architect" was the profession of the 15th century, the "engineer" was the profession of the 19th century and the "manager" was the profession of the 20th. If current trends continue, it looks as if the "facilitator" may be the profession of the 21st century. If the energy surrounding IAF Conference 2000 in Toronto is any indication, all these new professionals are in for an exciting time in this new century.

For those of you who cannot attend the conference from April 26-30, 2000, we want you to get a taste of the discussions of professional facilitators. We also want to thank all those contributors, facilitators, and most of all the members of the International Association of Facilitators, who have made this special issue of *Edges* magazine possible.

—Bill Staples



is proud to be a continuing sponsor of the IAF conference. 3M can meet your meeting room and facilitation needs with a wide variety of products and services.



Easel Pads

Big ideas that Stick!

The **Post-it® Easel Pad** lets you get your thoughts down on paper and up on the wall in one easy motion, without wasting time or breaking your train of thought dealing with tape or tacks. You can plan events, run brainstorming sessions or host training workshops easily and effectively.

Featuring New

**Command™
Adhesive**



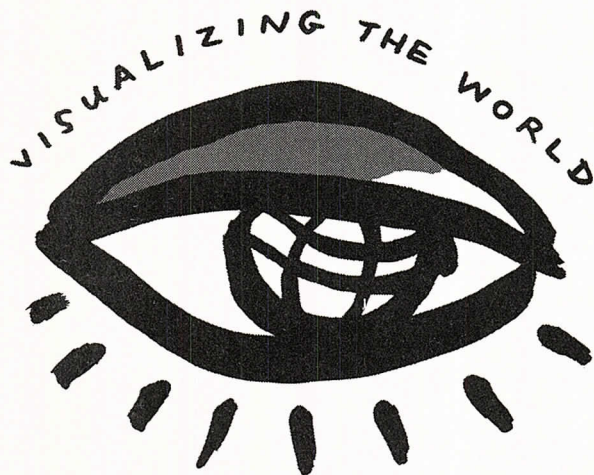
Command™ Adhesive Products feature our Stretch Release Technology.

When used properly, only the adhesive comes off - the paint, plaster or other wall material stays put. Perfect for posters, history walls or whatever else you need to display for your meetings.

3M Meeting Network offers meeting tips and facilitation advice. You can share your success stories and learn from others mistakes, find a Book of the month and get help with meeting planners across the country.

3M *Innovation*

international
forum of
visual
practitioners



GO BEYOND WORDS. Discover the diverse network of practioners who bring imagery & visual language to facilitation, training & process consultation around the globe.

Graphic Recording • Mindscaping • Graphic Facilitation • Reflective Graphics • Visual Thinking • Information Architects • Scribing • Visual Synthesis • Graphic Translation Group Graphics • Interactive Graphics • Holographics • Ideation Specialists • Social Architects • Visuelle Protokolle • Communication Graphics • Integrative Graphics

Please visit the IFVP page hosted at HnL-Consulting.com

Transform the way you work.

At Interaction Associates, our business is based on a few simple truths...

- ➡ Mutual respect, integrity & commitment lie at the heart of effective relationships.
- ➡ Groups rooted in these principles develop a sense of shared responsibility, clearer focus and the ability to act collaboratively.
- ➡ Effective collaboration is the key to breakthrough performance and sustainable results.

Our integrated services include management consulting, custom learning processes and training products and services.

Since our founding more than thirty years ago, we have been a pioneer in collaborative problem-solving. Recognized as a world leader in the facilitation process, Interaction Associates created and holds the original vision of the collaborative organization. We have more experience in facilitation and guiding group processes than any other firm in the world.

**We are proud to sponsor the
International Association of Facilitators 2000 Conference.**



INTERACTION ASSOCIATES

Boston

San Francisco

Dallas

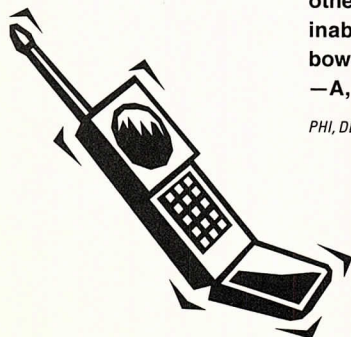
London

www.interactionassociates.com

High-Tech Hong Kong

Hong Kong outranks Tokyo as the city of high-tech addicted people with the latest equipment to suit their fast-paced lifestyle. It is the world's highest per-capita user of cellular phones and radio pagers. Even large restaurants use mobile phones and walkie talkies so waiters can keep in touch with hostesses trying to find a free table for their hungry diners. Citybus, owner of one of Hong Kong's main bus transport franchises, has inaugurated the first of more than 300 new "space-age" bus shelters with telephones, bank-teller machines, clocks and four television monitors showing financial and weather information, as well as satellite television channels. The company plans to link its buses to satellites that will relay information about the vehicles to bus-stop screens that will tell commuters exactly when the bus is due—presumably so they can finish a transaction in time. But a recent correspondent from Hong Kong provides a counterpoint to this image of high-tech heaven: "The economic indicators are very high, the political indicators are very low, and the sale of ocean-going small craft is increasing."

IPS, PERSONAL LETTER



The Abominable Cavity

For a science class, one middle-school student wrote this description of the human body: "The body is composed of three parts: the brainium, the borax, and the abominable cavity. The brainium contains the brain; the borax contains the lungs, the liver and the other living things; the abominable cavity contains the bowels of which there are five —A, E, I, O, and U."

PHI, DELTA, KAPPAN



Let Me Count the Ways

These are the combinations of people who were fighting each other in different parts of Bosnia and Hercegovina in 1993: In the southeast, Serbs were fighting Croats; in the west, Serbs and Croats were fighting Muslims; in the northeast, Croats and Muslims were fighting Serbs; in the northwest, Muslims were fighting Muslims; in the centre, Croats and Muslims were fighting Serbs, and Muslims were fighting Croats; while in the south, Muslims and Serbs were fighting Croats.

THE ECONOMIST

The Information Highway

Al Gore invented the term, but now the "highway" metaphor has acquired a life of its own, and is running wild, as these quotes show: "Consumers are apt to be blinded in the glare of oncoming technologies."

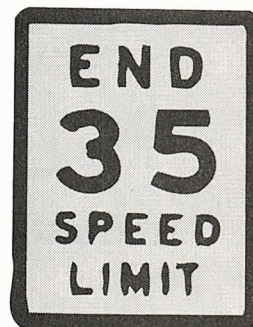
"Towns will need a new 'on' ramp to the information highway." "The information superhighway has swerved into the fast lane of popular culture."

"Regulators are about to raise the speed limit and install check points on the highway."

"Computer-disadvantaged people are likely to be to be stranded on the shoulder."

"The speed limit will be the speed of light." "But nobody knows how many people will want to go with the flow of traffic." Meanwhile, the American Dialect Society voted the phrase its Word of the Year for 1993.

THE GLOBE AND MAIL



Medical Bloopers

Anally:

Occurring every year.

Artery:

Study of paintings.

Caesarian Section:

District in Rome.

Colic:

Asheep dog.

Congenital:

Friendly.

Diarrhoea:

Journal of daily events.

Fibula:

Small lie.

Morbid:

Higher offer.

Outpatient:

Person who has fainted.

Terminal Illness:

Sickness at the airport.

Tibia:

Country in North Africa.

DICTIONARY OF MEDICAL ILLITERACY



Warship Recycling

Some homeless folk in Scotland will be getting novel housing in the form of a 40-year-old Russian battleship that a Scottish charity is buying and bringing home. The vessel is fully equipped with showers, toilets, kitchens and laundry facilities. It can house 1,500 people.

THE GLOBE AND MAIL

Beautiful Sarajevo

This from a 1993 report from the besieged city: No one eats animal fat anymore, or meat, or cheese, or milk, or eggs. Every resident of Sarajevo is very close to the ideal macrobiotic; ours is a city of slender people, a real model for the troubled West.

The secret to a perfect body is living in a city under siege. When combined with rice and well seasoned, everything becomes edible. In spring, summer and fall, leaves found in parks, gardens, fields and hills are used as ingredients. We ate a precious mix of wild imagination.

MIROSLAV PRSTOJEVIC, HARPER'S MAGAZINE

Kangaroo: What To Do?

Australia's debate goes on apace about what to do with one of its national symbols—the kangaroos who have been on a breeding spree. What to do? Vasectomize 'em? Eat 'em? Or shoot 'em? Opponents of the eating approach dislike kanga steaks. Those against the vasectomy strategy say the money would be better given to the poor. The Governor-General of Australia, Mr Hayden, said he had tried kangaroo meat and thoroughly enjoyed it. But, said he, if he had his way, the culling would be done with bullets. Mr Hayden said he had even thought about hosting a kangaroo meatfest and inviting some of the media over after a shootout down in the bottom paddock. Devotees of TV's *Skippy the Kangaroo* re-runs are appalled.

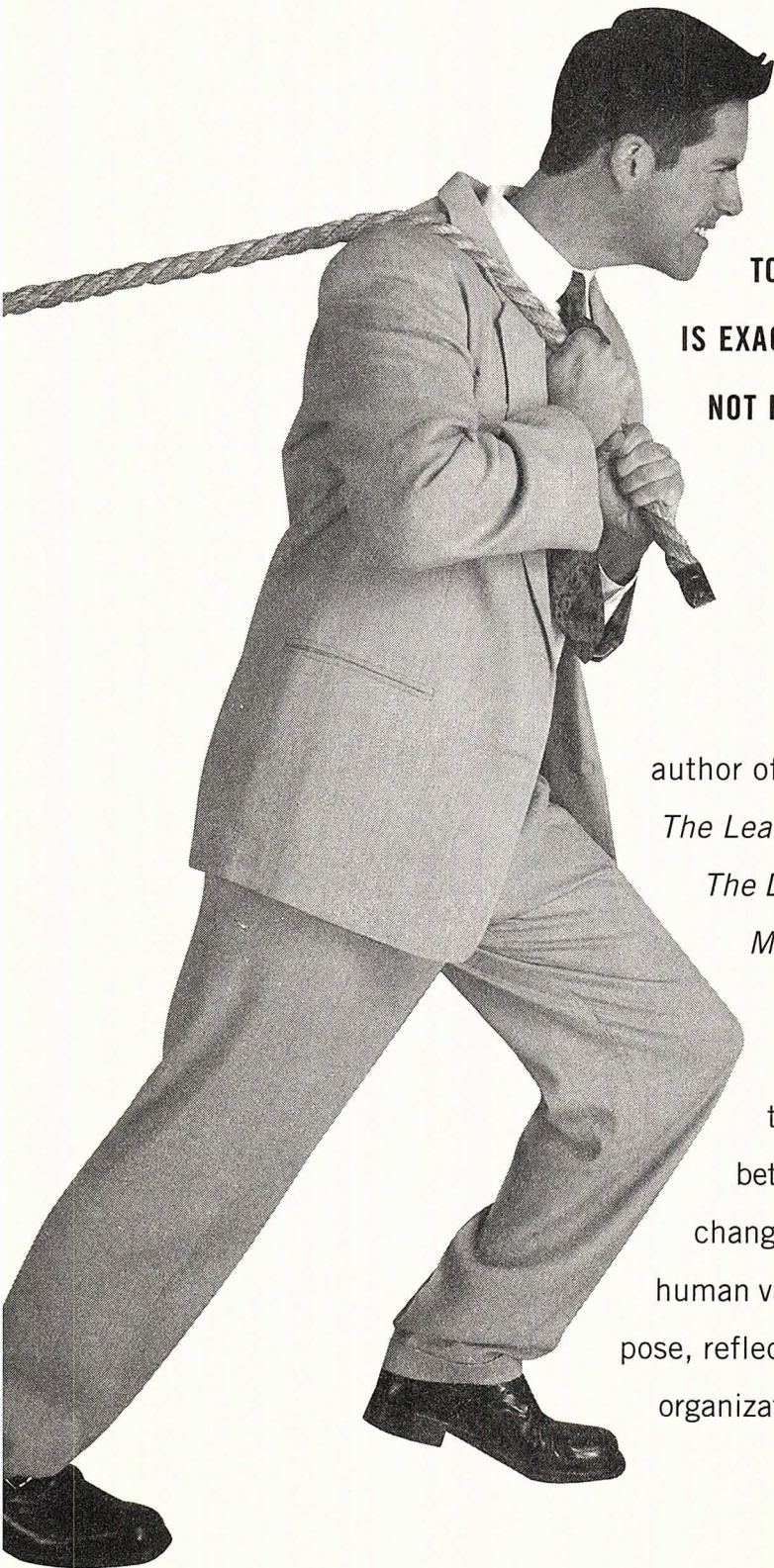
Walk-In Food Forest

A group of workers on the outskirts of Brisbane, Australia, can now step out of their factory door and into a food forest intended to provide all they need for lunch. A manager at the Neumann Steel Warehouse in Marsden decided against a conventional landscaper for their new site. Instead he employed a permaculture designer, Steve Cran, who has transformed half a hectare of land into a productive food forest. More than forty varieties of food plants, including custard apple, lilly-pilly, lychee, mango and peanut, have been planted. The workers aim to be able to come to work with a loaf of bread and walk into the food forest to get the rest of their lunch.

PERMACULTURE INTERNATIONAL JOURNAL



Turning the Creative



FACILITATION IS MUCH LIKE SAILING. YOU'VE GOT TO WORK WITH WHATEVER ARISES. WHATEVER ARISES IS EXACTLY WHAT IS SUPPOSED TO ARISE. WHETHER OR NOT IT IS CONVENIENT DOESN'T MATTER.

Peter Senge is a Senior Lecturer at the Massachusetts Institute of Technology and is Chairperson of the Society for Organizational Learning. He is the author of *The Fifth Discipline: The Art and Practice of The Learning Organization* (1990), and is co-author of *The Dance of Change: The Challenges of Sustaining Momentum in Learning Organizations*, published by Doubleday/Currency in 1999. He has lectured extensively throughout the world, translating the abstract ideas of systems theory into tools for better understanding of economic and organizational change. His work articulates a cornerstone position of human values in the workplace; namely, that vision, purpose, reflectiveness, and systems thinking are essential if organizations are to realize their potentials.

Tension On

PETER SENGE TALKS WITH
EDGES' BILL STAPLES

Edges: What do you find is pushing people to collaborate these days?

Peter Senge: People's problems are forcing them to work together, and they are recognizing that. The problems they have result from a whole set of interdependencies that force them to work together across boundaries. To do that they need skills which are quite different from our traditional highly conflictual skills. People who work in situations of interdependency are just not much good acting by themselves.

The question a facilitator faces, is how to get the whole group sitting in the room, and the whole system they represent, to act interdependently. The first problem is that everyone is attached to their own point of view. They all have their own interest at heart. Before the facilitator can get a mode of group collaboration going, he or she has to get them thinking together in the first place. And doing that is different from conventional "negotiating," which usually starts with a question like, "How can I make sure I don't give up too much?"

The biggest issue in really dealing with systemic problems is helping people realize that they are part of the problem. We all create the issues. In the fragmented worldview, people always think that someone else is causing the problems. Systems thinking helps us see how we are creating our own problems. It's not just me in isolation; it's the interaction of different people and different groups. We have huge psychological blocks to recognizing that we create our own problems by the way we interact with others. When people do see how they are the source of their own problems, they suddenly have a huge impetus to change. But to enable that realization requires a particular quality of facilitation. It often requires tools that facilitators don't even know about.

Edges: You talk about the creative tension between vision and current reality. What creative tensions do facilitators need to hold in helping people work together?

Senge: The creative tension for facilitators is the same as it is for people everywhere. At one level it has to do with my aspirations: what I really hope to accomplish; what my vision is. That aspiration is in tension with my current reality. So we have to ask, what is it that really matters to people? What has real meaning for them?

Facilitators presumably have a simple, non-partisan vision such as, "I really want to see an outcome that everybody is really committed to." I don't have a stake in what the outcome is, but I do have a stake in everyone feeling genuinely committed to the outcome. But the reality I have in front of me is that everyone has quite different goals in mind, and nobody feels they have much in common. So that gap between reality and aspiration is the facilitator's creative tension. In addition to that, you have all the creative tension of involving each person or each sub-group, each of which has a totally different current reality.

A lot of times, the art of facilitation is mainly an art of getting people to see a common reality. It's not a simple thing to approach directly. If I ask a group of people to articulate their common vision, they will come up with something. But very often, it's superficial. Everyone says, "Oh yeah, we can all live with that." But that's not a common vision at all. That is a compromise that we can live with. So a facilitator needs to generate a deeper reflection. A lot of the times the leverage for starting that conversation appears in some small detail. It may take all the facilitator's skill to help the group to see what is going on right then. The facilitator might say, "It seems to me right now, that Joe and Fred have got one thing they are moving toward, while Terry and Richard have something else. Does that seem right to you guys?"

The most important principle of creative tension, which distinguishes it from ordinary emotional tension, is that creative tension is the force for change.

It takes those kinds of moves to get people to recognize the conflicts and cross currents that are existing right there in the room. And that is introducing the creative tension. The creative tension arises when you have a clear, honest description of your reality, and then you say, "Now what do we want to have?" That generates the creative tension. Normally, we tend to lie about what is happening. We look away, keep ourselves unaware, and often we don't think deeply enough about what we are really aiming for. That is why we commonly fail to stimulate creative tension. This is something everyone intuitively knows. We all know at some level what generates the energy. We know that change comes in really seeing the gap between what I truly care about, and what really exists.

Edges: What does the facilitator actually feel in the midst of that creative tension?

Senge: When I face a gap between what I really care about and what I have, that gap generates all kinds of emotions. The most important principle of creative tension, which distinguishes it from ordinary emotional tension, is that creative tension is the force for change. Our emotional tension consists of whatever feelings we have when confronting our creative challenge. Most people are so confused about the emotional side of creativity. They say, "Oh I am really stressed. This is good or bad." Well, when you are stressed, you are stressed. It's just another aspect of reality, and another clue to what is going on. So, good facilitators are able to recognize their own emotions and simply acknowledge them.

In facilitating, as you look at everyone else in the room, you are holding this field of emotional and creative tension. Emotions are very powerful forces to work with, but we have to be wary of making decisions based on the emotions. When we do that, we are usually trying to make “bad” emotions go away, which usually means getting rid of creative tension. To hold onto that tension means recognizing and working with your emotions, without having to base your actions on them. It requires making choices based on reaching your vision, not on resolving your emotions. That is true for both facilitators and others.

If a facilitator gets really upset about something, he can do a lot of things to make somebody do something about it. Ed Schein, one of the grand old men of process facilitation, has a great line about this. It ought to be a mantra for all facilitators: “Do you want to punish, or do you want to help?” Because if you get emotionally steamed, you are going to do something that is basically out to get somebody. If you want to help, you set your emotions aside and take action based on what you really want to accomplish. If we get angry, it is easy to resolve by striking out at somebody. Facilitators do that all the time. They subtly crucify someone. If they are skilful they can do it in ways that no one notices.

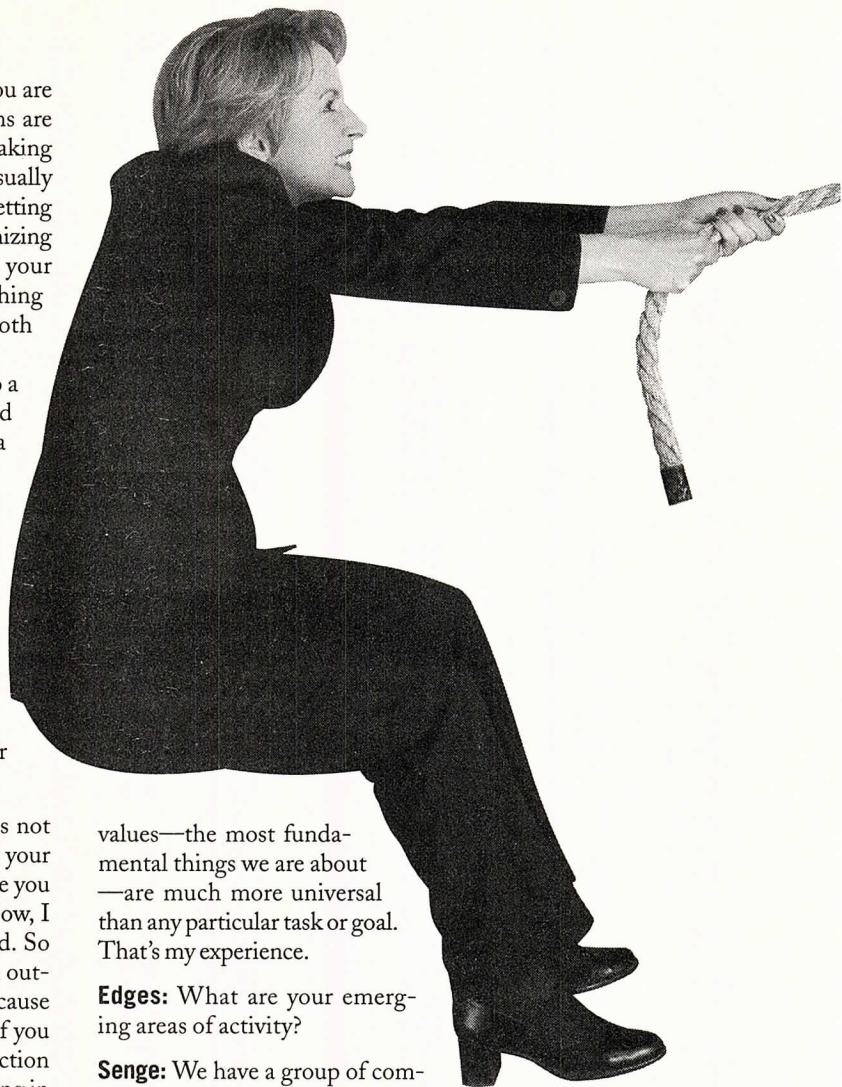
Edges: What are some mental models that help a facilitator deal with all this?

Senge: Choosing a mental model for the process and goal is not about manipulating yourself through beliefs that contradict your experience. You can try doing that, but it will backfire, because you really are not neutral, and it is best to admit it to yourself. Now, I still may want an outcome that works for everybody involved. So now I have a bit of a conflict: I am not neutral, and I want an outcome that is good for everyone. It’s best to tell the truth. Because what this craft is about is working with the energies at play. If you are a sailor in the middle of the ocean, and the wind shifts direction and you say, “Good Lord, I can’t sail anymore—the wind is going in the wrong direction,” you are not going to be a very good sailor.

Facilitation is much like sailing. You’ve got to work with whatever arises. That’s my experience. Whatever arises is exactly what is supposed to arise. Whether or not it is convenient doesn’t matter. And that sort of trust is usually the mark of a masterful facilitator. Good facilitators have actually internalized a belief based on experience, rather than manipulating their experience to fit a set of beliefs. They have actually internalized a belief, based on experience, that whatever happens is supposed to have happened—even if it is very problematic and unfortunate. And because you have that belief, you don’t waste your energy trying to fight what is going on. Instead you try working with it. If the sailor is pissed off because the wind changes direction, it doesn’t do much good.

Edges: The way we picture creative energy seems to be important. Do you have any other images about that?

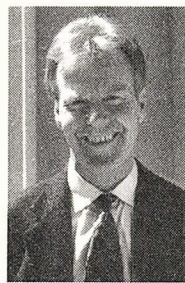
Senge: I find certain images about common purpose very powerful. If you believe that deep down, that you and the others you work with have common purposes and deeply shared values, you can still certainly pursue different objectives. Inevitably people will have independent goals. But if I really can believe deep down that, in spite of those practical differences, we still have an enormous amount in common that we actually care about, then that changes my whole view. In that case I start to see myself and others less as separate beings, and more as parts of a greater whole. Deeply common



values—the most fundamental things we are about—are much more universal than any particular task or goal. That’s my experience.

Edges: What are your emerging areas of activity?

Senge: We have a group of companies getting together around developing environmentally sustainable enterprise. We are asking what it means to have businesses that actually work in harmony with the principles of natural systems. Nature generates no waste. Our current industrial system generates about 98% waste. Of everything we extract from the earth, 98% is wasted. That is clearly a violation of a natural principle. Having businesses work differently is quite a challenge. It requires all of our learning, tools and facilitation skills. It is enormously challenging because of the profound changes taking place. That is a good example of where we need some basic shifts. ♦



Peter Senge is a Senior Lecturer at the Massachusetts Institute of Technology and is Chairperson of the Society for Organizational Learning. He is the author of The Fifth Discipline: The Art and Practice of The Learning Organization (1990), and is co-author of The Dance of Change: The Challenges of Sustaining Momentum in Learning Organizations, published by Doubleday/Currency in 1999. He has lectured extensively throughout the world, translating the abstract ideas of systems theory into tools for better understanding of economic and organizational change. His work articulates a cornerstone position of human values in the workplace; namely, that vision, purpose, reflectiveness, and systems thinking are essential if organizations are to realize their potentials.

The Enemy is Inertia

ROBERT THEOBALD



Moving from an adversarial to a dialogue stance is the core requirement if we are to move from co-stupidity to co-intelligence.

In this context, it is reasonable to claim that the greatest danger we face is inertia. Many people are fully aware that the industrial organizations and systems of our past no longer work. But these aware people still feel blocked from doing anything effective. Some of them feel they must do what they are told. Some fear losing their jobs. They do not see how they can shift the systems in which their lives are embedded. As a result, organizations and systems keep on doing what they have always done, although many insiders would be willing participants in change. Why? I think they need a way to start talking about all this. The first step in breaking the inertia is real dialogue. From my perspective, the crucial next step is to provide opportunities and spaces where those who disagree with each other can talk. I am interested in working with anybody who is willing to listen to those they disagree with. I would rather spend time with a committed listener who I disagree with, than with somebody in the same corner as myself.

Conditions are changing with enormous rapidity. If we are to have any hope of bringing about the changes required to prevent massive breakdowns in the near future, we must learn to work together across our current institutional and organizational boundaries. If we can perceive the new realities, our activities will be far more successful than if we fight against already established trends. We need to support positive change agents, so they can learn the necessary skills and maintain their courage. It is listening which can open us up to the new understandings we need.

My personal statement is that the 21st century requires a commitment to high quality living, social cohesion, ecological integrity and effective decision-making. I am convinced we can achieve these values if we commit to honesty, responsibility, humility and love. This is my own language—others will choose different words to express similar thoughts. To achieve these things, I will dialogue with any people who see this direction as useful, who recognize that their own views are inevitably partial, and who admit they are sometimes wrong. I believe that moving from an adversarial to a dialogue stance is the core requirement if we are to move from co-stupidity to co-intelligence. ♦

Edges celebrates the completed life of Robert Theobald. His latest book, We DO Have Future Choices, is available from Southern Cross University Press (Australia) and shortly from Amazon.

Just recently I was a speaker at a meeting on water and forests. The new theme there was the importance of inclusion. Many of the speakers talked about the critical importance of involving everybody in bringing about the fundamental changes our culture so obviously needs. And I spent much of my time reinforcing that message. But even though the purpose of the meeting was to bring various parties in the ecological debate together, many participants were convinced that only their position had value. They were committed to righteous anger against anyone who did not accept their standards. For such opposition-oriented groups, the conference was divided into good guys and bad guys. Scoring occurred as the good guys won and bad guys lost. With total symmetry, they and their opponents often saw each other as evil and destructive, and avoided talking to each other.

Still, many others at the conference were immensely relieved to hear that we need to be gentle with each other at this point in history. We need to value each other's efforts to create a better world. After all, few of us get up in the morning wanting to make the world worse. Most of us are doing the best we can, given our understandings of how the world works.

I would rather spend time with a committed listener who I disagree with, than with somebody in the same corner as myself.

The view that we need inclusive dialogue emerges from a radically different vision of our time. We who believe in inclusiveness are profoundly aware of the huge forces remaking the world. We are radically uncertain how to move toward a more conscious and creative world, but we value the input of everyone who is willing to work outside the current cultural trance.

Values in Action

JANICE FIORAVANTI & DUNCAN HOLMES



Clarica Corporation (previously the Mutual Insurance Group of Waterloo, Ontario) is an organization recreating its values and the skills that go with them. Using Brian Hall's book, *Value Shift*, as a change tool, Clarica has undertaken a bold transformational venture. Janice Fiorovanti of Clarica's Human Resources Department and Duncan Holmes of ICA Canada together tell their story of what can be done with value shift technology.

In to-days global economy, organizations always seem to be on some kind of journey of development. Many organizations, especially private companies, consider this development primarily bound up with customer service, the profit motive and the satisfaction of shareholders. To this end, many companies subject themselves to a succession of downsizing, right sizing, and re-engineering. The aim of

these measures is to maximize profits and keep the shareholders happy, but a frequent side effect is to demotivate remaining members of the organization.

Other less dramatic approaches to corporate change aim to transform one aspect or department of the organization, in the hope that this will generate a ripple effect through all the other systems. Some examples of this include total quality

(TQM), inventory control (JIT), continuous improvement, team building, process re-engineering and customer service. Jo Anne Raynes, a VP at one of Canada's main banks, says: "These 'silver bullet' approaches often put the entire burden of organization renewal on one dimension or function. Although each of these interventions has its own merit, most likely no single initiative in and of itself will affect broad organizational change." Real revitalization requires changing the whole organization in its multitude of dimensions.

Broader organizational renewal takes something more. It takes "whole-system transformation." Some organizations understand that the keys to achieving sustainable customer value and success are directly impacted by the culture and values of the organization. Authors Collins and Porras in their best selling book *Built To Last* make a compelling business case for integrating and aligning a few core values into everything the organization does.

Janice Fioravanti, Organizational Capability Consultant for Clarica (formerly The Mutual Group) notes that the challenge for organizations is to understand their own unique values and align their culture around these. This creates meaning and leverages knowledge to better serve their target markets. Culture and values can be a real advantage in the corporate value proposition if they are explicit and linked to the primary business strategies and drivers.

VALUES TECHNOLOGY

"Values are the ideals that give significance to our lives, they are reflected through the priorities that we choose, and that we act on consistently and repeatedly."—Dr. Brian P. Hall—*Value Shift*. He believes that value systems can tell us a great deal about what drives human beings behaviour and therefore organizational culture. Every organization has its own unique corporate culture underpinned by its values. Hall's book *Value Shift* showcases his 30 years of

THE PHASES OF GROWTH IN WORLD VIEW

PHASE I: Surviving		PHASE II: Belonging		PHASE III: Initiating		PHASE IV: Interdepending	
1. Safety	2. Security	3. Family	4. Institution	5. Vocation	6. New Order	7. Wisdom	8. World Order
The world is a mystery over which I have very little control as I try to survive.		The world is a complex place where I cope, solve problems and try to figure out how to belong.		The world is a project in which I participate and take part.		The world is a mystery in which we all care, share and co-create.	
Self is the centre of the environment, which may be safe, confusing or hostile.		Self seeks to belong by gaining approval of significant others and the system.		Self acts independently, creatively, and with others.		Self understands that it is interdependent with others and in the world.	
Power is external. It can be authoritarian, benevolent, manipulative or paternalistic.		Power is external. It can be bureaucratic, traditional or hierarchical. It is focused on efficiency and managing people or situations.		Power is a shared partnership. It is collaborative and participatory. It facilitates and enables the growth and development of individuals and organizations.		Power is interdependent. As a servant leadership it is used in the service of others to create a vision of betterment for the human race and environment.	

research, and documents the results of thousands of individuals in many organizations, who have applied his "values technology" for human and organizational development. His work has four basic assumptions:

1. There is a basic universal set of values held by human beings. These values transcend culture and gender. A list of these values allows measurement and comparison between various ethnic groups, men and women, or even people within an organization.

2. By studying the relationship of values to worldviews or basic attitudes, people can see how changing values affect their ethical, emotional, and spiritual development. This makes it a powerful tool for leadership development.

3. Validated instruments have been developed to measure values. If values can be measured in an organization, these results can be used to predict a cultural readiness to sustain new business strategies

4. Methods have been developed for implementing organizational culture change. The benefit of measuring values is to use shared values as the basis for making clear choices about the culture the organization wants to develop. Measurement provides compelling data on the opportunities and obstacles of aligning people, practices and customer expectations.

Values get a bad rap. They are associated with nice things to do, like things we learned at Sunday school. So organizations tend to say, "Yes, that would be nice to do, but we don't need that."

VALUES CONDITION OUR WORLD VIEW

Values are developmental and measurable. Hall's Values Distribution Map shows 125 values spread across four main phases. The values clustered in the phase describe the individual's or organization's worldview. A worldview is a shorthand way to describe how we have conditioned our mind to see the world. It's like an operating system in a computer. The map also includes characteristic goals for each stage. It also shows the different styles associated with each phase. It will be evident from the following chart that our values determine how we perceive our external reality. In Hall's values distribution map, the chosen values of the group will cluster across these four phases. The first two phases reflect the level of development where we look to authority outside ourselves as the source of our growth and development. Between phase II and III there comes a major shift in our attitude towards ourselves and the way we view leadership.

Seeing the values distributed on the map allows individual or the organization to build a development plan for self-actualization.

CLARICA, A CASE STUDY

In 1998 exciting changes were ahead for The Mutual Group. TMG was seeking to become the first major insurance company to demutualize. This needed the approval of the Federal Government and the support of policyholders to become a stock company. Effective change—change that creates value for customers, rewards for shareholders and opportunities for members of the firm—does not just happen. It must be focused and directed.

Hubert Saint Onge, Sr. Vice President of Strategic Capability at Clarica, sponsored an organizational culture initiative that ensured that the transformation to a stock company was guided by a vision of the future, yet grounded in values that had distinguished and sustained the company for over a century.



Bob Astley, the CEO of Clarica, noted "the values work is really bedrock. It speaks to how we function right at our core, the way we do things around here."

CULTURE AUDIT—AN ORGANIZATION IS ITS PEOPLE

The first step of the change process was a highly participatory and democratic exercise. The company used the Hall Tonna Values Inventory and added its own customized questions. It sent out 7000 of these values questionnaires to all the agents and all the head office staff in both Canada and the United States, and fifty branches across Canada and asked people to fill them in. They analyzed current practices but also went back and analyzed their history. They also used information from customer focus groups to determine what customers valued.

There was a 53% response rate to the questionnaire. It was data, data, all the way. It gave the company a Polaroid snapshot of the values of the organization. The company wasn't talking about any one person's opinion—everyone had input into the

It's a paradox that to keep current in knowledge, you have to share knowledge, not hoard it.

data. It wasn't senior management coming along saying, "We have to change, we have to do this." It wasn't just the opinion of someone in human resources. It was data. It was the picture everyone created. This work gave a perspective on the company's past, present and future as well as a customer perspective.

SHARING THE RESULTS

The entire company received an analysis of the findings. The survey results revealed a strong work ethic. The values of work, productivity and responsibility were prominent. The company saw clearly that the higher-order values such as construction, new order and growth were needed to move the company into new territory. The questionnaire also revealed a culture of politeness, courtesy, and hospitality. Clarica is a very nice company and known

for it. But that is not enough in today's business environment. It was evident the company also really aspired to values like interdependence and community. It was clear that Clarica valued partnering in high trust relationships with customers and one another. Especially given the brand, "Clarity through Dialogue" it was clear that the individuals and the organization both valued partnership and wanted to grow and develop in this capability.

The next step was to hold focus groups with everyone in the company who wanted to come. We shared the values results and encouraged conversation about what this meant. We asked questions like: "Would you agree that we have to move in the direction of interdependence, synergy, empathy and innovation? What would that look like?" "What are the implications of the change needed? What are the impli-

Once people are at the meeting, and you start talking about values shifting, they walk out highly energized. But they are just not prepared to call a meeting on values.

cations of staying where we are? What are the possibilities that aren't being pursued?"

Everyone could understand where we were as a company. People were clear that we could choose to stay where we were, because there were some good things going for us, or decide to grow as individuals and as a company. The map gave information and helped us get clear on what was foundational, where we needed to focus and our vision of future. This process of engagement formed the basis for the leadership principles of the organization.

VALUES IN ACTION

What emerged from this participatory process were Clarica's core values of partnership, stewardship and innovation. But describing values in words can only take a company so far. It needs to show through concrete examples what this means in practice by how they treat their customers and each other and by how they do business. The "values work" involves building links between the core values of an organization and other activities within the company. Activities like leadership development, recruiting and selection, learning, career development, marketing, communication and policies and procedures.

THE DISCONNECT FACTOR

Values get a bad rap. They are associated with nice things to do, like things we learned at Sunday school. So organizations tend to say, "Yes, that would be nice to do, but we don't need that. After people have said a few moral sentences, what are you going to say after that?" You can talk about how our value base underpins everything we do, especially our behavior. It has a huge effect on individual and organizational behavior, in ways we don't normally recognize. So it's tacit. Once people realize that, they start coming to terms with things they took for granted, things they didn't realize, and that get us into very interesting discussions around culture, leadership and change.

When you receive the values data back, some people ask, "How are we going to get people to buy into this?" But they miss the point. What people are buying into is de-

rived from their own data. This bypasses the whole process of convincing people that change is good for them.

People don't see the applicability. If we went into an organization and asked, "Are you interested in talking about how to build capability in the organization? Are you interested in really leveraging the knowledge in this organization to make gains?"—they are probably interested. But then you have to ask yourself, how am I going to facilitate that? Because it involves changing culture and building capability. How do you do that? Values drive behavior. Behavior is the basis for capability. So it is back to values, but you come at it from building organizational and individual capability. You can't do culture work or change work of any kind without understanding and developing the values base underneath it. And yet, values like fostering shared ownership, networking and interdependence are essential for creating an environment conducive to knowledge sharing.

For example, if someone has a values base that knowledge is power. If you're going to alter that worldview, first you need to understand it, and why it makes sense to them. And then you need to start developing it. They probably have knowledge linked to job security and feelings of professional competence. It is useful to ask some questions like, "Have you considered that with the rate of knowledge expansion today, one person can never know enough about anything anymore?" For you to really keep ahead as a facilitator, you'll have to network with other facilitators. That's what's going to keep your learning edge, not a few tricks you learned 25 years ago. It's a paradox or values shift that to keep current in knowledge, you have to share knowledge, not hoard it. If you simply try to get knowledge from other people and not share yours, they're not going to give it to you. So the shift is from viewing knowledge as only power, to knowledge as a currency that you exchange with your colleagues. That's a very different way of looking at knowledge. They begin to change their worldview, develop their values. They start networking, and soon they start to like it. Next

thing, they've made the shift. Until more and more individuals make that shift, you're not going to get a learning organization. You can't mandate that kind of shift. A values based culture enables the sharing of knowledge and accelerates the generation of capability. This kind of culture also attracts and retains knowledge workers.

CREATING A CULTURE OF COHESION

At first people don't understand the developmental nature of values. They don't understand that the values they hold are translated into everything else they do—into personnel policies, or choices about letting people go. Where employees get frustrated with Mission and Vision statements is the lack of connection between the statement and how people relate to everything else. There is a huge "Walk the Talk" gap. But the 125 values, and the tracks showing how they relate to the vision, give ways to relate the plan to all other work.

The values work provides a framework of cultural alignment in which the work of the organization takes place. This prevents mixed messages, disconnects and flavour of the week. Values provide a common vocabulary to be able to talk about what matters to people in the organization. Leadership is primarily about creating the context (vision, values, mission) and the conditions for people to work together towards a common goal while continuing to improve the organization's ability to produce desired results. Values provide the basis for articulating leadership principles and practices. This provides accountability and a development framework so that there is less of a gap between the walk and the talk in the organization. ♦



Janice Fioravanti is the Organizational Capability Architect for Clarica.

Duncan Holmes is Executive Director of ICA Canada. *Values Shift* (Brian P. Hall, Twin Lights Publishing, 1995, ISBN 1-885435-00-2) is the key reference book for values technology. It is available from ICA Canada for Can\$29.95.

The Teeth of Facilitation:

When is Standing Up Like Falling Down?

How do you become the invisible rock in the middle of the table that will be the point around which the group can have guidance? JIM TROXEL

Facilitators do a lot of standing while performing their services. What, really though, do facilitators stand for? That is a question that haunts me from time to time as I serve my clients in seemingly endless meetings. Some clients ask us to help them because they think we can bring objectivity to their situation. Is this really true?

During a recent interview on Minnesota Public Radio I was asked, "What does it mean that organizations need outside objective facilitators?" I forget how I answered the question, but the more I have been thinking about it since, the more I realize there is no such thing as an outside objective facilitator. We really do not have much more objectivity than the groups we work with.

So, what does it mean to come in from "the outside" with some sort of impartiality to mediate among conflicting interests toward a consensus? The new science worldview has made it clear there are no such things as objective observers. All observers "interfere" with what they are observing in some way. The same holds true for facilitators. However "neutral" we try to be, we can't help but influence the situation we're facilitating. Therefore it is a myth to think that as facilitators we can come into a situation with objectivity in the sense that we do not stand for something. Facilitators do stand for something. We can't help it. So, I want to share what I think it is that we, as professional facilitators, stand for in our work.

Last year I got a letter from a new facilitator in Indiana. I had been a mentor for him as he was learning the job. He asked, "Have you ever had the experience of having facilitated a group, and it really went great. Everyone thought you did wonderfully.

FACILITATORS HAVE
TO BE PARTICULARLY
MINDFUL TO NOTE
THAT BLINDERS
ARE IN EVERYONE

They came away with much consensus and a new vision, but you felt depressed?" I thought, this guy is crazy. What do you mean, "you felt depressed?" But his question bothered me. I think I identified with him a bit more than I was willing to admit.

It got clearer the day I picked up my wife after she had facilitated a session for the National Runaway Hotline Network conference in Chicago. I could sense equal portions of euphoria and melancholy filling her, if you can have both of those experiences simultaneously. I asked, "How did it go?" She exclaimed, "It went great! They got more done than they thought they would, and we finished an hour early." I said, "That's tremendous." Then the melancholy fell over her. I asked, "Well then, what's wrong?" She said, "They think they did it themselves!"

Somewhere in her response I started to sense she had stumbled onto a profound secret about facilitation. We stand for something as facilitators. Now the trick is to stand for something so transparently that you do not disrupt the client group's own process. How do you become the

invisible rock in the middle of the table, that will be the point around which the group can have guidance?

Let me share with you four things which I believe we stand for, and how those beliefs enable our clients to achieve stunning results.

I. Our Worldview Shapes How We Operate
This is rather obvious. All of us have a worldview that shapes whatever we are doing. Margaret Wheatley's book *Leadership and the New Science* provides language to help us to understand how the world we operate in influences the way our organizations function, and how leaders and facilitators work within organizations. Central to this worldview is the interconnectedness of all things. Simply put, it's the notion of unity. Life, fundamentally, is a unity. I always get a charge when I enable people with seemingly different self-interests to discover that they share a lot of common ground. Facilitators know that the unity is already there in the beginning, but our job is to make it become clearly apparent to everyone.

There is a story in my book, *Government Works* concerning Miami's municipal government and their Labor Management Committees. Miami has the 911 emergency phone system, and the norm for 911 response time is optimally three minutes. Four minutes is tolerable. However there are some sections in Miami where the average is seven minutes and longer. The emergency response system in those sections is assigned to the firefighters and ambulances. A Labor Management Committee went to work, figuring out how these areas of the city could have faster response time. The members looked at this issue in depth. In those areas of seven minute or longer

response time, there are fire stations. But all they have is a "pumper," which is a rather small fire truck.

The idea that the Labor Management Committee came up was, first, to install the basic life support equipment that is normally in an ambulance, onto these pumpers. Second, they would take two firefighters assigned to that firehouse, and upgrade their skills to be paramedics. That way they could either be firefighters or paramedics, whatever the situation required. It seemed like an obvious idea to them.

Well, it violated the union contract. It violated the city ordinance. It violated all sorts of management policies and procedures. Still, the Labor Management Team came together and said, "This is what we believe will work." They promoted the idea pretty hard, saying they were in this together. They conducted a pilot, and finally won the necessary approval to have their plan adopted citywide. It took an Act of the Almighty, it seemed, to get it through.

One thing we are discovering is that the blinders of adversarial presuppositions—between labor and management, between employees and bosses for example, prevent us from seeing wholes. I think facilitators have to be particularly mindful of that, and to note that those blinders are in everyone. Ellie Haydock, who is the Miami Labor internal facilitator, said labor management committees are like marriages: "You give a little, take a little, and every now and then remind each other that you really need each other to be together."

I see a new paradigm coming in labor management. A facilitator like Ellie stood firm and enabled the city to see what the situation needed. She got the staff beyond their knee-jerk blinders about adversarial relationships.

II. Our Images Form Our Possibilities

The second point is that facilitators are concerned with image change. Actually, facilitators are concerned with changing people's lives, but the way you change someone's life is to change the images out of which they operate. My heroine for this idea is Belle in the story of Beauty and the Beast. Belle saw transparently the beauty in the Beast. Her faith and her trust enabled the Beast to transform himself. That is the role of the facilitator: to love the greatness in the midst of the ugliness, so that

the ugliness can be transformed by itself.

I work in the public sector a lot. There is a rampant victim image held by many public servant workers in government. Part of it is that they've come to think that a job in the government is an entitlement. It's the idea that if you cannot do anything else, you can work for government. This was not always the case, but now it seems that there is a tremendous amount of victimization by people who work in government.

A couple of years ago I was facilitating a strategic planning workshop with the Chicago Department on Aging. At one point in the process we looked at the root causes to issues. The previous session on the vision had gone well, but when we came to the obstacles and started digging for root causes, it got really tough.

I would ask, "What are the obstacles, the impediments blocking the realization of your vision?" Concerning their biggest cluster of issues I asked, "Now what is the central theme of this cluster?" They were coming up with titles like, "competing outside influences," "indifferent external factors." As I listened, I could hear them saying to themselves, "We can't do our job because of Somebody Else Out There—management for example, or the political environment. They thought that if they could get rid of everyone outside themselves,

they would be okay. They seemed to be saying, "Since the world is the way it is, there is nothing we can do about this."

Now facilitators, if people think that their problems are outside their control, then they are not going to come up with any creative strategies to deal with them. So you have to push and probe. We, as human beings, unwittingly participate in perpetuating the very things that hold us back from our greatness. We seem to unintentionally support those things that hold us back. It is only when we see how we maintain those very problems that we are free to move forward.

I asked this group, "How do you perpetuate these 'indifferent external factors?'"

How do you go about supporting these 'competing outside influences?'"

Well, they got really angry! They did not see how it was that even calling them "outsiders" was part of the problem. It was painful. It was group spirit surgery. Until a group can own up to the fact that they participate in supporting the problem, then they cannot be moving toward their future. You know what the Bible says, "The truth will set you free." First it will piss you off, but then it will set you free.

III. Ambiguity and Paradox are the Stuff of Life

For me, the third thing is that facilitators embrace ambiguity and paradox as the way life is. Take, for example, the



individual and the group. Any group you work with, you begin to realize it is not a group. There is no group there. All there is, is a collection of radically diverse individuals. This is just tremendous—that we got this number of unique and unrepeatable human beings sitting in those chairs. So there is no group, and yet—simultaneously—there are no separate individuals there. Our relationships to the people around us define who we are. There is no individual identity that is separate from being related to someone else. If it was not for the group, there would be no set of individuals. How do you balance that?

When you design a facilitation event, you are mindful of balancing content and process, the product and method. Because Marshall McLuhan was right—"The medium is the message." Our facilitation methodology is what we have to say. How do we facilitate in such a fashion that no matter what the topic, the group experiences a profound happening in the midst of their deliberations? Maintaining balance is one way.

Balancing and embracing several other kinds of paradoxes is critical: For example, we are going to discover that organizations need to increase diversity for their own good. I have not seen any studies yet, but I know they are going to come. We are beginning to see this in terms of change and leadership processes. When you increase the level of diversity, you are able to add perspectives, dynamics and so on. Organizations that do not embrace diversity are going to be left behind. Facilitation enables organizations to embrace diversity.

Other paradoxes that facilitators embrace include the past and present, the past and future, the present and future. Part of what we try to do in strategic planning is to mediate a dialogue between the past and the future.

Another kind of paradox is the "universal and the particular." We ask, "How does this global problem show up in this group? How is this local issue manifested around the world?" Another one is spirit and matter.



think it is not appropriate to talk about spirituality, to talk about the spirit of the group. And yet at the same time in facilitation, we know that the intangibles are as important as the tangibles, and frequently more so. Yet you can't talk about these things directly—certainly not in the political sphere. Carolyn said they tried throughout the retreat to ensure that the Cabinet of

the President talked about the things that really mattered at a deep, profound level. She was trying to create the trust and rapport that is necessary to build a team.

Keeping our eye on all these things and maintaining the balance in the midst of the ambiguity is very important.

THE BOTTOM LINE
IS THAT IT'S YOUR
CLIENTS THAT
CERTIFY YOU. IF YOU'RE
NOT ASKED BACK,
THAT'S SOCIETY'S WAY
OF SENDING
YOU A MESSAGE.

One chapter in *Government Works* is an interview I had with Carolyn Lukensmeyer, who was on the staff of Governor Celeste in Ohio. She went on to be one of the facilitators for President Clinton's two cabinet retreats. You may have heard about the first one, because the media accused them of doing a lot of touchy-feely stuff.

As Carolyn indicated in the interview, one has to be very careful in our society right now about what is politically correct. The historic separation between church and state has us confused. Nowadays, we

IV. *The Facilitator Does Bring an Ethical Framework*

The fourth point: Facilitators live out of an ethical framework. Again, this is somewhat obvious. We all have ethical frameworks. Our ethical framework is the posture we take in relating to the organizations that hire us. For example, one element in my framework is that every group that I work for has a valuable contribution to make to society. I assume that from the beginning. They may not know it, but every organization is of value to the larger society.

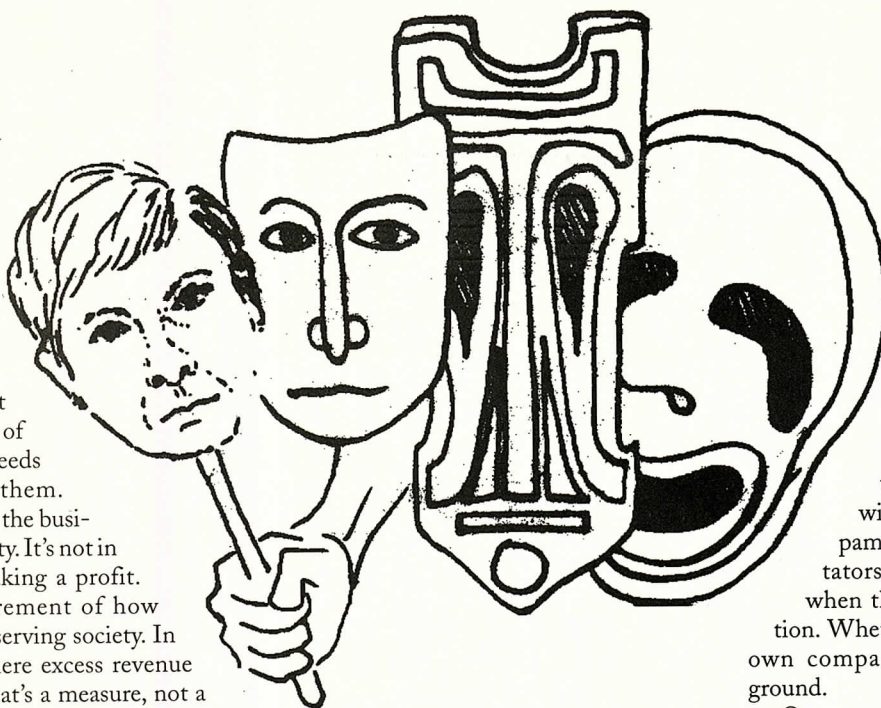
There's a story in *Participation Works* about a company in Guatemala called Metacentros. This company had done great work creating "Super Mercados" (big open-air shopping malls) and had saturated the urban areas. Then they came up with a great new strategy. They held a strategic planning session with their employees who came with up creating Super Mercados, rural style, in the hinterlands of Guatemala. They discovered in doing so, that they began to improve the local economy of every place they went. They saw that they were doing the economic development of a nation. And that discovery gave them a great sense of courage, knowing they were helping to recreate the nation's future.

One thing that came clear to me is that every organization and every company is in

the business of providing service to society. In fact, if you just take that notion a little further, if a company were not serving society's needs, it would not be in business in the first place. It's a matter of finding what the needs are and servicing them. Every business is in the business of serving society. It's not in the business of making a profit. Profit is a measurement of how well a company is serving society. In other words, "Is there excess revenue after expenses?" That's a measure, not a purpose. There are things we call "for profit" corporations and "not-for-profit" corporations. In the non-profit, which I'm all too familiar with, we think if we're broke, we're doing something good. Nothing could be further from the truth. I'm not talking about making zillions of dollars so that all of the executives can fly around in private planes. The point is that the paradigm of "for-profit" and "not-for-profit" has put us in a trick bag. Every organization is of value to the larger society. Facilitating a business retreat is as fulfilling, and can have as much long-range impact as serving a homeless shelter. It depends on how you see it.

In putting together the International Association of Facilitators, the conversation that always comes up every year is, "Shall we 'certify' facilitators?" We go through all the pros and cons every time. The bottom line is that it's your clients that certify you. If you are not asked back, that's society's way of sending you a message.

The past of every organization is the foundation for its future. Enable them to cherish it, embrace it, honor it. Not be bound to it or attached to it, but to use it as a lever to the future. And every organization's future is wide open. Like Miami's Labor Management Committee, they can deal with anything. Enable them to think creatively about the future. Every person in that organization has and is an important contributor to that environment or that organization. This is fundamental to quality brainstorming. I believe this to the extent



WE, AS HUMAN
BEINGS, UNWITTINGLY
PARTICIPATE IN
PERPETUATING THE
VERY THINGS THAT
HOLD US BACK FROM
OUR GREATNESS.

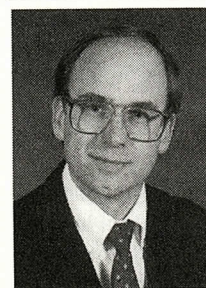
that if the Klu Klux Klan asked me to facilitate their strategic planning retreat, I would have to give it due consideration. In other words, you ask yourself, "What would it mean to try to go in as a facilitator, as the so-called 'objective outside other,' with your values and your ethical posture and try to do something to the imagination of those people?" A facilitator, in the context I am talking about, is asking, "Is there an opportunity here? In what conditions would it make sense? Would this be something I would consider?" If you believe that

some organizations are worth more than others, you have no business helping either kind. Every organization has the possibility of service.

Think about this: You are a person who goes into organizations and tries to find the greatness within them. This facilitation profession is a profession with teeth. It is not a namby-pamby sort of thing. Good facilitators know what they are about when they work with an organization. Whether it is their client or their own company; they have a standing ground.

One way to know if you, as a facilitator, are standing for something during a seminar, is that you start to get the feeling you're falling apart. That's a healthy thing. Certainty is the enemy of effective facilitation. Following a pre-determined set of procedures without any flexibility is a sure sign that you're more attached to your own ideas of what the client needs than to allowing transparently, the organization to transform itself.

So, if you ever get that rush of euphoria tempered with the gloom of melancholy, you might be standing right where you need to be—on the solid rock of ethical facilitation. There is a very thin line between being confused and facilitating with integrity. If you weren't there, you'd be off track. ♦



Jim Troxel is a partner in Millennia Consulting, L.L.C. and before that worked for many years with the Institute of Cultural Affairs. Jim has published and lectured widely. Editing credits include two books, Participation

Works: Business Cases Around the World (Alexandria, VA: Miles River Press, 1993) and Government Works: Profiles of People Making a Difference (Alexandria, VA: Miles River Press, 1995). A founding member of the International Association of Facilitators, Jim lives in Chicago, Illinois. He can be reached at (312) 922-9920.

A History of the IAF

BERET GRIFFITH AND JEAN WATTS

WHERE DID THIS IAF (INTERNATIONAL ASSOCIATION OF FACILITATORS) COME FROM? WHAT WERE ITS ORIGINS? WHAT HAVE BEEN ITS STRUGGLES AND CHALLENGES? BERET GRIFFITH AND JEAN WATTS TELL THE STORY OF IAF.

Since the Institute of Cultural Affairs (ICA) launched a series of community facilitation efforts around the world in 1973, people involved with this network of trainers and facilitators have tried to keep in touch. As they worked with communities, coalitions and organizations in all sectors of society, they felt a need for interchange, support and learning to help them push the edges of their methods and skills. In the mid-1980s, a group of ICA facilitators began meeting to explore a closer association for people using the ICA's group methods in their work. A series of yearly meetings set the tone of highly participatory sessions for sharing facilitation methods. Today, the International Association of Facilitators (IAF) has grown from this initial nucleus to an organization of 1,300 group-process practitioners from around the world. The IAF was officially incorporated in January of 1994. This is a chronicle of its evolution.

Birth of an Association

In October 1987 a survey of facilitators showed widespread interest in an association for innovative group technologies and firm support for an exploratory meeting. Many respondents said they wanted a directory of ICA consultants, a way to share client case studies and a network newsletter. During a global ICA meeting in Mexico in 1988, many participants discussed the form and role of an association. Motivated by positive feedback motivated the Change Masters Guild in Dallas to host a gathering to "share approaches that work."

Meeting One: The Change Masters Meeting—January 1989, Dallas

Twenty-seven people bunked with old colleagues and friends or stayed at the Crowne Plaza Hotel, where rooms were a whopping \$49.00 a night! First on the agenda was to share stories of how the ICA's Technology of Participation (ToP) methods were being used. The participants discovered they shared a number of common interests such as establishing credibility as facilitators, developing a means of interchange, bringing a spiritual dimension to facilitation work, ensuring quality in facilitation, conducting focused research, the components of organization transformation, and the future of facilitation.

The ICA Network Gathering—December 1989, Pittsburgh

Vance Engleman extended the next invitation to continue the dialogue. This time, 67 facilitators met at the Carrington Club in Pittsburgh. The participants used Open Space Technology for discussing topics such as Spirit Edge Research, Sharing Approaches and Products that Work, Collaboration Options & Business Practices and Facilitator Training & Certification. A Celebration on a river boat set the stage for ongoing festivities at each of the subsequent meetings. The group gave itself a name: The ICA Network (ICAN).

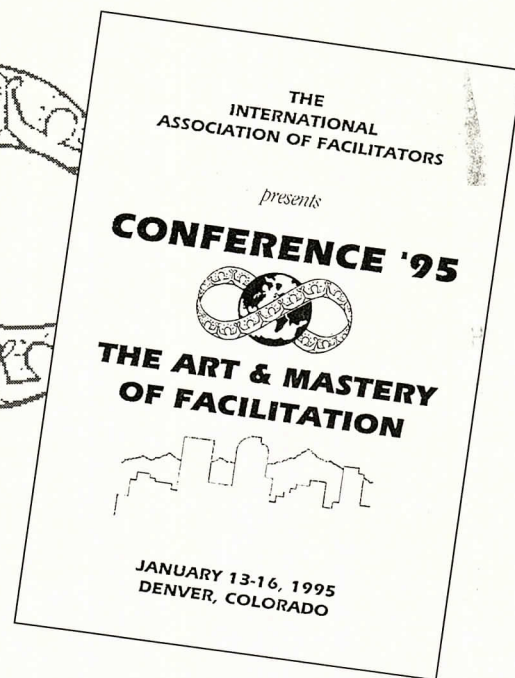
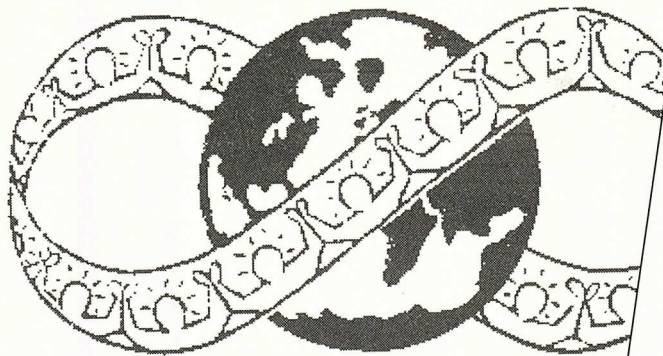
First ICA Network Gathering—December 1990, New Orleans

Jean Watts hosted the next gathering in New Orleans, with 75 facilitators at the Dominican Conference Center and Loyola Law School. The theme of this conference was "The Organization as a Learning Community." The group heard reports from the ICA's Organization Transformation Network from Asia, and a panel presented case studies of facilitation within large public and private organizations. Interest was high around catalyzing cultural change, marketing facilitation skills and publishing books. A Cajun night on the town provided wonderful eating and dancing. The new association was emerging.

A Midwest Winter ICA Network Gathering—December 1991, Minneapolis

The following year 100 ICA Networkers arrived at the Wilder Conference Center, in the winter woods outside Minneapolis. Many participants arrived early for a site visit to the Minnesota Department of Administration hosted by Sue Laxdal, Mirja Hanson, Virginia Pierce and Doris Conway-Rettig, to see an award-winning project for institutional transformation.

Two keynote speakers set the tone for the weekend. Antonia Schusta, an executive from Household International, spoke about her in-house experience with ToP methods. Roger Harrison, a senior organization development consultant and, shared his edge work on linking personal development with professional work, and bringing heart into the workplace. A special treat was celebrating the American Teacher Award given to Olive Ann Slotta, newly named Math Teacher of the Year, for her participatory approach to teaching. The conference "Marketplace" included sessions on Revitalizing Human Spirit in the Workplace, Case Studies in Catalyzing Team Synergy, Working with a Multicultural Workforce and the Mission of the ICA Network. International dancing lessons and snow-shoeing offered a wonderful winter experience. Finally, at a post-conference "Advanced Facilitator Think Tank," 25 people began to spell out a program for developing certifiable facilitator competencies. With this the seeds were sown for what became the IAF Think Tanks.



Third ICAN Meeting—January 1993, Phoenix

The ICA Phoenix hosted the next meeting at the Embassy Suites in Camelhead. Marilyn Oyler and Gary Forbes spearheaded the planning with the help of ToP mentor trainers. The precedent for meeting on Martin Luther King weekend in January was now set.

Prior to the conference, 140 people took ToP training courses. The conference then offered 25 workshops including "Facilitative Leadership in Russia," "Beyond Methods," "Insights from Native American Ways of Honoring and Inviting Participation," "Facilitation as a Spiritual Practice," "Deploying a Transformation Process," "IBM Team Focus Demonstration," "Transformational Leadership Lab" (from India) and "Exploring the Technology of Image Change." Mirja Hanson led a vision workshop responding to the question, "What would we like to see this network do or be in 1-5 years?" The momentum and commitment to become an official association had emerged.

Planning for the New Association—August, 1993, Chicago

Bob Vance, Cynthia Vance, Jim Troxel, Jean Watts, Carol Fleischman, Sue Laxdal, Sherwood Shankland, Beret Griffith and George Packard met at the ICA training center in Chicago to develop a strategic plan for launching an independent association.

Launching the International Association of Facilitators (IAF)—January 1994 Alexandria, Virginia

The IAF was officially founded with 73 charter members at the ICA Network Conference of January 1994. In spite of a blizzard which prevented 50 registered participants from attending, 125 facilitators reached the site in Alexandria. Eunice and Sherwood Shankland chaired the conference planning team, which laid out 21 sessions within four tracks. Everyone was encouraged to sign up for e-mail and the IAF unveiled its first e-mail training session. The members appointed an Association Coordinating Team (ACT), planned the organization's structure and collected dues. Kanbay Corporation became the first corporate sponsor. The IAF newsletter, the Facilitation News appeared. To herald these beginnings, the participants held a wonderful, humorous masque celebration. During 1994:

A tradition of holding ACT meetings at the site of the next year's conference began in August of 1994, as the ACT team met in Denver. The Council of Energy Resource Tribes (CERT) was the first sponsor of the conference, and hosted the ACT meeting in their training space. The team found that the Task Forces had already accomplished a lot, setting the required by-laws, incorporating the IAF in Minnesota and opening a bank account. The Mission and Purpose statement was complete. The Facilitation News was published with the support of 24 people in 18 cities, and an electronic IAF conference was ready.

The First Annual North American IAF Conference—January 1995, Denver

The IAF hit stride as Linda Walker Jones and Kim Alire Epley chaired a conference of 278 participants. The meeting featured pre-conference facilitator training seminars, the first sessions of Computer Supported Facilitation, 45 interest groups and the first IAF general membership meeting. The Council of Energy Resource Tribes contributed an enormous amount of volunteer time and material support. David Lester, the executive director of CERT gave a closing keynote address entitled "In the Spirit of Martin Luther King—Advancing the Dream."

During 1995:

The Research and Publications Task Force established a system for conducting association business through e-mail. Three issues of Facilitation News came out. In October 1995, Dick Alton and Terry Bergdall organized an IAF Europe/Africa meeting in Ede, The Netherlands, where 35 people shared facilitation practices.

continued on page 24

Facilitator Competencies

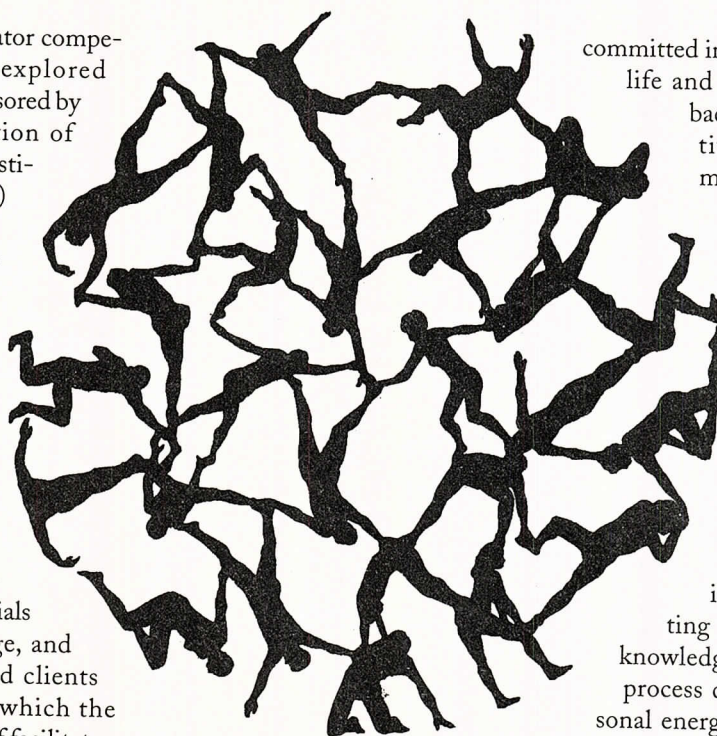
INTERNATIONAL ASSOCIATION OF FACILITATORS

The question of facilitator competencies and skills has been explored by the International Association of Facilitators and the Institute of Cultural Affairs for several years. One of the new insights of progressive organizations is the value of participatory processes to address new needs for analysis, decision making, and action in today's environment of fast, complex change and global competition. Facilitation is increasingly being used as a

participatory tool for getting results in group dialogue, analysis, decision making, and planning. Competency in the design and delivery of participatory processes is the domain of the facilitation profession. This article presents six areas of facilitator competencies and the skills, knowledge, and attitudes necessary to demonstrate those competencies. It also suggests a number of areas where this model of facilitator competencies can be applied.

The question of facilitator competencies has been explored through forums sponsored by the International Association of Facilitators (IAF) and the Institute of Cultural Affairs (ICA) in the United States and Canada. Facilitator competencies have been discussed by these groups at informal meetings, conferences, and workshops since 1990. In June 1995, a group of IAF and ICA facilitators reviewed a large body of information collected from journal articles, workshops, and models from other organizations. Many of these materials documented skills, knowledge, and attitudes that facilitators and clients found to be effective, from which the reviewers developed a model of facilitator competencies. Since that time, the model has been revised by ICA Technology of Participation (TOP™) trainers, participants in the 1996 IAF conference in Dallas, Texas, and gatherings of facilitator groups in regional meetings. The result of this effort is synthesized in a model titled Facilitator Competencies (Table 1).

The Facilitator Competency Model is an aid to understanding what facilitators value and what they do. Facilitators are



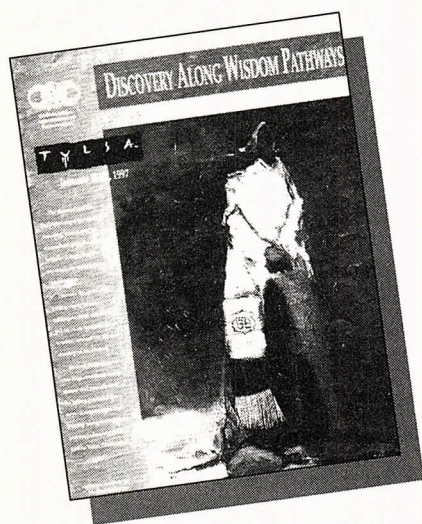
committed individuals from various walks of life and a wide variety of educational backgrounds. They value the positive power of group decision making. In their activities, they honour the individuals who participate in a group and the wisdom that emerges through the facilitated process. Facilitators employ processes that include the contribution of each individual within a group.

In the art and science of guiding a group process, facilitators develop an awareness that they themselves are important instruments in getting the work done. They possess knowledge and skills that support the process design and delivery. The personal energy expended by the facilitator evokes the energy of group members. Facilitators guide and enable the group to move toward its goals and find its own answers. To be competent is to have the requisite or adequate ability or qualities. In *Models for Excellence*, competencies are defined as "the knowledge and skills which are key to producing critical outputs" (McLagan & Bedrick, 1983, p. 14). The Facilitator Competency Model builders defined competency as the ability to use skills and knowledge for effective results; that is, "The facilitator is able to"

FACILITATOR COMPETENCIES - International Association of Facilitators and Institute of Cultural Affairs

Engage in Professional Growth A.	Create Collaborative Partnerships B.	Create an Environment of Participation C.	Utilize Multi-Sensory Approaches D.	Orchestrate the Group Journey E.	Commit to a Life of Integrity F.
<ol style="list-style-type: none"> 1. Maintain a base of knowledge <ul style="list-style-type: none"> • Knowledgeable in management, organizational systems and development, group development, psychology, and training • Understand dynamics of change • Understand learning theory 	<ol style="list-style-type: none"> 1. Develop working partnerships with those served <ul style="list-style-type: none"> • Identify authentic client needs • Clarify mutual commitment • Promote the value and use of facilitation 	<ol style="list-style-type: none"> 1. Demonstrate effective interpersonal communication skills <ul style="list-style-type: none"> • Demonstrate effective verbal communication skills • Develop rapport with participants • Proactive active listening • Demonstrate ability to observe and provide feedback to participants 	<ol style="list-style-type: none"> 1. Evoke group creativity, blending learning and thinking styles <ul style="list-style-type: none"> • Be aware of individual learning thinking styles • Communicate with all styles • Draw out participants of all styles • Encourage creative thinking • Accept all ideas 	<ol style="list-style-type: none"> 1. Guide the group with clear methods and processes <ul style="list-style-type: none"> • Establish clear context • Apply a variety of participatory processes • Manage small and large group process • Know consequences of misuse of group methods 	<ol style="list-style-type: none"> 1. Ask the depth questions of oneself and others <ul style="list-style-type: none"> • Identify authentic client needs • Clarify mutual commitment • Promote the value and use of facilitation
<ol style="list-style-type: none"> 2. Contrast facilitation methods <ul style="list-style-type: none"> • Know a range of processes • Distinguish process from task and content 	<ol style="list-style-type: none"> 2. Create and maintain professional, collegial relationships <ul style="list-style-type: none"> • Design services cooperatively • Demonstrate team values and processes • Support co-facilitation during delivery of service 	<ol style="list-style-type: none"> 2. Honor and recognize diversity, ensuring inclusiveness <ul style="list-style-type: none"> • Encourage positive regard for the experience and perception of all participants • Create a climate of safety and trust • Bring forth the diversity of the group • Know the impact of culture 	<ol style="list-style-type: none"> 2. Employ multi-sensory processes <ul style="list-style-type: none"> • Assess group sensory needs and abilities • Select from a wide variety of sensory approaches • Use approaches that best fit needs and abilities of the group • Awaken group energy 	<ol style="list-style-type: none"> 2. Facilitate group self-awareness <ul style="list-style-type: none"> • Keep the group moving • Recognize tangents and redirect to the task • Listen, question and summarize to elicit the sense of the group • Assist the group in reflection of its experience 	<ol style="list-style-type: none"> 2. Model profound affirmation <ul style="list-style-type: none"> • Articulate the possibility of transformation in all situations • Approach situations with self-confidence and an affirmative attitude • Model professional boundaries and ethics, e.g. confidentiality
<ol style="list-style-type: none"> 3. Maintain professional standing <ul style="list-style-type: none"> • Engage in ongoing study • Practice reflection and learning • Participate in a facilitation network or organization 	<ol style="list-style-type: none"> 3. Co-design and customize applications to meet client needs <ul style="list-style-type: none"> • Design customized constructs • Define a quality product • Assess/evaluate client satisfaction 	<ol style="list-style-type: none"> 3. Facilitate group conflict <ul style="list-style-type: none"> • Recognize conflict • Provide a safe environment for conflict to surface • Manage disruptive group behaviour • Mediate conflict 	<ol style="list-style-type: none"> 3. Use time and space to support group process <ul style="list-style-type: none"> • Arrange space to meet the purpose of the meeting • Plan and monitor effective use of time • Know when to move the group and when to stay • Manage symbolic aspects of meetings 	<ol style="list-style-type: none"> 3. Guide the group to consensus and desired outcomes <ul style="list-style-type: none"> • Know a variety of approaches to meeting group objectives • Adapt processes to changing situations • Assess and communicate group progress • Assist with task completion 	<ol style="list-style-type: none"> 3. Trust group's potential and model neutrality <ul style="list-style-type: none"> • Honor the wisdom of the group • Encourage trust in the capacity and experience of others • Set aside personal opinions • Maintain an objective, non-defensive, non-judgmental stance

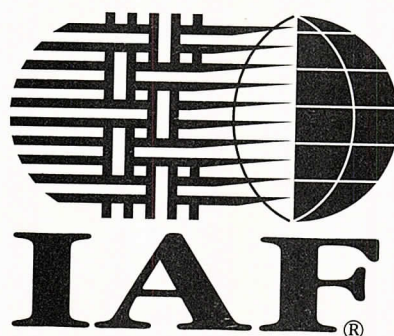
Table 1 Copyright©1997 International Association of Facilitators; Institute of Cultural Affairs U.S.A.; The Canadian Institute of Cultural Affairs
Group Facilitation: A Research & Applications Journal - Volume 2, Number 2, Winter 2000



Second Annual North American IAF Conference—January 1996, Dallas

Though another eastern snow storm kept about 50 registrants from coming, 384 did arrive. Nadine Bell, Susan Nurre and Rick Walters served as conference chairs, with Texas Instruments the conference sponsor and CoVision and Ventana Corporation the first two exhibitors. Association-wide strategic planning began as all participants developed an IAF plan through the year 2005. This conference involved 55 sessions, with pre-conference workshops on Computer Supported Facilitation and four ToP Facilitation Methods seminars. For such a large conference, an on-site newsletter was born and named, in Texas style, The Facilitillo. For Martin Luther King Day everyone joined in "A Celebration of Diversity." During 1996:

The IAF web page began, supported by Baylor University and Mark Fuller at the Hankammer School of Business. The Research and Publication Task Force lit up virtual space with ongoing work to develop the IAF journal, *Group Facilitation: A Research and Applications Journal*. The second IAF Europe/Africa meeting happened in October of 1996, organized by Justine Marchant, Gary Austin, Dick Alton, Etienne Rouette and Peter Van Der Meer. Links began to grow with new local facilitator groups springing up around the world. By December of 1996 membership stood at 657 people.



Third North American IAF Conference—January 1997, Tulsa

The Oklahoma Department of Commerce sponsored this conference, with Cecil Carter, Sharon Snow-Combs and Mary Jo Major serving as chairs. Nearly one-third of the participants attended pre-conference workshops, so it felt like the conference actually began on Thursday instead of Friday. Six think tank sessions engaged everyone in spirited dialogue about "Facilitation as a Profession," "Facilitator Competencies," "Computer-Supported Facilitation," "Emerging Paradigms and Chaos Theory as Applied to Organizations," "Organization as Community," "Spirit in Organizations and the Technology of Meaning." The 60 or so presentations and interest groups kept people so busy that talk began of adding another day to the conference. The Celebration included a visit to the Gilcrease Museum and a performance of Native American dancing. During 1997:

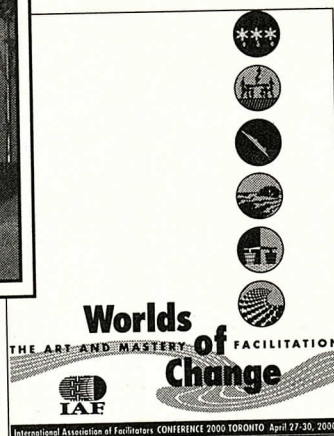
The IAF Europe/Africa held its third conference starting October 31 in London. The 74 participants came from England, Belgium, The Netherlands, Scotland, South Africa, Kenya, and Israel. It was a great experience of collegiality with facilitators sharing new approaches in 19 sessions. Event organizers included Justine Marchant, Sarah Lloyd, Gary Austin, Phil Cantor, Jake McDonald and Graham Hale.

Fourth North American IAF Conference—January 1998, Santa Clara

The IAF (North America) held its fourth annual conference in Santa Clara in January 1998, with Beret Griffith and Carol Hallyn serving as chairs. The San Francisco Bay Area Facilitators Guild provided the backbone of the volunteers for the conference. The theme was "Creating Bridges to the Future" with bridges to creativity, individual effectiveness, organizational effectiveness, community and solutions around the globe. The many bridges in the Bay area formed the graphic glue of the conference. Companies were invited to sponsor the conference and sponsors included 3M Corporation, Allstate, Millennia International Consulting Group, Interaction Associates, Resumix Inc, and Delta West Pens, Avery Dennison, Pacific Bell and Manchester. With 850 participants it was decided, for the first time, to contract a professional meeting planner to help with logistics.

During 1998:

Facilitators in South America held their first "Latin American Encounter of Facilitators" in August 1998, in Quito, Ecuador with 750 Latin American facilitators in attendance. IAF Europe/Africa held its annual gathering during October in Brussels. A 500 page manual was produced on how to put on an IAF conference.



Fifth North American IAF Conference—January 1999, Williamsburg, Virginia

The fifth annual IAF conference happened in Williamsburg, Virginia, January 14-17 with Greg Brittingham, Eunice Shankland and Rob Snowdon serving as chairs. The time host sponsor was the Virginia Department of Housing and Community Development. In spite of a blizzard which closed down airports in some cities of North America, 750 came to the conference "Weaving Heritage and Innovation". Full day Facilitator Forums were introduced for the first time. The mood of the Saturday night party was infectious with singing, slide show jokes and great food. The moment the band started playing, the floor was crowded and stayed that way until well after midnight.

During 1999

The IAF journal, *Group Facilitation: A Research & Applications Journal* was published for the first time with an editorial team including Mark Fuller, Edward Reute, Sandor Schuman, Vicki Wharton, Margaret Runchey, Jean Watts, Daniel Mittleman and Lynda Lieberman Baker. Conferences were held in Australia, the Philippines, Malaysia and the Netherlands. The Membership of IAF reached 1200. Gil Brenson organized and trained an international network of facilitators to respond to national disasters such as hurricanes, floods and earthquakes.

Sixth North American IAF Conference—April 2000, Toronto, Canada

The sixth annual conference, with the theme "Worlds of Change" is being held outside of the United States for the first time, in downtown Toronto, with Bill Staples and Robin Bailey serving as chairs. The host sponsor is The Canadian Institute of Cultural Affairs. This conference is experimenting with a session reservation system because of the anticipated size of both the conference and the hotel. At the time of publication there were still seats available.

Upcoming conferences:

Barbados—July 8

New Zealand—October 4-6

Stockholm, Sweden—October 13-15

Cochabamba, Bolivia—November 7-10

Malaysia—October

Minneapolis/Twin Cities—May 16-20, 2001

In the 21st century, you, the members, will continue the journey, and the story that unfolds will be yours to write.



Beret Griffith is an independent consultant and an IAF Task Coordinator living in San Carlos, CA.



Jean Watts is a facilitator and IAF member based in New Orleans. Their emails are beretgriffith@igc.org and jeanwatts@igc.org respectively.

The International Association of Facilitators functions through active member Task Forces that carry out member-directed strategies. Current Task Forces carrying out IAF strategies are:

Research and Publications has responsibility for all publications, the website, conference proceedings, think tanks, and surveys.

Professional Development looks at training opportunities and issues surrounding competencies and standards.

North American Conference and Regional Support develops the pillars of an IAF conference and builds support mechanisms for conferences beyond North America where the initial conference models were tested, working toward greater affiliation with regional facilitation groups.

Marketing Initiatives creates a higher mainstream profile for IAF and facilitation as a profession, including oversight of the 3M members-only facilitation referral service toward a future job bank, and provides materials for publicity and merchandising.

Sponsorship & Partnership provides a cohesive organizational strategy for developing long-term relationships with industry partners.

Community Outreach provides IAF members' expertise to train local organizations in community development and disaster recovery facilitation.

Membership in IAF includes:

- annual conference proceedings
- conference discounts
- facilitators' listserve
- facilitation articles for client distribution
- a membership pin
- facilitation referral network
- international networking
- *Group Facilitation: A Research and Applications Journal*
- links to regional facilitation groups
- membership directory
- newsletter *Facilitation News*
- research think tanks
- website resources and links
- facilitator certification information

IAF contact information:

7630 West 145th Street, Suite 202

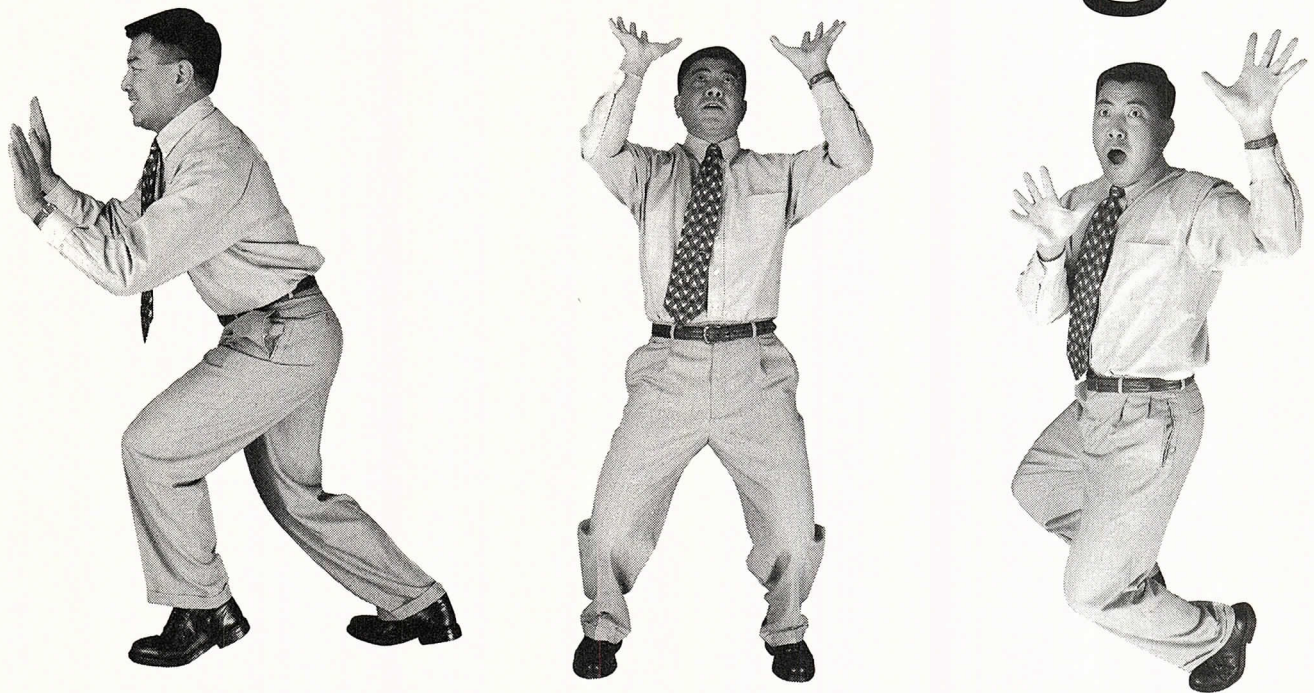
St. Paul, MN 55124 USA

tel: (612) 891-3541, fax (612) 891-1800

Email: iafoffice@igc.org

Website: www.iaf-usa.org

Tapping Your Invisible Strength



LYNN GENERA AND BECKY PRICE

How could a governmental organization like Sacramento County, with over 11,000 employees, afford facilitators for all its work teams?

Answer: The County could tap into its own invisible strength, the workforce.

In 1997, the Office of Quality & Strategic Planning initiated a Quality Facilitators Program in the County of Sacramento, to increase the productivity of team meetings in a strategic planning process. Today, almost two

years later, the facilitator's program has not only successfully demonstrated that it can ring more productivity out of meetings, but it can leave employees positive and energized about their jobs afterwards. Keri Butler, a veteran of the

program, said "Facilitation is addictive—we just can't get enough of it." And team leader Tom Dillon told a group of new facilitators "I don't even think about the time commitment—it's all about self-growth."

To facilitate is defined as "to make easier or less difficult." A facilitator is "a person who makes a group's work easier by structuring and guiding the participation of group members." In the County of Sacramento, a facilitator is a County employee who has the tools and skills to improve meeting and team effectiveness. In 1996, the County began its organization-wide strategic planning process, part of which called for multi-team efforts. With short timeframes and a demand for results, the need for facilitators became apparent. One approach would have been to consult with outside facilitators for over \$100 an hour.

How could a governmental organization of over 11,000 employees (Sacramento County) afford facilitators for all the teams? It was the Office of Quality & Strategic Planning staff who offered an innovative solution: the County could tap into its own invisible strength, the workforce. With a workforce so large and diverse there had to be many hidden talents and skills. Surely there were individuals in the workforce who had the potential to be good facilitators. Keri Butler, Tom Dillon and Ginger Kavan are just three examples of this potential.

A Countywide request went out to find employees interested in becoming facilitators for the Strategic Planning teams. The only requirements for employees to enroll were that they have initial training in Quality principles and that they enjoy working with others. Before long, 24 County employees volunteered to train for the Strategic Planning teams. Their response began to show how Strategic Planning could become part of an organization's valued work, rather than a separate process.

The County's Quality Facilitator's program consisted of three parts. First, the employees received a semester long course in facilitation using Quality tools and techniques. The Office of Quality and Strategic Planning, developed this course in partnership with the local Los Rios Community College District. The second part

of the program placed the employees in the field, facilitating Strategic Planning teams and putting their training to good use right away. Lastly, the facilitators attended a monthly round-table to continue sharing experiences, enhancing skills and discussing Strategic Planning activities. Eventually, based on interest expressed by participants, an advanced facilitator's course was developed.

The facilitators were assigned to Strategic Planning teams within two weeks after they received their certificate of completion. They were assigned in pairs, which is a standard still practiced today. As Tom Dillon, says, "It's easier if you have two facilitators to keep the group focused. One can scribe while the other leads the discussion. If there are problems, either facilitator can step in to help." Typically the facilitators are matched according to their ability. Often, a new facilitator, who may be unsure of his/her abilities, is paired up with a mentor.

After the teams were underway for several months, the Office of Quality and Strategic Planning started receiving numerous calls from other meeting leaders who had seen the new facilitators at work. June Livingston, an employee at the Environmental Management Department said, "Having served as a member on a Strategic Planning team, I realized what an asset the facilitation process was. I thought a facilitator would be a great idea for my customer service quality team back at the office."

Not only was the demand for facilitators growing rapidly, but so was the interest by employees to enroll in the program. By the fall of 1998, the Office of Quality & Strategic Planning held two more classes with 60 students, filling maximum enrollment. A waiting list for a spring 1999 class quickly developed. The effect of just 24 facilitators had rippled through the County. As Debbie Katz said after enrolling in the facilitator's class, "I have been to several facilitated meetings... they were so much more productive. I admired the qualities and tools the facilitators have and wanted to become one myself!"

A survey conducted six months after the first group of facilitators began working showed an overwhelming agreement, with 96% of the Strategic Planning team members believing the facilitators were effective in providing guidance and support. As one team member said in the anonymous survey, "The process is working. The team has evolved nicely. Facilitators have helped move us along." Ginger Kavan, a Sacramento County employee and a two-year veteran of the facilitator's program said, "I've been a project leader. I've also been a part of an organized public speaking group called Toastmasters. But the County's Quality Facilitators Program has really allowed me to hone my skills and has demonstrated my inherent self-worth!"

The County of Sacramento now has a pool of talented people who can support any team or meeting. The abilities that the facilitators have gained can be transferred to their everyday jobs. The skills they learned are extremely useful. Facilitating helps employees gain a systems perspective of how everything fits together in the County organization.

Look to the untapped invisible strength within your organization. The skill of facilitation is just a solution away from transforming those unproductive meetings you think are a waste of time. We have the data to show it! ♦



Lynn Genera and Becky Price are an organizational development and human resources consultant team working in California. Their work with the County of Sacramento, which has spanned several departments, has involved facilitation, training and teamwork. They can be reached in Elk Grove, California at (916) 681-0533.

Microsoft®

Where do you want to go today?®

Microsoft is a proud sponsor of
The International Association
of Facilitators 6th Annual conference.

Please visit our booth
as part of the conference,
where we will highlight
Microsoft technologies
and practices for
empowering knowledge workers.



www.microsoft.com



*An
International
Summit of
Transformative
Organizations*

Shaping Profound Societal Change

You are invited to participate in an
action-oriented, global conference with
practitioners whose partnership and
projects will energize this new millennium.

**THE MILLENNIUM
CONNECTION**

*The Institute of Cultural Affairs
International & Global Cosponsors*

July 30-August 5, 2000

University of Denver

Denver, Colorado USA

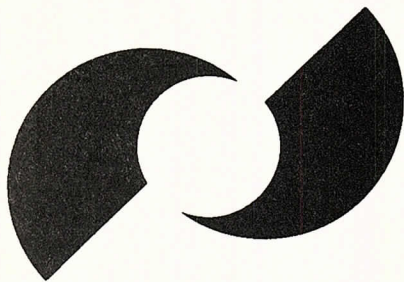
Information and registration:
Linda Ann Smith,
Conference Administrator
3765 S. Olathe Circle
Aurora, Colorado 80013
USA

Phone: 1-303-627-2796

Fax: 1-303-693-5152

Email: milconnex@igc.org

Website: www.ica-usa.org



**Millennia International
Consulting Group Inc**

**A worldwide network
of
independent firms
offering
customized and reliable services**

- ◆ facilitation
- ◆ consulting
- ◆ research
- ◆ training

Visit us at www.micg.org

*We are ready to serve your needs on all continents
Our nine firms are based in five countries*

INDIA MALAYSIA NETHERLANDS U.S.A. ZAMBIA

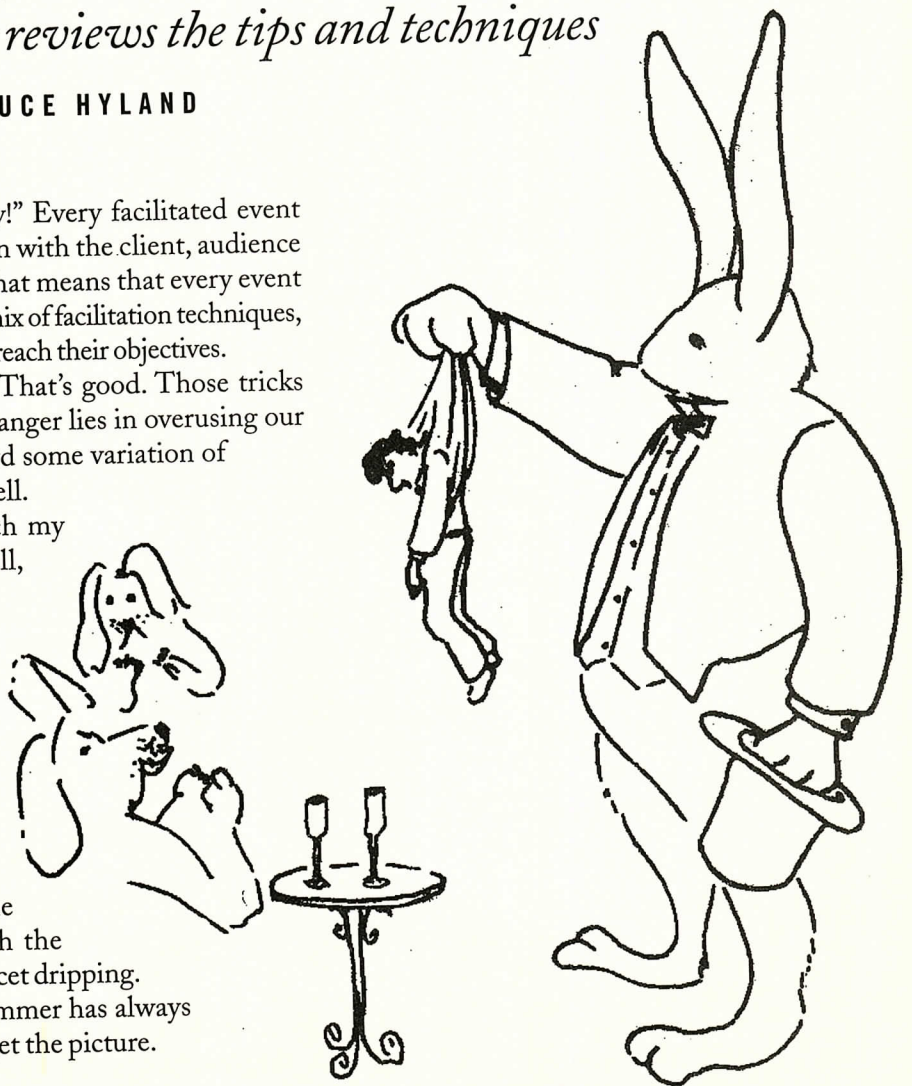
The Best Tips and Techniques from Battle-Scarred Pros

Professional facilitators need many "tricks" in their magic bag. The ones they choose will depend upon the purpose of the event, the audience and the client. This article reviews the tips and techniques that seasoned pros use. **BRUCE HYLAND**

"Don't be a one-trick pony!" Every facilitated event needs careful preparation with the client, audience and purpose in mind. That means that every event needs a carefully chosen mix of facilitation techniques, all designed to help the client and audience reach their objectives.

We all have our favorite techniques. That's good. Those tricks have probably worked well for us. The danger lies in overusing our favorite technique. You've probably heard some variation of this story, but it illustrates the point so well.

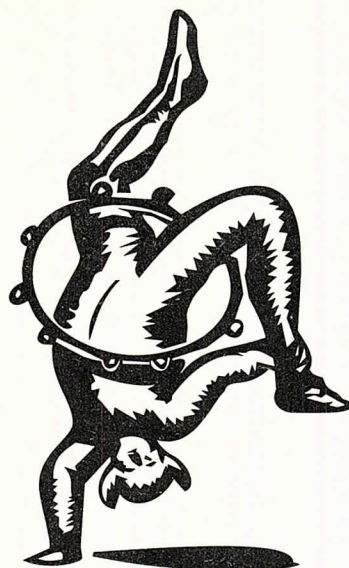
If I go home this evening and catch my slacks on a nail protruding from the wall, I will go to the tool drawer in the kitchen and pull out a hammer. Whack! Whack!—with the hammer. Problem solved. Tomorrow, as I work in my home office, I get scratched from a loose screw on my desk. Back to the tool drawer. "Well, that hammer worked well yesterday, why not try it again?" Whack! Whack! whack, whack, whack. I sort of messed up the wood, but the screw is now flush with the surface again. The next day I find the faucet dripping. Back to the tool drawer. "Well, that hammer has always worked, why not one more time?" You get the picture.



We choose our facilitation techniques carefully, just as a physician carefully chooses which medicine to prescribe and in what quantities. When asked, "How will you facilitate our group?" I always answer sincerely, "I don't know. You must tell me what you want to accomplish, who the audience is, what the interpersonal dynamics are, the history of the group with other facilitators, and where the alligators are hidden. Then, I will develop a plan which takes all of this into consideration." It's stupid to do a facilitation without this information.

Most of us take great pride in our work. Our professional pride (some would say "ego") demands that we do outstanding work for our clients. It isn't easy. It requires a constant retooling of our skills. It demands taking the time to assess the "process" and "content" of the meetings we facilitate. It demands superior people skills and superior organization skills. It requires the professional discipline of not letting our egos or our laziness to get in the way. It demands that we not only have a whole range of techniques to choose from, but also that we know exactly which technique to use.

I frequently tell another story: There was a huge ocean liner ready to sail from



San Francisco. The captain was frantic. Something was wrong with the steam-powered engine system. He had his best people trying to fix it, to no avail. Finally he called in an expert. The expert was a calm, quiet man who methodically walked with the captain through the engine apparatus. Finally, he stopped and opened his tool box. He took out a hammer and went

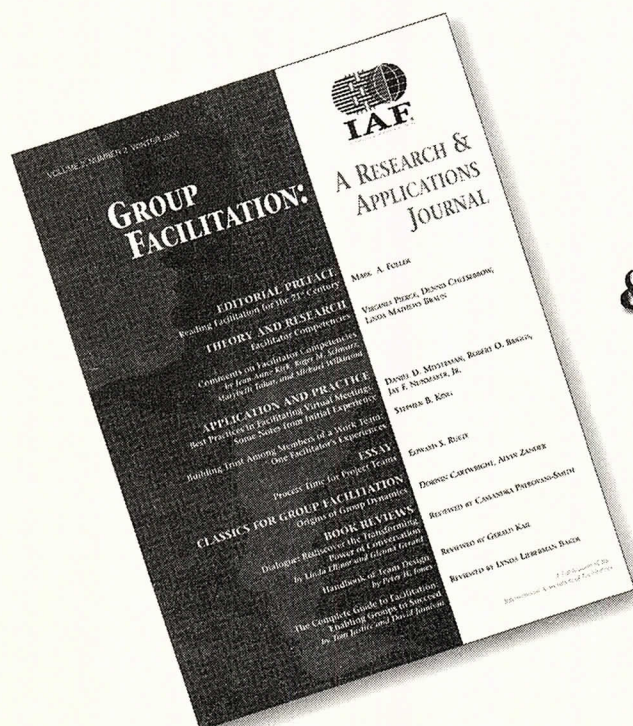
Whack! Whack! to a particular pipe. Slowly, they heard the gurgle start. They heard the pipes creak and groan. They knew that it was fixed! The captain was elated. "OK, let me pay you and we'll be off." The expert said, "That will be \$10,000." "\$10,000!," the captain bellowed, "For that price, you should at least give me an itemized bill." Calmly, the expert took a piece of paper and wrote: "For hitting the pipe with a hammer—\$1. for knowing exactly where to hit—\$9999."

The following are tips, tools, techniques and tricks that, in my humble opinion, are the best of the best. I've shared and stolen them with colleagues over the years. Sometimes they circle back around and I hear them anew, with some slight twist that a better facilitator than I put on them. Enjoy and prosper!

Setting the Stage

There are three questions which every participant (mentally) asks when entering any group:

1. Who's here?
2. What's in it for me?
3. Who am I going to be?



GROUP FACILITATION: A RESEARCH & APPLICATIONS JOURNAL

A peer-reviewed,
multi-disciplinary journal
for practitioners and scholars
published semi-annually.

Annual Subscription:
\$35 Individual \$100 Institutional
Individual subscription included with IAF membership.

Authors and reviewers wanted! Contact:

S. Schuman, Editor, email: s.schuman@albany.edu, phone: 518-465-8872

As facilitators, we must enable people to get these questions answered. Otherwise they will not be ready to move forward.

Involvement

Several of the major components in accelerated learning also can be used very effectively in facilitating:

- Use of the triune brain: conceptual/emotional/survivalistic
- Use of color and music
- Mindmapping
- Games
- Stories
- Taking roles
- Activity and Movement
- Translation of activities and their purposes into terms the participants already know

Involvement Techniques

All facilitators know they must keep the participants involved. Some of the favorite ways are:

- Polling—"On a one-to-ten scale, how do you feel about 'X'?"
- Interviewing—partners discuss the topic, and then report back
- Debate—where two people or two teams debate the merits of a proposed action or position
- Rating—giving a numerical or visual (dots) rating to a proposed series of actions, proposals, or topics
- 3x5 cards—putting each participant's name on a 3x5 card and continually shuffling them to determine the next person you'll call upon
- Group projects—having smaller groups tackle a portion of the problem, or simultaneously attack the problem from different perspectives
- Performance—showing how it might play out
- Role playing—with the facilitator taking an alternative role to demonstrate a position
- Games—using a "game" format to tackle an issue, such as redesigning the organization
- Questionnaires/quizzes—to capture a sense of the group's position or direction
- Critical incidents—taking an important event, analyzing it and then determining what we can learn from it
- Flashcards—having participants create flashcards with questions on one side and answers on the other, then giving to other groups to play with
- Cartoons—such as posting a Dilbert



cartoon and asking what it means to the group

- Stories—having the group tell war stories which illustrate the point you're trying to make, or having them create a story about the issue
- Tag—having the person talking "tag" the next person of their choice to talk
- Movement—having participants take different chairs for different topics or moving people from one group to another: posting "Agree/Disagree/Strongly Agree/Strongly Disagree" signs in the four sides of a room, inviting participants to go to "their" side of the room, and create a discussion between the groups
- Writing intensive—having everyone take a blank sheet of paper and write furiously for three minutes about everything they know or suspect about the topic of the day, then debrief to get a sense of where the group is starting from
- Evaluations—having participants evaluate their progress several times during the day—what's working and what could be improved

Logic

Many groups have not been schooled in the use of logic. And every facilitator knows how easily a group can be thrown into heated debate over what everyone "feels" about a situation. Feelings are not bad. But for a group to move ahead, they need to be balanced with logic. The following balancing acts may help:

- Flow charting—graphically displaying a process to determine any changes, additions or deletions they want to make
- Process evaluation—drawing a line down the middle of a paper and on one

side listing "what's working," and on the other side, "what could be improved"

- Force field analysis—drawing a line down the middle of a paper which represents the status quo of a situation, with arrows from either side pointing to this center line. Then listing on the left side "forces which are propelling us forward," and on the right side "forces which are holding us back"
- Multi-voting—giving people so many "votes" on a subject, which they can distribute between the issues on the board
- Interrelationship diagram—a graphical representation for illustrating the most critical decision in a series of decisions
- Fishbone cause and effect—a graphical representation in the form of a fishbone, which guides the group to determine the core cause of an issue
- Tree diagram—for determining a flow of events
- Radar chart—a graphical representation that represents a current state of affairs within the group or organization

Intuition

Logic needs to be balanced by intuition. Most groups bring both to a session, but by their makeup and preferred decision-making style, they may overuse either logic or intuition. Whichever they overuse, we must bring in the balancing force to enable quality thinking. To have participants use their intuitive skills, several techniques are helpful:

- Pro/con/gut—in which a person writes the pros and cons of an idea, then on the other side of the paper, writes what their "gut" says, as prep for a group discussion
- Jan. 1, 200X—in which an individual or group projects out to a future date and sees the issue from a bigger perspective
- Data bank exercise—where people frantically list all the information and thoughts which come into their heads regarding an issue, and then have a discussion

Personal signal exercise—where people are taken through body-awareness imagery, to locate the place in their body which tends to give important signals, for example, an upset stomach when something important is being ignored

- Triune brain—using a technique to take into the emotional, subconscious part of the brain to see what information is there

Managing Conflict

At one time or another, most groups must experience conflict. A good facilitator must manage this. Some of the best techniques are:

- Pacing—speeding or slowing the pace until the group dynamics change
- Mirroring—displaying similar body language to a person who is emotionally charged (this does not mean raising fists: rather it's conversational body language, which shows empathy)
- Stating the obvious or "naming the

behavior"—simply telling the truth about what you see going on

- Overarching goals—continually returning to the points of agreement so that you have a foundation from which to rebuild from the conflict
- Process/content weaving—facilitating in such a way that when the group gets stuck in its "process" you focus on the "content" and vice versa
- Positioning—having people take mental or physical positions other than their natural positions and have them talk from that "place"

- Circle-the-table exercise—where the issues or positions are displayed graphically on the table (slices-of-a-pie shape), and each person selects a position. After all participants have had a turn talking from their "positions" they rotate to the next position, and discuss again from the new positions
- Five WHYs—where you ask them to reflect on the "why" of their position or stance, by asking them "why" five times, to get the real core of the issue

Personality/Working Styles

Whether facilitators simply hold these models of personality and working styles in mind, or actually use them to move a group along, these models are invaluable. Some of these models include:

- Carlson Learning's DISC—which has 4 working styles which are obvious to all
- CARE—which illustrates people's preferred roles in a group
- Listening Profile—which illustrates people's preferred listening styles
- Gardiner's eight intelligences (his original seven, plus his new one)—which highlight how people learn, think and act
- The enneagram—the popular nine-pointed personality system which focuses on motivation vs. behavior
- The logic/intuition inventory—which identifies what mix of intuition and logic people use to make decisions

Conclusion

"It feels good!" When we facilitate a meeting, particularly a tough one, and it turns out well, we feel good. We are blessed with a profession that allows us to make a difference in people's lives, and we enjoy not only the economic benefits but also the psychic ones. We get to experience power and influence, conflict and coming together; resistance and action; despair and elation. I hope that these techniques, which are collectively ours as facilitation professionals, help you feel good after your next meeting. ♦

Dr. Bruce Hyland (hylandb@aol.com) is a training and organizational development specialist, author, and former university professor. Bruce holds a degree in business administration and a doctorate in organization and leadership. He primarily works for the Federal Reserve Bank in San Francisco conducting training and providing organizational development services, but maintains a few private clients "for the fun of it." This article is taken from a workshop at the International Association of Facilitators 1998 Annual Meeting, Santa Clara, California, January 1998.

Worlds of Change

Management is about being ready.

It's about people having the right tools
to identify problems before they happen
and to solve them when they do.

Process is their toolbox.

And it's RANA's only business.

Using a comprehensive framework called the
Process Integration Model or PIM™

RANA has integrated
over 100 different processes
that people and organizations can use
to be more effective.

Worlds of Change — Be ready!

RANA
RANA International Inc.

A proud sponsor of Worlds of Change: The 6th Annual Conference of the International Association of Facilitators

P.O. Box 370
Merrickville Ontario Canada K0G 1N0
Telephone (613) 284-0776 Fax (613) 283-6992
Website: www.ranaprocess.com

Facilitating Resistance

INGRID BENS

ALL TRAINERS AND CONSULTANTS NEED STRATEGIES FOR DEALING WITH SITUATIONS IN WHICH A GROUP PUSHES BACK AND RESISTS THE FACILITATOR'S PROPOSALS. A GROUP CAN RESIST FOR ANY NUMBER OF REASONS, SUCH AS,

- The timing or location of the discussion may be poor.
- The topic may be inappropriate or sensitive.
- People may be anxious about additional change.
- People may worry that they'll have to take on more work.
- They may feel that nothing will happen as a result of their efforts.
- There may be a history of the organization not supporting employee efforts, etc.

Sometimes this resistance jumps out in the open, when an outspoken participant gets up and vents frustration. Other times it remains hidden, and only expressed in people's negative body language and lack of participation.

When you encounter resistance you basically have two choices. There is a right and a wrong way to deal with it. Using the wrong way will make the resistance grow. Choosing the right approach will make it manageable.

Look at the following scenarios:

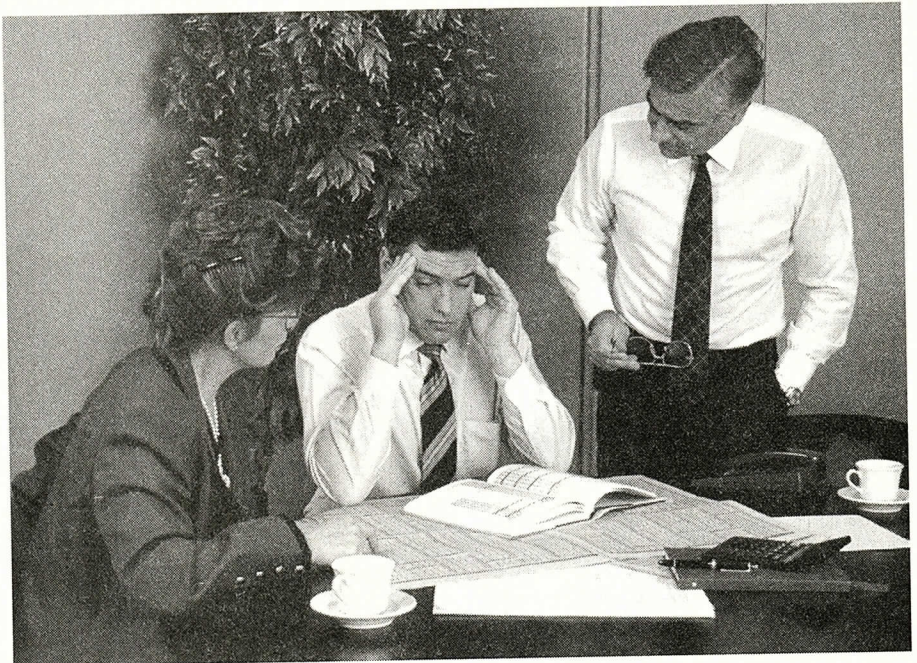
Resistance Situation #1

Someone says: "The last time we had a two day retreat nothing happened afterwards. All the promises made were soon forgotten. People's projects went unsupported. These things are a waste of time!" (And half the group mumbles in agreement.)

Wrong thing to say: "Well, we're here now and you have each been hand picked to do this project. Senior management is expecting you to do this. You have to accept that organizations are tough places to get things done. This is no time to turn back."

Right approach to handling resistance: Instead of defending yourself and trying to sell the resistant parties, you say, (A) "Explain why you feel that way. What happened in the past? How did it affect you?"

You listen to their concerns, then ask, (B) "What would make you a willing par-



ticipant this time? Under what circumstances or with what assurances will you consider taking up this challenge?"

Resistance Situation #2

Someone says: "This meeting is a waste of time. We all have tons of work to do back at the office. I suggest we adjourn right now!" (And others nod in agreement.)

The wrong thing to say: "Well this is important too, and some good progress has already been made. We booked the room. It will take months for all of us to coordinate our schedules again. Besides we've ordered lunch!"

The right approach for handling resistance: You respond with interest saying, "I want to hear why you think this meeting could be a waste of time. What's gone on so far today that has caused this frustration?" You listen, then ask: "What can we change or improve to make sure this day isn't a waste of time? Under which circumstances would you consider staying?"

Resistance Situation #3

Someone says to you: "Nothing personal, but we don't know you. What makes you think you can run this meeting?"

Wrong thing to say: "I have a Master's Degree in Organization Development, and this is exactly the sort of work I've been doing for ten years. Besides I've been hired by the director of this division to run this meeting."

Right approach: Instead you say: "I can understand that you might have reservations about my role today, since you don't know me. Can you elaborate a bit on what those specific concerns might be?" You listen non-defensively, then say: "I want to be an effective facilitator at this meeting. Can you tell me what would I could do to improve my personal effectiveness. What would make you leave here saying that I had made a valuable contribution?"

When managing resistance, you always have two choices: Choice A (the wrong approach) is to get defensive and argue

WHILE RESPONDING TO A CHALLENGE WITH A QUESTION
MAY FEEL LIKE YOU'RE GIVING IN, IT ACTUALLY ALLOWS
YOU TO MANAGE THE SITUATION.

with an irate person, ignoring their feelings, while trying to sell them on your point of view. Choice B (the right approach) is to facilitate: to become neutral, ask questions, listen actively, paraphrase and sum up the resister's concerns. When they've calmed down, you ask them to come up with solutions to overcome the barriers.

The effective approach for handling resistance consists of two steps:

1. Inviting the resister to express their resistance while you listen actively, paraphrase and offer empathy. This involves raising open questions like, "Tell me why you feel this way? What happened last time? What are all of the things that are making you resist?" It involves receiving the participants' responses openly, saying, "I can understand why you feel that way."

2. After all the concerns have been acknowledged, prompt the resister into suggesting solutions to overcome his or her barriers. The questions here are, "What circumstances would make you willing to stay? What assurance will eliminate your concerns? What supports will enable you to continue? How long would you be willing to give this before stopping to assess if your fears are being realized?"

Why the Facilitative Approach Works

Taking a facilitative or questioning approach works because it acknowledges the resister's concerns and allows his or her frustration to be heard. It then involves the resister in deciding what to do next. Since people don't generally refuse to act on their own suggestions, most people will come up with pro-

posals that move the process forward. Besides, the dissenter's frustrations are often shared by all, and someone needs to get them out in the open before the real work can begin.

The facilitative approach also works in part because the resister will usually experience some degree of guilt over having interrupted the process. If you respond defensively, they'll feel justified in blaming you for their issues. If you react with concern and understanding, they'll often feel foolish for treating you as an enemy. While responding to a challenge with a question may feel like you're giving in, it actually allows you to manage the situation.

The first approach is less effective because it involves telling people what to do. While it may get compliance, this approach tends to shatter any buy-in. It also makes you look defensive. The message is—"My way or the highway!" If you respond by negating the dissent and dictating a solution, you'll be building the conflict by giving the dissenter someone to argue with. The moment you "take the bait" and argue back, the dissenter has won!

As soon as you ask that person for their suggestions and work with them to find a solution, you gain the upper hand. You come across as relaxed, flexible and receptive. Since there is no one arguing back, there's no conflict. Because you're showing concern for the interrupter, they feel foolish. At this point all but the toughest "devil's advocate" will go along with just about any suggestion that presents a way out without a loss of face.

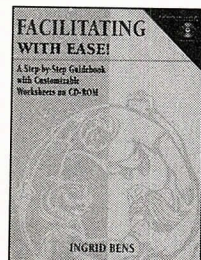
Does this approach always work? No. Nothing works in every situation. But I always try this approach first to see if I can't find my way out of the situation by collaborating with resisters rather than doing battle with them.

To make full use of this approach when you encounter resistance, stop, take a deep breath, and then come back with a question that makes your challenger do the work of finding a solution. The good news is that this approach not only works for you, but feels like a "win" for the other person as well. ♦



Ingrid Bens
(bens@kudos.net)
is president of
Participative Dy-
namics in Sara-
sota, Florida, and

author of *Facilitating with Ease: A Comprehensive Guide to the Practice of Facilitation*, published by Jossey-Bass. (See "Books on Facilitation" in this issue.) This article is an excerpt from "Dealing With Resistance and Building Participation," a session of the International Association of Facilitators Conference, Williamsburg, Virginia, USA, January 14-17, 1999.



FACILITATING WITH EASE

A Step-by-Step Guidebook with Customizable Worksheets on CD-ROM

Ingrid Bens

0-7879-5194-3 \$44.95



JOSSEY-BASS

800.956.7739 • www.josseybass.com

The Positive Culture Company



Group Facilitation - Visual Art
Visual Language

making your group communications easier
through the computer, the printer, or in person.

visit our web-site: www.memlane.com/rbenn
phone: (403) 526-1616, fax: (403) 528-4663



Encouraging
You
To
Greatness!

Workshops, Coaching, Retreats, and Healing Services
Carol Ann Hamilton Tel: (905) 822-2503

NAVIGATING THE GROAN ZONE

People often think that everyone should understand each other even though their experiences are very different. This fundamental difference of perspective is the essence of the Groan Zone. **EVI KAHLE**

Divergent perspectives can produce serious misunderstandings, even among people who are trying, in good faith, to think together. Here is a case example.

The owner of several large parking garages meets with his nine managers to discuss a reorganization of duties to take place in another month, after automated ticket-payment machines are installed in each garage. Part way through the meeting, the owner raises the problem of customers who lose their tickets. He asks for suggestions. Someone quickly responds with an idea. Someone else shows why that idea won't work. A third person wonders if the cashiers will cooperate, as they will realize their jobs are in jeopardy. This speaker concludes by proposing that the whole idea of payment by machine be reconsidered—perhaps even abandoned. A fourth person says that she favors the automation, but has concerns about the equipment's reliability. She says, "Maybe we could test the new equipment in one or two smaller locations and get the bugs out of the system." At this point the owner gets impatient and scolds everyone for failing to stay on topic.

OUR MULTIPLE FRAMES OF REFERENCE

What the owner does not understand is that in a discussion like this, each person approaches the topic from his/her own

frame of reference. The person who wants to consider the question from the cashiers' perspective is thinking out loud. As he does so, he realizes he is going to have to deal with laying people off. The person who suggests testing the equipment is remembering her last job, where a computer system installed without much preparation caused a plunge in efficiency and morale.

Through the owner's impatience and his irritation, he signals his assumption that the employees are doing something wrong. Yet they are not being disloyal. They are doing their best to get their ideas formulated. Each person is working hard to answer the owner's question—but they are all working from their own frames of reference. They cannot respond to the exhortation to stay on topic; because they feel that they are on topic.

THE GROAN ZONE

Situations like the one described above are normal. They commonly bring an experience of confusion, tension, impatience and frustration. This happens all the time, whenever people are struggling to understand one another. For people to stay focused at such times is an enormous challenge. Clear-headed thinking deteriorates as emotional urgency intensifies. The group members are struggling with their own feelings of anxiety—the anxiety of expressing their thoughts before they are clear

and polished, of being out of their comfort zone, of being misunderstood, of feeling inadequate in face of the task and being on public display. In these situations people feel embarrassed, ashamed, afraid, angry or hurt.

It is highly uncomfortable for people to sit with anxiety. It is natural to try to alleviate or escape these feelings. People develop behaviors to mask these feelings from themselves and from others. Some people become more vocal. Others withdraw. Some people become controlling or domineering. Others become "good" members going through the motions of the role. All these group members perceive each other as being difficult.

When team members are working together to solve a difficult problem, their own life experiences color their perception of the problem. Inevitably they come from different backgrounds, educational experiences, economic classes. This creates different filters or lenses through which they view the world. Yet, people often think that everyone should understand each other even though their experiences are very different. This fundamental difference of perspective is the essence of the groan zone.

This zone of conflict and discomfort can, however, be the place where deep changes happen. The more people struggle to clarify and express their ideas, the more articulate they become. What are their fears? What do they really need to feel that

The Canadian Institute of Cultural Affairs would like to acknowledge some of the volunteers who, during two years of preparation, made IAF Conference 2000 Toronto possible. It is through the efforts of people like these who work from the heart that society is transformed.

OVERALL COORDINATION

Bill Staples
Robin Bailey

AMBIANCE

Ilona Staples
Jo Ellen Logan
Kalman Green
Frances Soloway
Sue Cumming
Michael Goldman
Barbara Stocking
Marc Croteau
Dene Elligsen
Louise Mantha
Nancy Thomson
Carol Good
Joanne Lynes

PROGRAM

April Boyington Wall
Rosemary Pell
Wayne Nelson
Ginette Grewal
Eric Advokaat
Gail Whitbeck
Eric Advokaat
Ruud Van Hasseld
Kathy Simpson
Catherine Bradshaw
Sylvia Cheuy
Maarten de Vries
Zarnaaz Miran

OUTREACH

Deborah Kosemetzky
Vicky Obedkoff

REVENUE

Chris Ober
Larry Kennedy
Werner Draegestein
Earl Brochu
Madelyn Webb
Karen Brill

SUPPORT

Ann Shirley Clough
Manfred Humphries
Gaye Alexander
Gundy Chambers
Chantal Nijboer
Susan Purcel

Find your center in the midst of constant change.

Navigating the Future

The Art and Mastery of Facilitation



IAF Conference 2001

Radisson Hotel South
Minneapolis - St. Paul, Minnesota USA

Pre-Conference Sessions

May 16-17, 2001

Conference Sessions

May 18-20, 2001

IAF Office:

7630 West 145th St. #202
St. Paul, MN, USA 55124
Phone: 612-891-3541
Fax: 612-891-1800
www.iaf-world.org
e-mail: iafoffice@igc.org



their issues are being addressed? The more people stretch to hear the ideas and thoughts of others, the more they can understand them. It is understanding each other—an understanding, of not just of the words, but of the reasons behind them—that allows people to see the world through each other's eyes.

One way in which people connect with others and their real needs is to develop personal relationships—to see the others as human beings separate from the problem at hand. As they see the complexity of another person and understand the content of their thoughts and feelings, they gain an appreciation of that person. The others become three dimensional—they and their needs become real. At this point, people are not just facing difficult issues, but feelings, needs and persons with whom they have a relationship. A genuine sense of empathy develops as people connect in this process. When group members relate to each other empathetically, the relationship is transformed from an adversarial one, to one of working side by side to build a creative, inclusive solution.

THE FACILITATOR'S ROLE

A facilitator can play a crucial role in helping a group manage the tension and misunderstandings that arise in the groan zone. Here are three suggestions:

First, a facilitator can help group members normalize their experience. When a facilitator accepts that the discomfort and tensions of group life are natural, s/he can communicate that attitude to the group

members. S/he can teach the group the principles described in this paper, and give the group new words for recognizing and communicating their own experiences. (As in, "Oh-oh, we're in the groan zone again. How long do you think it will last this time?")

Second, a facilitator can relieve some of the gloom and doom of the groan zone by varying the way people interact with one another. For example, s/he can break people into pairs or threes; have everyone do a go-around, a fishbowl, or individual writing. These structured activities can be used to guide participants to ask one another key questions. These discussions provide opportunities for people to obtain background information about each other and put themselves in each other's shoes. Imagine breaking a group into pairs. One person talks about his/her goals; and the other person says, "If I were you, I'd want..."

*When a facilitator
accepts that the discomfort
and tensions of group life
are natural, s/he can
communicate that attitude
to the group members.*

They discuss this back and forth for a while, then switch roles. This kind of variety breaks the tedium. It allows people to express themselves in formats that are less pressurized, and more supportive than an unstructured discussion. These kinds of sharing communicate to the group that the facilitator means to include them, and things are under control.

Third, and most important, a facilitator can transmit his/her acceptance of people by being particularly patient and respectful, and by paying attention to what they are trying to say. People need that most when anxiety levels are high and they fear being misunderstood. That is when they feel vulnerable and need validation.

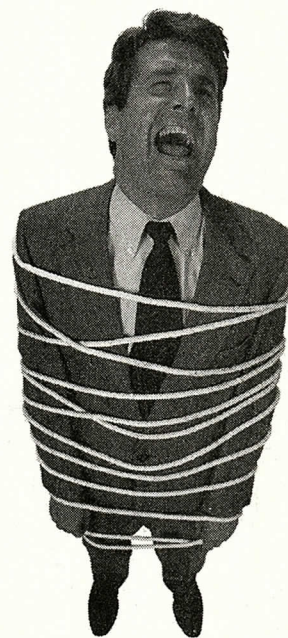
CONCLUSION

To solve tough problems rather than spinning in circles or, worse yet, jumping to premature decisions, groups and facilitators need tolerance for the pressures and pains inherent in building mutual

understanding. To develop a shared framework of understanding, they need to hear what lies behind the other person's concerns. ♦

This article is an excerpt from Eve Kahle's presentation, "Participatory Decision-Making: Tools for Building Sustainable Agreements" at the January 1998 IAF Conference. This presentation was drawn from 'Facilitator's Guide to Participatory Decision-Making' by Sam Kaner, with Lenny Lind, Catherine Toldi, Sarah Fisk and Duane Berger.

**Because
Participation
shouldn't feel like
Chaos**



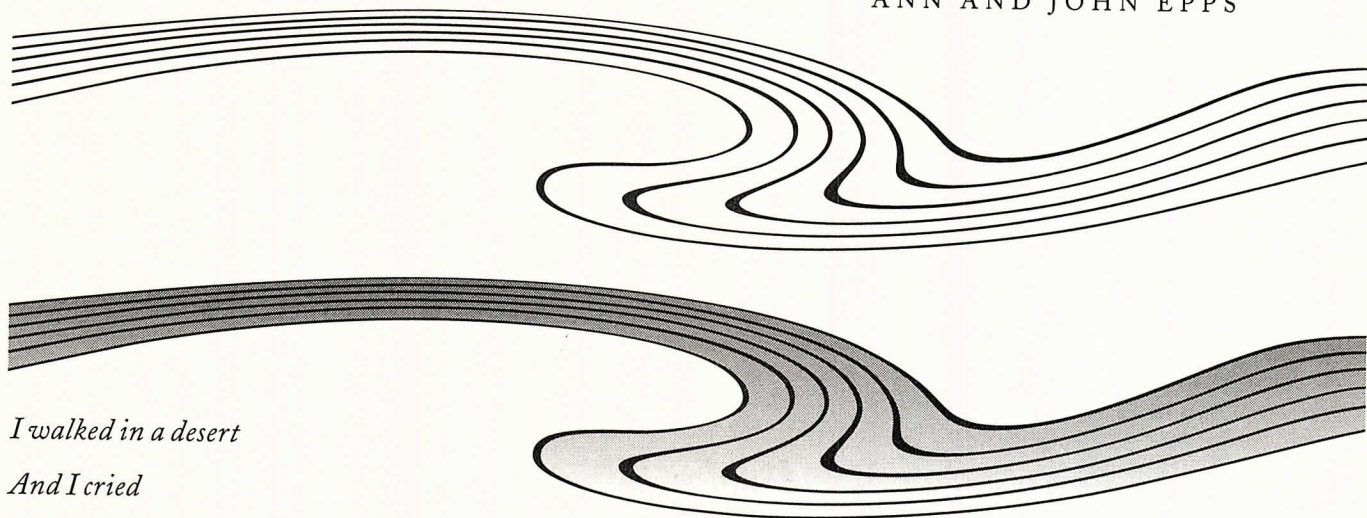
**Check Us Out,
we've got exercises,
quotes, tips, chat rooms,
Magazine articles,
everything you need for
your next workshop!**



www.facilitationfactory.com

TRANSFORMING THE EXPERIENCE OF WORK: *Next Steps in the Technology of Meaning*

ANN AND JOHN EPPS



I walked in a desert

And I cried

"Ah God, take me from this place!"

A voice said, "It is no desert!"

*I cried, "Well, but the sand, the heat,
the vacant horizon..."*

A voice said, "It is no desert."

— STEVEN CRANE

The IAF think tank on the Technology of Meaning began in 1994 at our Denver Conference, where more than 100 participants listed various methods for disclosing the dimension of meaning. The think tank continued at the Dallas and Tulsa IAF Conferences with increasing interest. In Santa Clara, three think tanks were held, each focusing on a different dimension of the topic. The sessions to date have concentrated on developing methods for discerning the dimension of meaning at work. They have assumed the existence of meaning and attempted to find practical ways that we, as facilitators, can assist others to discover the deeper dimensions of their work. This session in 1999 builds on all this and raises a question posed by those who have seen through to the depths.

"Seeing through" the mundane events of work to the realm of meaning is the be-

ginning of a journey, not its conclusion. When one perceives the realm of meaning, one usually "sees" something quite different from what was expected. Meaning, as experienced, is not user-friendly. What one "sees" may give an offensive, depressing, sometimes infuriating glimpse into the way life is at its depth. That is most often what we were trying to avoid.

When faced with insight into depths, one has a simple but stark choice: 1) to reject reality as a source of meaning, or 2) to embrace it as meaningful, and undertake a lifelong journey of appropriation. The question here is: "What methods can we as facilitators use to assist ourselves and others in choosing the second option?"

The Midas Touch—Transforming Trash into Treasure

The encounter with meaning usually has five distinct stages, although each one is unique in its appearance. These are: Intrusion, Offense, Decision, Death and Rebirth. Insight into the radical and ultimate dimension of work usually intrudes into "business as usual." It may come through a market slump, an ethics crisis, a labor dispute, a product liability suit, a hostile

takeover, a downsizing exercise or any other of the major or minor crises that seem to occur regularly. The insight those crises convey is deeply offensive to our sense of rightness and propriety. We want to say, "It should not be!" So we conceal, deny, threaten lawsuits, develop PR "spins," become cynical, or otherwise attempt to cover up what has emerged, in the hopes that it will go away. It doesn't, and we face a choice of saying "yes" or "no" to this organization and situation.

Saying "yes" means affirming, "That's us." And that affirmation often involves a kind of death—to the corporate identity we have worked hard to achieve and promote. It may mean realizing that our old vision is unreachable and it's all a sham. The rebirth comes with a decision to be the ambiguous struggling, half-baked, incompetent, insensitive, superficial, immoral organization we are, and to affirm our reality rather than our illusion. It means accepting the organization for what it is (and for what it is not) in a style of affirmation. And it may just mean recognizing that the organization already is accepted, or it wouldn't be here. Such recognition produces an unexpected sense of relief and delight. The defects have not gone away, but now they

appear in a new light that discloses the wonder of it all.

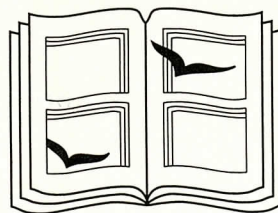
"Dark Night of the Soul" or "Spotlight of Significance"

Affirming "That's us" means relinquishing certain aspirations and goals we hoped for. And giving them up usually comes hard. We encounter a certain level of despair over what might have been, but never will be. Organizations, perceiving their built-in compromises and violations of individuals, are prone to develop a corporate tendency to throw in the towel, to highlight weaknesses, and cynically wallow in their predicament. Holding on to the stance of affirmation requires continually addressing this tendency and finding ways to rehearse the affirmative stance, even while recognizing and attempting to remedy the defects. This constant rehearsal of affirmation adds a dimension of significance and delight to the corporate culture. Reform comes only after realistic affirmation of the organization. As long as you are convinced it is a hopeless, corrupt mess, no real change is possible.

"The Long March of Despair" or "The Endless Journey of Discovery"

Perhaps later it may be appropriate to make changes and reform the organization into a more service-centered, customer-oriented group that values people more than procedures. But that comes only after a realistic affirmation of the organization as it is. As anyone who has tried it knows, reforming an organization is not a one-time thing. It is a long and continual process that thoroughly exhausts the energies of even the most enthusiastic proponents of change. It is a long march. And yet every step of the way is interesting. Boredom is not an issue. The style of affirmation during this stage of operation is the dance of delight, a voyage of discovery. ❖

Presented at the International Association of Facilitators 1999 Annual Meeting, Williamsburg, Virginia, January 14, 1999. Permission granted. Ann and John Epps are founding members of the IAF. They work in Malaysia as senior facilitators and consultants in LENS International (Malaysia) Sdn Bhd, a consulting company with clients in the banking, petroleum, insurance and manufacturing industries in Malaysia and Singapore. They initiated the Technology of Meaning think tank in 1994 and have been guides for its progress.



Good Reading

More Recent Books from the World of Facilitation

Rosaline S. Barbour & Jenny Kitzinger (Eds.): *Developing Focus Group Research: Politics, Theory and Practice*, Sage Publications, London, 1999, Hardcover, 225 pp., US\$25.95, ISBN: 0761955682.

Ingrid Bens: *Facilitating with Ease: A Comprehensive Guide to the Practice of Facilitation*, Jossey-Bass, San Francisco, 1999, \$39.

Stanley Gajanayake & Jaya Gajanayake: *Community Empowerment: A Participatory Training Manual for Community Project Development*, PACT Publications, New York, 1993.

Dale Hunter, Anne Bailey & Bill Taylor: *The Art of Facilitation: How to Create Group Synergy*, Fisher Books, Tucson, AZ, 1995, Paperback, 256 pp., ISBN: 15556-1101X.

Barry Johnson, Ph.D.: *The Handbooks of Structured Experiences and Annuals, 1982-1999*, Pfeiffer and Co., 1999.

Sam Kaner with Lenny Lind, Catherine Toldi, Sarah Fisk & Duane Berger: *Facilitator's Guide to Participatory Decision-Making*, New Society Publishers, Gabriola Island, BC, 1996, ISBN (USA) 0-86571-347-2.

A. Glenn Kiser: *Masterful Facilitation: Becoming a Catalyst for Meaningful Change*, AMACOM, New York, Toronto, 1998, 224 pp., ISBN: 0814483980.

Harrison Owen: *Open Space Technology: A User's Guide*, 1997, Paperback, US\$24.95.

Berrett Koehler: *Polarity Management: Identifying and Managing Unsolved Problems*, 1992, paperback, 267 pp., ISBN: 087425-1761.

N. Pretty, Irene Guijt, Ian Scoones & John Thompson: *Participatory Learning and Action: A Trainer's Guide*. International Institute for Environment and Development, London, 1995. For ordering, see Webpage: www.iied.org/bookshop/index.html.

S. Priest, M.A. Gass, & H. L. Gillis: *The Essential Elements of Facilitation*, Kendall-Hunt, Dubuque, IA, 2000.

Roger Schwarz: *The Skilled Facilitator: Practical Wisdom for Developing Effective Groups*, Jossey-Bass, San Francisco, 1995, (second edition) Hardcover, 314 pp., ISBN: 1555426387.

Katrina Shields and Phil Somerville: *In the Tiger's Mouth: An Empowerment Guide for Social Action*, New Society Publishers, Gabriola Island, BC, 1993, Paperback, 172 pp., ISBN: 08657-12875.

Facilitation Skills Courses

from ICA Associates Inc.

ICA Associates Inc. is a unique facilitation, training and publishing organization providing effective participatory skills to thousands of people across Canada. Affiliated with The Canadian Institute of Cultural Affairs with 40 years of experience in 32 nations, ICA Associates Inc. is on the leading edge of change and consistently delivers quality programs to hundreds of communities and organizations.

ICA
ASSOCIATES

facilitating a culture of participation

To register for any of the following courses call or write:

ICA Associates Inc.
579 Kingston Rd,
Toronto, ON Canada M4E 1R3
Phone (416) 691-2316
Toll Free 1-877-691-1422
email: icacan@icacan.ca
website: www.icacan.ca

Group Facilitation

Foundation Level Course for Both Experienced and New Facilitators

This course provides you with an effective step-by-step process to help clarify discussions and achieve consensus within your group. Learn how to organize ideas and keep discussions moving in any group. Learn the:

Focused Conversation Method which:

- provides a structure for clear dialogue and reflection.
- probes beneath the surface to the depth of a topic.
- encourages a diversity of perspectives.

Workshop Method which:

- engages the participation of each group member.

- focuses the group's consensus.
- builds an effective team partnership.
- enables you to facilitate large groups.

Who Should Take This Course:

Professional facilitators, supervisors, executive directors, managers, private consultants, training managers, educators, health practitioners, community specialists, citizens

Benefits Include:

Excellent results, resolved conflicts, motivation, deepened commitment, a detailed manual for post-course reference, and one hour of coaching.

DATES IN TORONTO IN 2000:

May 16-17 June 13-14 July 6-7
Aug. 8-9 Sept. 12-13 Oct. 17-18
Nov. 2-3 Nov. 14-15 Dec. 5-6

DATES OUTSIDE OF TORONTO:

Kenora May 4-5
Helen Wythe 204-992-2562
Kelowna May 9-10
Vicky Busch 780-675-5864
Winnipeg May 15-16
Helen Wythe 204-992-2562
Winnipeg Oct. 23-24
Helen Wythe 204-992-2562
Edmonton Nov. 7-8
Vicky Busch 780-675-5864

COST FOR COURSES IN TORONTO:

\$495.00 + GST (Canadian funds) or
\$330.00 (US funds)

Facilitated Planning

A Participatory Planning Process which Leads to Action and Commitment

There is an undeniable trend toward direct participation and involvement in problem solving, planning and increasing levels of responsibility in the hands of teams.

This course is for those who need to:

- focus a shared vision.
- identify underlying obstacles.
- shape practical plans.
- inspire innovative action plans.
- learn to think strategically
- get maximum "buy-in".

Our process is unique because it allows you to achieve consensus among partici-

pants of diverse cultural, economic and political backgrounds.

Who Should Take This Course:

Professional facilitators, senior administrators, managers, policy analysts, board members, private consultants, principals and teachers, municipal planners, community co-ordinators.

Benefits Include:

Improved communications, expanded responsibility for better results, immediate implementation, a "can-do" attitude, detailed manual for post-course reference, one hour of free coaching.

PREREQUISITE:

Group Facilitation or Group Facilitation Methods

DATES IN TORONTO IN 2000:

May 18-19 Aug. 10-11 Oct. 19-20
Dec. 7-8

OUTSIDE TORONTO:

Kelowna May 11-12
Vicky Busch 780-675-5864
Winnipeg May 17-18
Helen Wythe 204-992-2562

COST FOR COURSES IN TORONTO:

\$495.00 + \$34.65 GST (Canadian funds) or \$330.00 (US funds)

Team Leadership

Tools and Methods for Creating Strong, Effective Leaders

This course is for team leaders who are committed to real participation in deciding tasks and implementing them. You will get tools and methods to help a team through difficult times.

Methods that:

- decide who really needs to be involved in a team.
- define and blend the different ideas that people bring into the new team.
- forge winning plans for action.
- nail down concrete tasks for the team.
- build and sustain momentum toward

completing the plans.

After this course you will be able to:

- enhance teamwork on the job.
- develop effective task forces and committees.
- motivate and sustain coalitions and partnerships.
- launch and complete short and mid term tasks.
- maximize participation in any team project.
- gain the confidence needed to let a team do its job.

HAVE ONE HOUR OF FREE COACHING
WITHIN 6 MONTHS OF THE COURSE

Who Should Take This Course:

Professional facilitators, group leaders, anyone dealing with self-directed work teams, senior managers, executive directors, consultants, principals

PREREQUISITE:

Group Facilitation or Group Facilitation Methods

DATES IN TORONTO IN 2000

May 1-2, 2000

COST IN TORONTO:

\$395.00 + \$27.65 GST (Canadian funds) or \$263.33 (US funds)

Participation Paradigm

The Basis of Technology of Participation (ToP™) Methodology

Why do the ToP™ methods work so successfully in such different situations? What are the underlying values that created these methods? Why does the use of ToP™ methodology affect participants so profoundly? ICA methods are based on years of cross-cultural research into human patterns of perception and experience. This course focuses on the underlying assumptions that provide the framework for creative, powerful usage and understanding of ToP™ methods.

After this course you will have:

- enhanced capacity to use ToP™ methods in challenging situations.
- capacity to respond appropriately to individual and group struggles.
- deep understanding of the compelling nature of the ToP™ processes.
- ability to adapt ToP™ methods to specific situations without losing power.
- ability to see through the techniques of facilitation to grasp the human drama of participatory processes.

HAVE ONE HOUR OF FREE COACHING
WITHIN 6 MONTHS OF THE COURSE

Who Should Take This Course:

Facilitators who want an in-depth understanding of ToP™ processes, Advanced Facilitator Programme participants.

PREREQUISITE:

Group Facilitation or Group Facilitation Methods

DATES IN TORONTO IN 2000

Nov. 16-17, 2000

COST IN TORONTO:

\$395.00 + \$27.65 GST (Canadian funds) or \$263.33 (US funds)

The Power of Image Change in Transformation

Internal Images and Behavioural Change

Extraordinary facilitation can lead to positive changes in how people see themselves and each other and can result in behaviour changes. This is the Power of Image Change. In this course, learn the mental modeling which can change self-image and behaviour. Facilitators can use this powerful understanding to generate motivation, momentum and action within a group. Imaginal Education is ICA's proprietary methodology for shaping perception, exposing assump-

tions and creating mental models.

After this course you will be able to:

- understand behavioural change.
- apply methods of behavioural change.
- reframe facilitation as a transformation skill.
- equip yourself with deeper insights into facilitation methods.
- become a powerful facilitator.

HAVE ONE HOUR OF FREE COACHING
WITHIN 6 MONTHS OF THE COURSE

Who Should Take This Course:

Professional facilitators, trainers, educators, managers and directors in organizational change, team leaders, and human resources consultants

PREREQUISITE:

Group Facilitation or Group Facilitation Methods

DATES IN TORONTO IN 2000

May 1-2, 2000 Sept. 19-20

DATES OUTSIDE OF TORONTO:

Edmonton Nov 9-10
Vicky Busch 780-675-5864

COST IN TORONTO:

\$395.00 + \$27.65 GST (Canadian funds) or \$263.33 (US funds)

Facilitation Skills Courses

from ICA Associates Inc.

For over 35 years, ICA has been implementing its "grass-roots" process in communities around the world, resulting in long-term, locally motivated change.

The key to community development lies in people working together to meet the changing social and economic needs of the community.

The Community Development Intensive is a five day course which establishes the context of community development as a whole-system change.

Learn how to:

- ensure grass roots participation. motivate groups to action.
- develop a grass roots vision.
- analyze the obstacles and create innovative strategies.
- convert plans into visible, do-able projects.

Community Development Intensive

A Comprehensive Grass Roots Approach

Edmonton June 19-23, 2000 • Toronto August 14-18 2000

- build supportive relationships.
- sustain cross -sectoral collaboration.

Who Should Take This Course:

Community agencies, community development groups, community planners, community economic advisers, community relations officers, concerned citizens, environmentalists, private consultants, private business people.

Benefits include

Residents feel a sense of ownership and responsibility for their community. Plan your project with maximum support and involvement of stakeholders. Keep a CD project moving so people don't falter after a good beginning.

PREREQUISITE:

Group Facilitation or Group Facilitation Methods

DATES IN 2000:

Edmonton - June 19-23, 2000

Toronto - August 14-18, 2000

COST:

Pay Before May 15, 2000:

\$775.00 + \$54.25 GST (Cdn funds)

\$516.67 (US funds)

Groups of 2 or more:

\$625.00 + \$43.75 GST (Cdn funds)

\$416.67 (US funds) for each additional person from the same organization on the same invoice

Pay after May 15, 2000:

\$825.00 + \$57.75 GST (Cdn funds)

\$550.00 (US funds)

Groups of 2 or more:

\$675.00 + \$47.25 GST (Cdn funds)

\$450.00 (US funds) for each additional person from the same organization on the same invoice.

EDMONTON INFORMATION

Please note that the pricing for this course in Edmonton, June 19-23, 2000 is not the same as what is listed above. For further details please contact:

Vicky Busch:

Phone (780) 675-5864

Fax (780) 675-3420

e.mail:-vickyb@telusplanet.net

Working with Social Change

Tools To Analyze Trends and Imbalances in Organizations, Communities and Families

Change! It's everywhere! But, which trends will affect you and which ones will pass you by? The future belongs to those who keep their eye on today while planning for tomorrow.

This course will give you:

- a comprehensive, systems approach to developing your organization.
- reality-based visioning and scenario planning.
- tools for grounded decision making.
- tools to be a stronger, more affirmative servant-leader.

Included in your manual is one of the most sophisticated, powerful and comprehensive social and organizational analysis systems available today.

After This Course You Will have:

- Strengthened leadership skills.
- Skills to work with the cultural, economic and political components of your organization.
- A greater ability to recognize and understand trends.
- One hour of free coaching within 6 months of the course

Who Should Take This Course:

Social Planners, community workers, adult educators, private consultants, corporate analysts, executives, human resources professionals

PREREQUISITE:

Group Facilitation or Group Facilitation Methods is recommended but not required.

COST:

cdn\$395.00 + \$27.65 GST in Toronto

us\$495.00 in San Francisco

DATES IN TORONTO IN 2000

Nov. 21-22

DATES OUTSIDE OF TORONTO:

San Francisco Bay Area July 20-21

Jane Stallman 1-408-773-1832

The Art and Science of Participation

A Summer Experience - Toronto July 10-15 2000

This 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.

This week long intensive includes:

- extensive practice in designing consultations and meetings.
- 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 of improvement.

- one-on-one tutoring by highly skilled ICA facilitators.
- an exploration of the philosophy behind ICA facilitation methods.
- experience of classic applications of the basic methods of ICA.

Bring your own facilitation experiences, projects and questions for practice and feedback.

Who Should Take This Course:

Community leaders and planners, educators, executive directors, community planners, private consultants, in-house facilitators, chairpersons and board members.

Benefits include

- Acquire a deep understanding of the principles of facilitation.
- Use case studies brought by participants in practice sessions.
- Have access to individual tutoring through a low student-teacher ratio.

PREREQUISITE:

Group Facilitation or Group Facilitation Methods. Facilitated Planning or Participatory Strategic Planning is recommended but not required

COST:

Pay before May 15, 2000

\$1345.00 + \$94.15 GST (Canadian funds) or \$896.67 (US funds)

Pay after May 15, 2000:

\$1395.00 + \$97.65 GST (Canadian funds) or \$930.00 (US funds)

Course fee includes materials and one copy of "Winning Through Participation."

Advanced Facilitator Program

Become The Professional Facilitator You Always Wanted To Be

This program is designed for people who want to significantly increase their ability to work with groups of any size in any company, community or government setting.

Learn to:

- maximize participation, buy-in and commitment in complex situations.
- facilitate solutions to difficult problems in almost any field.
- design and lead conferences, planning events and think tanks.
- handle any type of team or group intervention.
- orchestrate approaches to organizational change.
- lead strategic planning with any group or organization.

This program includes tuition to several ICA courses, an extensive schedule of mentoring, co-facilitation with ICA staff, problem solving, and evaluation by trained ICA staff.

This program can be completed anywhere in Canada, but requires occasional trips to scheduled course locations and to the two-day Associate Facilitator "intensive" session in July. It can include personal and electronic conferencing.

Accreditation and letters of recommendation to clients and employers are available after completion of the program.

Who Should Take This Course:

Private consultants, professional facilitators, professional trainers, people who work largely in groups

Benefits:

- Be a greater asset to your company by becoming an internal facilitator.
- Get skills to work with "flattened" organizational hierarchies.
- ^a Prepare yourself for major personal work transitions.
- ^a Increase your potential as a consultant to groups of any size or interest.

PREREQUISITE:

Group Facilitation and Facilitated Planning or Group Facilitation and Participatory Strategic Planning. Learning contract with shared expectations and intents. Support from an organization or a client base within which to apply facilitation skills.

COST:

approximately \$7395.00 (Canadian funds) or \$4930.00 (US funds). Fees will be reduced if course requirements have previously been completed. Allow two years to complete this program.

ICA Associates Inc. offers other advanced level courses throughout Canada. To receive a our full catalogue, please contact us at:

Phone: 416-691-2316

Fax: 416-691-2491

E.mail: ica@icacan.ca.

TRAINING ON LOCATION

With the exception of Group Facilitation and Facilitated Planning, all courses are available to be taught by ICA Associates Inc staff at your location outside of Canada. Within Canada all of our courses are available to be taught at your location.

ICA
ASSOCIATES

facilitating a culture of participation

ICA at the IAF Bookstore

Resources for both experienced and new facilitators from ICA Associates Inc.

ICA Associates Inc is very pleased to support the IAF bookstore at IAF Conference 2000. The IAF bookstore accepts the following major credit cards: Visa, MasterCard, Amex, Discover and Diners Club. All credit card transactions will be processed in American funds.

The Courage to Lead: Pioneering Social Change

by R. Brian Stanfield
NEW

from The Canadian Institute
of Cultural Affairs

"These days, the complexity of life tends to leave us paralysed. This book helps people move out of their paralysis and invites them to join the ranks of social pioneers who create new images and structures for the 21st century. It speaks in a strange language that you do not at first remember but that eventually you recognize as your mother tongue."

DAVID PATTERSON

From time to time we wake up to our freedom to make life choices and take charge of life's meaning. We experience an overwhelming drive to do something, try something. This book challenges us to take charge of our own internal quest for meaning. It encourages us to move out of paralysis by acting powerfully wherever we are.

What can this book do for you?

- 1) Intensify your faith in the limits and possibilities of life.
- 2) Develop your reflective powers and the sense of your own potential.
- 3) Stretch your context of belonging and your grasp of the big picture.
- 4) Help you make a difference in society
- 5) Develop your capacity for authentic, innovative leadership.

ICA is very proud to present R. Brian Stanfield in an autograph session at the IAF conference. Brian will autograph not only "The Courage To Lead" but also "The Art of Focused Conversation." Visit the ICA Associates Inc. booth for details.

The Art of Focused Conversation: 100 Ways to Access Group Wisdom in the Workplace

General Editor: R. Brian Stanfield

This "how-to" book from The Canadian Institute of Cultural Affairs demonstrates the myriad uses of the Focused Conversation Method in the workplace. The method has been effectively used for group consensus-making in:

- 1) problem solving;
- 2) troubleshooting;
- 3) coaching;
- 4) research; and
- 5) interpretation of data.

Part I explains the theory of the conversation method and talks about:

- how to prepare a conversation.
- how to lead a conversation.
- what the common mistakes are.

Part II contains 100 conversations designed for use in many situations such as:

- 1) Reviewing and Evaluating
- 2) Preparation and Planning
- 3) Coaching and Mentoring
- 4) Interpreting Information
- 5) Decision-making
- 6) Managing and Supervising
- 7) Personal reflection and group celebration.

This book shows what can be accomplished by demonstrating how many workplace tasks can be enhanced through the medium of focused conversation.

It is designed for the process and consensus oriented person who is working with firms and organizations. 222 pages

Technology of Participation Video

By Bill Staples, The Canadian Institute of Cultural Affairs

This animated video shows a clear process of how to achieve consensus within a team setting helping you to facilitate groups more effectively and make meetings and workshops more productive.

The video shows the theory and gives step-by-step procedures for the ToP™ Focused Conversation and Workshop Methods. VHS, 24 minutes

The ToP™ Historical Scan

By ICA Associates Inc. staff

This handbook shows you how to use the ToP™ Historical Scan methodology. It is a powerful method to set a context for planning; for reviewing action plans; and for discerning the historical roots of organizational conflict. The Historical Scan will help you to get the most from participative planning. This handbook covers the theory; gives you clear steps to follow with tips from professionals; worksheets; examples, and ways to modify the process. 16 pages

Mapping the Organization – Chart

by ICA Associates Inc. staff

This 3' x 3' map will help you to plot the movement in an organization from where it currently stands to where it wants to go. This handy, graphic tool for those doing Organizational Development work comes complete with an article showing you how to use the tool most effectively. Size: 3' x 3'

**To order books directly from ICA
Associates Inc., call
Toll Free 1-877-691-1422
Phone (416) 691-2316
email: icacan@icacan.ca
website: www.icacan.ca**

ICA's Group Facilitation Methods

Recognized as one of the most effective and interactive two-day training programs in group process available today. Learn three proven processes for activating group participation. Gain hands-on experience practicing methods and explore ways to apply them to your specific situation.

The Discussion Method

Learn a structured process that helps you plan and facilitate a meaningful exchange of ideas. Discover ways to involve every member in thinking through difficult issues. This process heightens your effectiveness in facilitating virtually every form of group communication.

The Workshop Method

Energize problem-solving with a process that builds active participation and teamwork. Productively channel diverse ideas into consensus decisions everyone can own and support. Learn tools to facilitate groups to new levels of creativity and cooperation.

The Action Planning Method

Master this powerful implementation planning process which enables you to help a group rapidly pull together an effective plan, organize needed resources and mobilize individuals' energy into action.

- Visualize a successful result
- Analyze the current reality
- Create a practical plan
- Maximize group commitment and involvement

Who Should Take This Course?

People who are actively involved in the leadership and facilitation of group and team including: Supervisors, executive directors, managers, professional facilitators, private consultants, training managers, educators, health practitioners, community specialists, concerned citizens and team members in high participation environments who need increased exposure to group participation methods to be effective.



TECHNOLOGY OF PARTICIPATION

For local contact names, brochures and registration forms or for information about the Institute of Cultural Affairs' advanced courses and facilitation services, contact ICA USA at

1-800-742-4032 or www.ica-usa.org

I've been facilitating groups for years, but ICA's methods provided me with new and exciting tools to bring groups together, build teamwork and inspire action. I urge experienced facilitators to learn these methods.

PAM BELLMORE, Organizational Development Consultant

Here is a real step forward in the technology of structuring and facilitating the process of work groups in organizations.

ROGER HARRISON, author of *Strategies for a New Age*

DATES AND LOCATIONS IN 2000

ARIZONA	OHIO
Phoenix	Columbus
February 1-2	April 11-12
March 7-8	Oct. 17-18
May 9-10	
Sept. 12-13	OKLAHOMA
Oct. 3-4	Oklahoma City
	March 1-2
CALIFORNIA	OREGON
San Diego	Salem
March 14-15	Feb. 29-March 1
June 6-7	May 16-17
Sept. 12-13	Sept. 18-19
San Francisco Bay	Dec. 12-13
June 15-16	
GEORGIA	TENNESSEE
Atlanta	Nashville
March 16-17	Feb. 15-16
Sept. 19-20	April 11-12
	June 20-21
ILLINOIS	August 23-24
Chicago	November 8-9
Feb. 8-9	
April 4-5	TEXAS
June 6-7	Austin
Sept. 12-13	June 7-8
Nov. 14-15	Dallas
	March 8-9
IOWA	June 28-29
Siouxland	November 8-9
October 18-19	
MINNESOTA	WASHINGTON, DC
Minneapolis	Sept. 12-13
February 22-23	Nov. 14-15
May 9-10	
August 15-16	WASHINGTON
October 10-11	Seattle
	Feb. 16-17
	April 12-13
NEVADA	June 14-16
Las Vegas	August 24-25
Nov. 6-7	October 18-19
Reno	December 6-7
May 11-12	Yakima
October 12-13	February 3-4
	March 30-31
NEW MEXICO	September 14-16
Albuquerque	October 26-27
September 18-19	
	BARBADOS
NORTH CAROLINA	St. James
Greensboro	May 25-26
March 7-8	
November 7-8	
Winston-Salem	
February 8-9	

PUT THE FUTURE IN YOUR HAND!

The future of facilitation recording is here. Avery® Marks-A-Lot® EverBold® Flipchart and Whiteboard markers are specially designed with unique, patented features to meet your facilitation needs:

- Continuous, bold marks
- Early warning of ink run-out
- Comfortable marking on vertical surfaces

Avery Marks-A-Lot EverBold Flipchart and Whiteboard markers.

Designed to produce great results in facilitation every time.

*Great results
begin with Avery!*™



For more information:
1-800-GO-AVERY (1-800-462-8379) • www.avery.com

© 2000 Avery Dennison Corporation. Made in USA. All rights reserved.
Avery, Marks-A-Lot, EverBold and all other Avery brands are trademarks of Avery Dennison Corporation.

