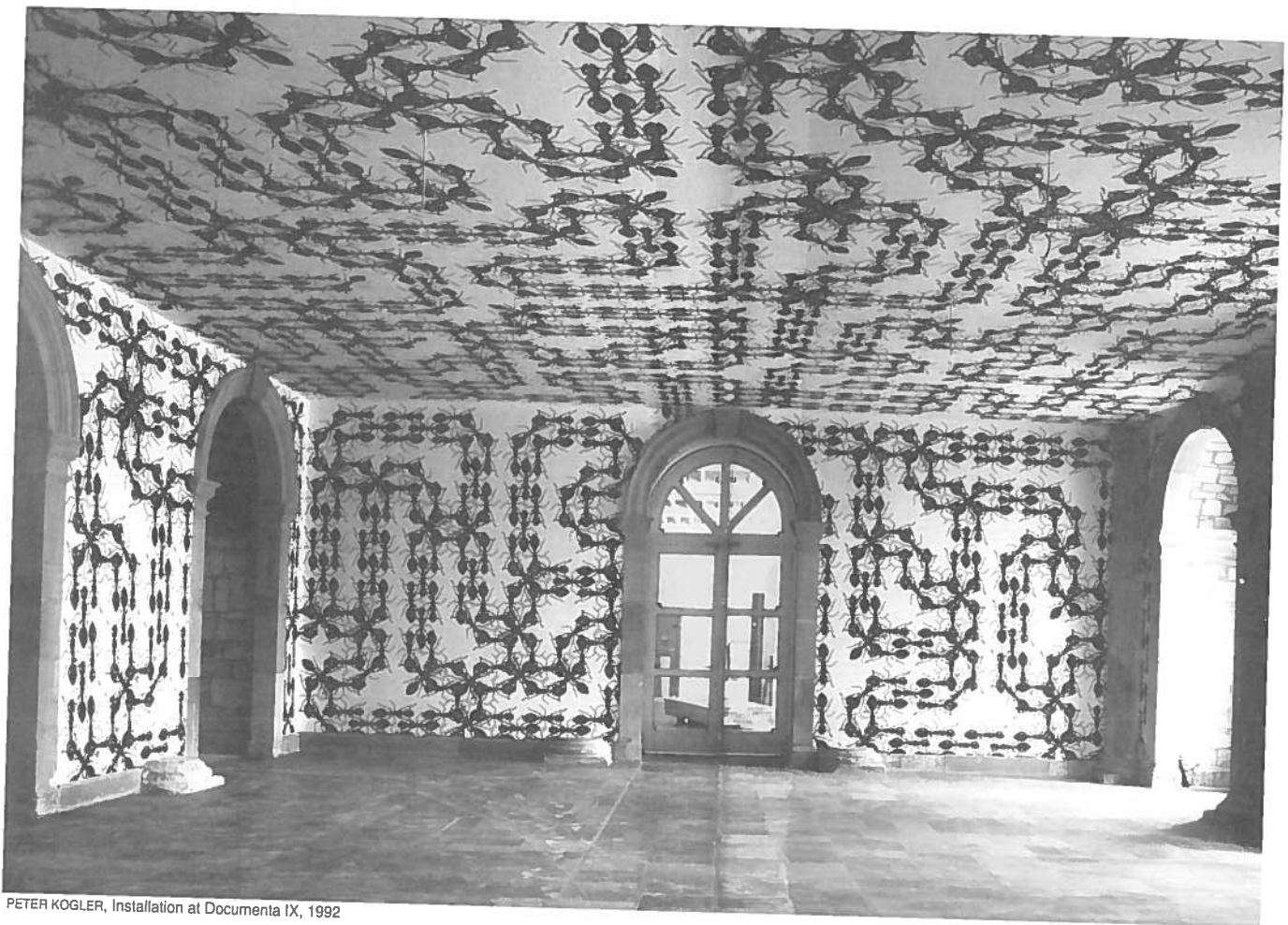


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EDGES

NEW PLANETARY PATTERNS

ONLINE!



PETER KOGLER, Installation at Documenta IX, 1992

Facilitating ToP™ Online

DUNCAN HOLMES AND MANFRED HUMPHRIES

If it is too costly or time-consuming to assemble a group for consensus across geography, you can do it all online, thanks to the development of ToP™ software.

For two years, the ICA office in Toronto has been experimenting with using the Internet to develop Online Facilitation Services. A team made up of Board members, including Duncan Holmes, a software expert and ICA member, Manfred Humphries, and a company CEO, have come up with four online services, which are now being used with other organizations.

Imagine facilitating 150 people in 150 different locations across a large territory through a workshop process online.

This is now possible through ToP™ Online Services developed by ICA Canada. Online Services use special software to make facilitation services available on either Internet or intranet. It fosters a common understanding among a group of people spread out geographically who may find face-to-face gatherings difficult.

Most of us spend time on the Internet. As the Internet expands, gigabits of unfocused information pass back and forth. Organizations are looking to online communications to save travel costs involved in getting people to one location. In addition, people struggle with decisions about the meaning of data, about building a consensus or even a sense of community.

So the question was raised: are our methods applicable to online use? Can we create the software that makes ToP™ tools relevant to the digital age? ICA Canada has been asked to transfer the methods we have used very effectively in face-to-face situations so that they can be used when face-to-face gatherings are not feasible.

We are currently working with four online facilitation services.

1. IDEAS

This is a brainstorming tool. The facilitator

emails a question to a group; responses are inserted automatically into a database. The facilitator then groups them, gives them a holding title, and publishes the data underneath the holding title on the website.

IDEAS' best use is in presenting questions on a given topic to groups of up to 50 people. The speed and unobtrusiveness of email works well for probing a specific issue within a small community. IDEAS is also excellent for sampling a portion of a large group to define the initial topics to be raised with the whole group.

2. CONVERSATION

CONVERSATION is a larger version of IDEAS. A question is put to a group, and the members are asked to associate their replies with other replies similar in meaning. The responses are grouped online by the facilitator. The program can deliver an entire set of focused conversation questions to an unlimited number of people over a protracted time. Reflection on what others have said, and the adding of replies and additional thoughts at any time, are made possible by conveying grouped feedback immediately yet allowing the range of holding statements to expand. The facilitator and his team can edit and group replies at any time—the facilitator can group on the fly. The conversation's findings are summarized and auto-published, while the holding statements and underlying data are still open for inspection.

3. FORUMS

FORUMS, a commercial product from Alaire.com, acts as a repository of Project and Topic information once the data is no longer au courant. It provides an evolving history of the group's knowledge base, but

it is also an interactive tool. FORUMS allow people to come back and search through the summaries and holding statements on a particular topic and then add their comments. Periodic review by the facilitator will indicate which topics need to be revisited.

Some projects will have topics with a much longer reflection period than others. FORUMS is the tool for the type of question that goes: "What changes have you noticed since the online project started, and what does this change signify?" FORUMS also allows the group to raise topics or questions which have no other venue for expression—questions about policies, procedure, troubleshooting topics and future directions. The facilitator examines the free-form input with the question, "Is this an issue, or will it become one?"

4. The FACILITATED CHAT

The FACILITATED CHAT is an adaptation of common chat technology, setting up a conversation with people online at the same time, but in different places. The facilitator puts a focused question to the online group. The facilitator prepares questions ahead of time, and he has a little notebook where he can compose his thoughts and inject those into the chat stream. The questions are set up so they continuously stay in front of the group at the top of their screen to remind them what they're responding to. He can pull together a consensus statement of the thoughts brought up in response to a focused topic.

Development of the Services

Information systems people on ICA Canada's Board had been asking for some time, "How can we use ToP™ methods online?"

There was some excited talk about the "groupware" that various members of IAF were putting out (everything from hand-held key-in pads for compiling and typing in stes of yesses and noes, to more sophisticated equipment). But it was clear that these approaches would not handle our methods.

Then we heard a CEO's vatic voice saying, "You can try this out in my company." This client wanted to form a membership community in his organization's members using ToP™ methods to do it. So we developed the software tools, and used them with that company. In the initial work there were very few face-to-face meetings. Duncan was related to the program for well over a year before he met most of the people face to face. He and Manfred would talk face to face on occasion, but most of it was done using IDEAS, CONVERSATION, the FORUM or FACILITATED CHAT.

This process helped us develop the software tools, but it was really only when we received funding for it, that the Online Service Project moved forward significantly. A small group of people in ICA would experiment with the software tools, to ensure they would work, and would then refine them. Next, we allowed a test group from the organization to use the software. Finally, we trained a sub-section of that group to use the software tools themselves, so that they could facilitate the work, rather than ICA. The software tools should be ready in the new year.

The research and experimentation period of developing these software tools was painfully slow. Manfred Humphries took the Group Facilitation course, and was convinced that facilitation could be used online. Duncan Holmes saw the opportunity. He realized that the Internet is not computers: it's essentially a nervous system connecting people.

Our initial efforts at using the software tools took mountains of time. For example, when we used IDEAS, we sent e-mails with questions. The answers were fired back, say from ten people. Working the data would take six to eight hours—just enabling the team to do the grouping process. Now we send out the questions, the data comes back and automatically goes into a database. We can very quickly do the groupings, sorting as we go. There's a space on the screen for the holding titles. You can then pull the team into chat mode to discuss the groupings, making sure they are all OK with the titles. It takes a mere half hour to group 80 pieces of data. Even if it took an hour, the amount of time saved is phenomenal.

ICA Canada's objective has been to build these software tools in such a way

that anyone with any kind of computer with Internet access can participate. Hardware and location are no barrier. The software is designed in such a way that if a news organization like CBC wanted to use it to build consensus around a topic, the program can be made to look and feel like a CBC application. In other words, the software tools are brandable, and chameleon-like. Anyone using ToP™ methods can make it look as if it's coming from their client group.

Operational Examples

The operation really took off when we received a contract and funding from a national membership organization. Working with and acting on input from Company members, we developed a Website that was of, by and for the members themselves. The people using the site are the members of the organization. We tied in the ToP™ methods with the software requested. For example, the program allows members to keep an online diary, but every four to six times that they go to their diary, the question comes up, "Would you like to review your last six diary entries?" If they say yes, a review of their diary entries appears on screen. The program then takes them through a focused conversation for reflecting on these entries. In this way, the methods are being used to help people reflect more deeply on what is happening to them on a day-to-day basis. In addition, over a period of time, they can catch emerging patterns when things go well, and when things go badly, and they can perhaps discern the contributing factors. They begin to learn from it and so shift the way they are operating. The refinements to FACILITATED CHAT allow them to take their chats to a different level.

There are now 9000 people in the organization who have used the site at least once. Many have used it on a regular basis. Those using the site remain members of the organization for a longer period than those who don't. Some are literally on it every day, some every week. They use it as a support mechanism for themselves, in relation to their involvement in the organization.

We are currently working with a group in an Ontario ministry. This ministry has initiated an information system for 150 locations across the province. Problems arise as to what information is relevant, how to interpret its impact and meaning for policy formation. It became clear to us that the people involved saw themselves as a community without any way of communicating among themselves. The system administrators were a little surprised that their people spread across 150 locations felt a kinship even though they had never met.

The software tools we provided give them the capability of becoming a community that solves its own problems, rather than relying on the Ministry. "I did it this way." "Oh, I did it that way." or "Doesn't this mean this?" They can learn as they go and so get a better understanding of their work.

As they realize they can learn from each other and work together, we anticipate real improvement in their client delivery as well as a shift from images of competition to images of cooperation. It should also change their relation to the Ministry. At times this can be quite negative. The pattern begins with negativity, moves towards antagonism and frustration and ends in despair: "So we'll just fill out the forms—so what?" This online program gives them the opportunity to change all that. It may even change the way the Ministry collects data, and the kind of data that is collected. This will happen through a much broader discussion among people who are using the system.

What It Takes

OK, you're a facilitator/consultant in the field. You're interested in this. So what does it take to add these tools to your kit? Initially, it takes training in the software tools. For people already trained in ToP™ methods, we will be able to do that training in using the software tools online. On another site, Wavemaker, we have one of our first attempts at using the methods online. In it, we teach people how to apply ToP™ methodology to build a focused conversation for use in an online conversation. When we have the software tools working right, we'll rebuild Wavemaker so that there is a public facility for doing that as well. This will make the conversation method broader and faster than with ICA sitting on top of the whole process and controlling it.

Other organizations can have access to these software tools. What is involved is a commitment to do it, plus a training fee, a fee to use the system, then a fee for storage (if people want to store their data on our server). Come 2000, it will be relatively simple for people to do that. If organizations want us to use it for them, it's simply a matter of calling us and we will facilitate it for them. Most of these software tools require only 15-30 minutes daily from the participating group.

If what's required is an ongoing, moving discussion that gets the organization somewhere, it will require more time of the facilitator. It's often easier to get members of an organization to commit to half an hour online everyday answering questions, than to get people to give a day or two days for a regular consultation.

Limitations, Challenges

Some of the limitations in using this are implicit in the computer technology. It's reasonably easy to handle a focused conversation in a conference call, but when you're online, there is neither voice nor body language to work with, just written expression. The mere act of moving from sitting in front of a group to standing in front of the group communicates something. You move your hands, you scratch your head, without even thinking about it. How do you do that online? Facilitators have to find ways to answer this question. More importantly: do people change their viewpoint by seeing all the information the way they do in a face to face situation? I don't think we have the data to know that yet.

A limitation from the other side relates to the ability to type. People used to 'hunting and pecking' may be left out. However, within the next five years, we may be able to talk to our computers and have them do what we want them to without using keyboards. Voice control and recognition has been the Holy Grail of IBM for 30 years—the longest standing project in their history. So 'hunting and pecking' may be a temporary limitation.

Of course, it almost goes without saying that a facilitator with a particular point of view or his own agenda can ruin the process very quickly.

Learnings

1. Once you start using ToP™ methods online, you can't walk away from them. The moment as facilitators we shift our posture with a group from consensus generation to arbitrary decision-making, we hear about it fast. As online facilitator, you get yelled at when you make decisions about how you are going to do something without consulting the group.

2. Facilitators are used to tracking their time based on the time spent in front of a group. What we are learning in online services is that online facilitators require more solitary time than usual. The facilitator has to be very careful about checking his understanding of what is being said with what, in fact, the group is saying. It's pretty easy to make snap judgements on the group's content. That's a difficulty. There's a second level of facilitation involved in checking back with the group to ensure that your interpretation of their content is what they actually meant. Another example of checking back occurs when an online participant's answer to a question is not clear. Because you don't have those additional cues, you may have to make sure what the participant meant. That's particularly critical when you're

dealing with individual data and putting together the initial groupings.

3. It all appears to take more time, but in terms of the time participants spend online, it doesn't. A workshop normally takes between two and three hours. If participants are working at 15-minute spurts a day, that means the process will go over 8-10 days, so there's a new understanding of the time things take and how online services deals with that.

4. In FACILITATED CHAT, it's very difficult for people to stay focused on the question they're answering. There's a propensity to follow associations very quickly. In a face-to-face group where answers come one at a time, you can ask, "Now Nancy, what did you mean by that? How does your response tie back into the topic?" Online participants can talk all at the same time. Of course, no matter how fast the typist, by the time a response is typed in saying, 'Jack, how does this relate to the question? What does it mean?', there can be six or eight other responses. So it is very easy to have two or three threads developing. The facilitator has to have a way to pull those in, or focus on one, and say, "We'll deal with these others later."

Other Potential Uses

1. These software tools can be used to build communities that at this time don't exist. Our pilot demonstration for the Ministry is an experiment in community building. They don't use those words, but that's what's going on.

2. From a facilitation and training point of view, these software tools give the ability to deepen training online, to provide mentoring, even group mentoring online, to do problem-solving and visioning online. When there is to be a face-to-face meeting, you can get people thinking about the topic online, long before the meeting begins. Then, at the meeting you may be able to take the topic from where it is and move it towards a new level of understanding or consensus.

3. There's also the possibility of opening up public dialogue on issues. Anyone could post issues on our Web site, and use these software tools to have a major discussion on a particular issue, pull out the streams of themes and issues and have a discussion on ways to deal with them, and so build the whole perspective on that topic.

4. Then think how disruptive it is within a corporation to take away a team of people for two days, or an afternoon for a meeting or workshop. These software tools could be incorporated into the day-to-day lives of the staff. Someone could spend ten minutes or two minutes working on the

response to a question that fits into a larger picture down the road. Consensus generation can meld with the day-to-day routine of an organization, rather than being treated as an isolated event used mainly to handle nasty situations and emergencies.

5. People learn facilitation and ToP™ techniques by using them. The corollary of that is that any facilitator who uses the techniques can maintain a more meaningful and more pervasive presence with his client. So, whereas you may have done three or four workshops a year with a client in face-to-face events, using these tools you could be doing weekly conversations with a client.

6. Another application is discussing movies or books. *Fight Club*, a movie that appeared in the Fall of 1999, was about kids going back to bare-knuckle boxing. People were saying, "The movie's not good, there's too much gore and violence." But if you go into any depth in the movie, you begin to see that it's really not about fighting at all. If you reflect at all deeply on the movie, you see what the main character is dealing with. Most people are unable to have that depth reflection, or don't take the time to do it. There's no reason why these software tools can't be used to take people through a focused discussion on the movie to discover what the movie is really saying about life. With the wide interest in discussing movies online, this could become a popular way to do that. The same goes for books. The use of these tools is as wide open as our imagination. ♦

Duncan Holmes is Executive Director of ICA Canada and ICA Associates Inc. Manfred Humphries is a member of ICA Canada; as president of North Star Aviation, he develops software for the testing of jet engines.

Courses

Community Development Intensive

June 19-23, 2000 in Alberta
August 14-18, 2000 in Toronto

The Art & Science of Participation

July 10-15, Toronto

For more information on pricing etc. contact Vicky Busch in Alberta at 780-675-5864 or Christine Wong in Toronto: 416-691-2491

Please note that the pricing is different for Alberta than for Toronto.

The Millennium Connection

Why not spend a week of your summer vacation at ICA's conference in Denver this year? Denver, Colorado, at the foot of the Rockies, is the site of the year 2000 ICA Conference, the Millennium Connection—an international conference for practitioners from seven social movements that are changing the world. The purpose of the gathering is to bring together and connect committed, innovative practitioners representing seven streams of social change, and to highlight projects that are making a difference in the quality of life of millions of people around the globe.

The conference runs from July 30 to August 5, 2000. Basic cost to participant (not including transportation) is US\$795.

Since 1984, the Institute of Cultural Affairs International has hosted five participant-driven, international conferences concerned with the re-emergence of civil society. These conferences were highly participatory and focused on practical sharing of approaches that work. Interchange, dialogue and designing creative responses to particular areas of concern in society are the aims of ICAI conferences.

The seven streams of this conference and the key question each will wrestle with are:

1. **Sustainable Community Development:** How can we facilitate more sustainable development in our communities, neighbourhoods and families for ourselves and future generations?
2. **Community Youth Development:** How can we promote and support the full and healthy engagement of young people in building sustainable community?
3. **Wholistic Lifelong Learning:** How does every individual become a lifelong learner?
4. **Philanthropy for Social Innovation:** How do we attract and invest social and financial capital in creative ways to maximize positive social change?
5. **Spirituality in Organizations:** What does a spiritually healthy organization look like
6. **The Art and Practice of Facilitation:** How do we create a culture of participation that fosters collective action for social innovation?
7. **The Arts for Community Transformation:** How can art be restored as an integral part of community life and used to heal society?

Potential participants and partners should contact the following Stream Coordinators directly:

- | | |
|---|--|
| 1. Sustainable Community Development:
Jim Wiegel, 4220 N. 25th Street
Phoenix, AZ 85016, USA
email: icaphoenix@igc.org
Phone (inside USA): (1) 800-742-4032;
(outside USA): (1) 602-955-4811 | email: icachicago@igc.org
Phone: (1) 773-769-6363, ext. 280 |
| 2. Community Youth Development:
John Oyler, Jim Wiegel
4220 N. 25th Street
Phoenix, AZ 85016, USA
email: icaphoenix@igc.org
Phone (inside USA): (1) 800-742-4032;
(outside USA): (1) 602-955-4811 | 5. Spirituality in Organizations:
David McCleskey
1216 Phillipsburg Road
Colquitt, VA 31737, USA
email: ourstory@aol.com
Phone: (inside USA) (1) 888-282-7737;
(outside USA): (1) 912-758-2866 |
| 3. Wholistic Lifelong Learning:
Cecil Gray, 651 Curtis Drive
Gettysburg, PA 17325
email: cgray@gettysburg.edu
Phone: (1) 717-337-6297 | 6. The Art and Practice of Facilitation:
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(outside USA): (1) 602-955-4811 |
| 4. Philanthropy for Social Innovation:
Carol Pierce
4750 N. Sheridan Road
Chicago, IL 60640, USA | 7. The Arts for Community Transformation:
Bill Grow
P.O. Box 22, Colquitt, GA 31737-0222
email: icacolquitt@igc.org
Phone: (1) 912-758-3707 |

Please Forward:
The Life of Liza Tod
edited by John Burbidge
ICA Australia
review by Janis Clennett

About this time of the year I like to have a good book to curl up with and drink in some warm inspiration to counter the cold Canadian winter. I found this to be just such a book.

This is a charming book about the life and times of a seemingly ordinary "proper English lady" that has been lovingly put together as a tribute by John Burbidge (the editor of *Beyond Prince and Merchant*) and the Institute of Cultural Affairs in Australia.

This book has two parts to it. The first part details her life from her birth in England to her husband's death when she was just past 60. She and her husband spent many years in India as part of the British military presence prior to World War II. Her descriptions of her life in India are remarkable. You can almost see and feel pre war India through her stories.

Liza didn't become involved with ICA until after the death of her husband and her move to Australia.

The second part of the book may be a little more difficult for some to wade through. This part contains her thoughts and wisdom as well as bits of her life past 60. Her bits of wisdom show a great deal of common sense as well as her deep regard for her fellow man. It also shows her deeply religious convictions.

As I went through the book, I felt inspired by the simple fact that here was a seemingly ordinary person doing some very unordinary things. It reminded me of how important and unordinary we all are and that is the essence of ICA philosophy—we are all social pioneers: we all want to make a difference in society.

Cost: \$37.95 + \$2.66.

To order please contact ICA:
Tel: 1-877-691-1422 outside Toronto
Tel: 416-691-2316 in Toronto
Fax: 416-691-2491
E.mail: ica@icacan.ca

A Miracle of Collaboration

JUDY HARVIE

Without a dialogue and collaborative leadership that holds our will to change, we are all on the Titanic.

Three recent immigrants to Canada were having coffee at a restaurant by the lake in Toronto when I overheard and then joined their conversation. Two were Greek and one was a Turkish Cypriot. They were starting a business partnership. Suddenly one of them said, "Here we are, all talking and planning and laughing together; but back home we were enemies. Why do our nations continue fighting? Can't they see we're all alike?" When we talked about it a bit, they realized with anger that their leaders were working from historically entrenched positions and assumptions, and there was absolutely no dialogue between the leaders and the citizens.

Leadership is about relational interaction and, in society, dialogue is the main conduit for that interaction. Dialogue and leadership have been the subject of new books, courses, conferences, readings—and research at ICA Canada over the past year. Developing social capacity for collaborative leadership is what ICA has been about for years. Effective dialogue, a major component of that, is just now coming into broader public understanding.

I want to share part of our journey with you and tell you about a new ICA book, *The Courage to Lead: Pioneering Social Change*, to be published in March 2000. Then I want to outline the latest learnings we have about the tools, the principles, and the structures which aid comprehensive dialogue. Lastly, I will share the results of our day of exploratory dialogue at our AGM last year, and describe some of the ongoing learning and research and physical structures that we'd like to see develop.

The upcoming ICA book, *The Courage to Lead: Pioneering Social Change*, opens up for public view the foundational underpinnings of ICA's Technology of Participation ToP™ developed over the last 40 years in 27 countries round the world. The book outlines the grounding methodologies for conscious relatedness (dialogue) to the self, society, the world and life. For leaders it commences with the personal mastery that relates the self to the self. It outlines the need for continual self conscious reflection and the recognition of every person's profound purpose and comprehensive responsibility. The sections on developing

capacity for self-understanding and reflection demonstrate the need of leaders to structure their self-talk, to dim the noise of internal babble, while continually holding every new thought consciously in the mind, reflecting on it before acting. The four levels of self-conscious reflection described (objective, reflective, interpretive, and decisional) are the basis for the group process of dialogue that is used globally in ICA group conversations. Leaders soon recognize that all group conversations must contain each of the four levels of dialogue if they are to be meaningful.

The book moves on to how to make a difference in society. It is here that the leadership tools for social pioneering are articulated. William Bridges in describing transition, talks about the neutral zone in between what was and what was yet to be. It is in this neutral zone that leaders really act as agents of change. They are the ones who recognize the new faces of reality between what is and what is possible. They collaborate at every point in the continuum between the old and the new with the people who are there. This requires visionary dialogue that gets everybody operating out of the same ballpark of understanding. By going through the chaos of transition and providing enough dialogue space to hold all differences and assumptions, leaders can effect collective transformation.

Finally, the book discusses how leaders relate to the natural laws of life and the world. Here we realize the importance of a leader's comprehensive perspective, understanding the connectedness and the oneness of all. The underlying theory is the systemic nature of life. Great leaders stretch their context of belonging and develop new dimensions of whole system awareness. They understand that they are part of the holographic universe, which is fluid and continuous. This understanding can lead to new efforts to embrace diversity.

Recently, the young men from a major private school in Toronto, who had known only wealth and privilege, gave several hours a week to embrace an academic coaching activity with young men their age from inner city schools, who had only known adversity and poverty. Both sets of students benefitted. They realized they

were all one. They had similar emotions, feelings, and learning needs. Each expanded his horizon of awareness. A great leader catalyzed that project and in doing so helped to develop future leaders who will understand that dialogue across the sometimes wide divide of personal circumstance is not only possible, it enlarges each participant's experience and understanding. The ways of relating described in *The Courage to Lead: Pioneering Social Change* constitute the grounding disciplines for authentic leaders.

Next we turn to our recent learnings about dialogue. As John Ralston Saul pointed out in *The Unconscious Civilization*, dialogue is now the loudest from special interest groups. How do we create meaning out of the sound of a symbol? It is difficult when today advertising and TV empties words of their real meaning and shapes them purely to create a desired impact. The World Trade Organization is trying to meet in Seattle as I write. Protesters fill the streets. Now this is partially because the leaders would appear to have altered the meaning of "trade". It comes from the old English word meaning to "tread a path" that is, the path of one's life work or profession.

With linguistic reductionism, it now more narrowly refers to commercial transactions only. This is a prime example of language used by leaders that is not connected to reality and citizens recognize this. Ideologies rush into the vacuum and the focus shifts to competition among the ideologies.

The extent of the protests against the World Trade Organization around the world is a reflection of a disenchantment with leaders who speak without meaning what they say. This provides a real opportunity for those leaders who give actual meaning to their words, who authentically feel and experience what they say. William Isaacs, a lecturer and researcher at MIT, who has written a book called *Dialogue and the Art of Thinking Together*, calls this capacity "Voicing", that is, integrating thought and speech. When there is minimal dissonance between thought and speech, the leader elicits trust. Isaacs sees Voicing along with unfettered listening, respecting others' positions, and suspending judg-

ment as essential capacities to engendering dialogue with shared meaning. If leaders display a singularity of content and intent, synchronize their thought and speech, and hold constant their awareness of silence and sound, then thought and energy come together in a kind of spontaneous combustion. It is seamless and transparent. Listeners and dialoguers can believe what they hear.

It is difficult today to go to that place between the words where silence exists, as the exterior world and often the interior world are so noisy. The conscious leader examines the thoughts that precede dialogue and checks them out for opinions, assumptions, ideas and impulses, and then steps into the silence behind them and moves out of that unfettered silence towards conversation. That requires a disciplined concentration at a meditative level—not easy in today's environment of chaos, sound bites and quick fixes.

David Bohm applied his theories of quantum physics to the process of dialogue and in doing so had some of the most profound insights into dialogue we have to date. He noticed that group dialogue when it reached a level of cohesion resulted in an unfolding of the implicate order; in other words, what was already there simply emerged. His theories demonstrated the connectedness of the universe, which is what groups feel after effective dialogue. He knew that there was coherence in all, both seen and unseen. He related the unseen to gestalt themes emerging out of whole system group dialogue which provides a key to higher level communication.

Glenna Gerard, author of a book on dialogue with Linda Ellinor, identifies more core capacities for effective dialogue. She says leaders must only enter dialogue after they have suspended their judgment and identified their assumptions. Inasmuch as true dialogue is a creative process, it is not unlike writing or painting, in requiring a suspension of judgment, before it can happen. If I think I cannot write or severely judge my ability to paint, my creative powers will be stifled before I start. Gerard also talks about listening on three levels. We must first listen to ourselves (clear our head talk) then listen to others (while suspending judgment), and then listen for the patterns of the whole, the spaces in between the collective dialogue, from where the new reality emerges. She also says leaders must live in the eye of the question. The tough questions like, how, what, where, and when, open up the dialogue and invite new viewpoints. This process requires new skills and capacities for a society that debates everything, often uses defensive language, and is dysfunctional in that it

doesn't say what it means. An example of this in popular culture is the recent movie *American Beauty* where very little of the dialogue that surfaces reflects the underlying thoughts of the speakers and if it does, the listeners don't hear it. When I took art lessons, one of the first things I had to learn was not to look at the objects I was painting, but to look at and paint the space in between. That negative space constructed the image of the object. In the same way a new reality often arises out of the spaces in between our group conversations.

There are many other tools a leader can use to promote shared meaning, but it almost always requires restructuring our current modes of dialogue. Conscious meaningful dialogues require lots of reflection time. They demand that we put relationing first and reaching decisions second, and that we put shared understanding ahead of closure as an objective. In today's fast paced world, dialogue leaders must practice slowing down, they must demonstrate their vulnerability (they can't know it all), support diversity of thought, operate in a roleless mode, and understand that their responsibility for shared understanding is stronger than having power or control. That is one of the paradoxes of leadership, a leader must let go of control to gain a diversity of ideas. None of these behaviours are especially comfortable or well honed in today's culture. Leaders need practice in these behaviours and structures of interaction, which run contrary to our existing social interaction narrative about what works.

We discovered at our AGM and conference on dialogue last year that we all had more to learn about the principles and tools and capacities of dialogue. Sixty-three people from different parts of Canada, the staff, and members of ICA Canada spent a day focusing on the topic of dialogue. During that day of action research and facilitated conversation, we grappled with questions on the role of dialogue in change, trends in dialogue, and possible topics for research. The participants all agreed that dialogue takes time, requires trust, commitment, a safe space, and balancing people, roles, and tasks. Probably one of the more meaningful insights occurred when someone said in a loud voice, "People have to learn to listen with their hearts."

The participants felt that the constant change in the business world where people fear losing their work, had led to decreased risk-taking in dialogue. Leaders understanding this will try to create a forum of truthfulness where risk is honoured. This anxiety and fear is quite pervasive in our society. Recently honoured at a national contest for innovative youth, a young man (one of 10 finalists out of 500), Ross

Lockhart, said, "We are raised to see every stranger as a potential threat, every group of young people as a gang in the making, and every place we go as unsafe. Why should we reach out when we are told there is danger all around us?" This same young person was asking questions about how we can reclaim our communities. He said, "Our living standards will only truly improve if our community's quality of life and social interactions improve."

Where do we go from here? Clearly the ICA conference pointed to a need for ongoing research on developing methods and tools for effective dialogue as well as standards for measuring that effectiveness. There was a stated need for not only safe environments but deliberate physical structures purely for holding dialogue. Companies such as Ford, KPMG, and Shell have all set aside special places for dialogue. The upcoming Centre for Dialogue at Simon Fraser University in Vancouver is especially designed in the round, to facilitate free flowing, equality of opportunity in dialogue. There it will be possible for broadly diverse groups to practice and take part in facilitated dialogues. This is a model which could be replicated in other urban centres. It can also serve as a place for research into such areas as inter-generational, inter-cultural dialogue, lessons from history and successful methods.

Conference attendees also saw the need for inclusivity in learning circles and ongoing dialogue practice forums. ICA (the Institute) whose role is research, action, learning, and project demonstrations, will as one outcome, set up in-person and on-line study and discussion groups next year to practice dialogue and learn about transformational leadership.

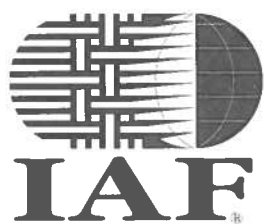
The public space for authentic dialogue has been so diminished in our society by the media, business, and government, that people are longing to participate again in open public dialogue that has shared meaning. Social pioneers, transformation leaders, listen up, your authentic voice is needed. It is time to rekindle our social capacity to participate in collaborative leadership.

Now, we all too often think alone. We can think together with dialogue and then act together in a meaningful, value-based way. Only then can we catalyse the shift in consciousness needed for all six billion of us on this planet to accommodate sustainable ecology, compassionate community, and spirit-infused civilization. Without dialogue and collaborative leadership to hold and guide our will to change, we are all on the Titanic. ♦

Judy Harvie is Chair of the ICA Canada Board. She lives in the Kingston area.

World

THE ART AND MASTE



International Association of Facilitators

*Sheraton Center
Toronto, Canada*

PRE-CONFERENCE SESSIONS

April 26-27, 2000

CONFERENCE SESSIONS

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Worlds of Change

RY of FACILITATION

Facilitation is the emerging profession of the 21st Century.

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ORGANIZATIONAL CHANGE



TWO-DAY PRECONFERENCE SESSIONS

ToP™ Secrets of ImplementationOC3A

Transforming Facilitation: Opening Space/
Transformer l'animation: Place à un nouveau dialogue ...DC4A

ONE-DAY PRECONFERENCE SESSIONS

Meaning That MattersOC13B

The Changing Nature of Change: Whole-System
Methods for Shaping the Future.....OC14B

Unleashing the Magic: Enabling
Whole-System Organization ChangeOC15B

Designing and Facilitating Exciting
Strategic Planning RetreatsOC16B

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Organizational Vision to Day-to-Day Activity OC43C

Create a Wall of Wonder
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Facilitating Organizational Self-AssessmentOC45C

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Implementing Change at SIUSD:
An Unfinished Case StudyOC96D

Going Virtual! How to Successfully Apply
Internet Technology to Your Collaborative Practices.....OC97D

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What Every Facilitator Should Know
about Strategic PlanningOC120E

Facilitating Large-Group Interactive Events:
The Most Powerful Change Management
Intervention Since Team BuildingOC121E

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Life-Enhancing Workplaces and the Role
of FacilitationOC135F

Trust & Betrayal in the WorkplaceOC136F

PROFESSIONAL DISCIPLINE



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Your Rubber Raft for Whitewater Change.....PD5A

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Training Secrets for Facilitators.....PD6A

ToP™ Group Facilitation Methods.....PD7A

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Facilitating Higher Consciousness Organizations.....PD23B

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Isolating Your Client's Need.....PD25B

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I Didn't Mean What You HeardPD64C

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Chasing the Goddess' Shadow:
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Telling Clients What You're Really Thinking.....PS104D

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- Animation communautaire.....SC26B

COMMUNITY BUILDING



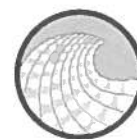
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Mapping Workshop—RAFF it UP!CB1A

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- Médiation et résolution de conflitCB9B

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FULL-DAY FACILITATOR FORUM

- Facilitating Gender Sensitivity: Creating New Spaces
or Crowding the Room?DP119E

One and Two Day Pre-Conference Sessions of IAF 2000 Toronto are top quality training events scheduled on Wednesday April 26 and Thursday April 27. One does not have to be a conference registrant to participate in these training events. The cost is as low as CDN\$225 (See Registration Form on inside back cover). Session descriptions can be found on the next three pages.

The basic conference fee of CDN\$520, valid for IAF members until March 1, includes a full two days of 90 minute, 180 minute, half-day and full day Concurrent Sessions and Facilitator Forums on Friday and Saturday. It also includes the Thursday opening dinner, Friday lunch, Saturday lunch, the Saturday Dinner and Dance Party, and Sunday breakfast. Additional Saturday Dinner and Dance Party tickets can be purchased after March 15. Hope to see you there!

There are a limited number of conference seats available at half price for full time students. Some conditions apply. The Conference Registrar can put you on a waiting list for reduced rate conference seats if you are sponsored by a neighbourhood not-for-profit organization.



International Association
of Facilitators

IAF Conference 2000 Toronto

The Art and Mastery of Facilitation: Worlds of Change

Toronto Sheraton Centre
Ontario, Canada

PRE-CONFERENCE SESSIONS

TWO-DAY

Wednesday and Thursday
April 26-27

ONE-DAY

Wednesday, April 26
Thursday, April 27

Pre-conference training sessions immediately before IAF Conference 2000 present a tremendous opportunity for exposure to and training from highly qualified facilitators from around the world. These trainers and facilitators, most of whom are not practitioners of ICA's ToP™ Technology of Participation, have been selected using a rigorous IAF peer review process. ICA Canada urges you to come and learn skills in many other disciplines of effective facilitation.

CB1A Two Day, April 26 & 27 ALL LEVELS

COMMUNITY CAPACITY BUILDING AND ASSET MAPPING WORKSHOP—RAFF IT UP!

Susan Roberts and Graham Mitchell

Facilitators who work with individuals, businesses and organizations work to find effective ways to build community. This workshop shares a versatile and flexible community-building path that focuses on (1) discovering the assets and gifts of a community and its citizens and (2) finding ways to mobilize them.

DP2A Two Day, April 26 & 27 EXPERIENCED

THE ESSENCE OF FACILITATION: 12 KEY DISTINCTIONS

Dale Hunter

This innovative workshop enables the facilitator to practice at a new level of richness and subtlety. Working with key distinctions including purpose, culture, being with, power with, intentionality and ruthless compassion, we will learn to demonstrate these distinctions, notice when they are missing and generate them in a group as needed in the moment.

OC3A Two Day, April 26 & 27 EXPERIENCED

TOP™ SECRETS OF IMPLEMENTATION

Marilyn Oyler and Gordon Harper

Why are good plans so often not implemented? How do we as facilitators set people up for success in carrying through on the plans we help them create? Using a four-dimensional model of the journey of implementation, this newest, highly interactive course in ICA's Technology of Participation ToP™ series provides methods and tools to help groups launch, sustain, modify and bring closure to implementation processes.

OC4A Two Day, April 26 & 27 ALL LEVELS

TRANSFORMING FACILITATION: OPENING SPACE

Larry Peterson, Diane Gibeault and Marcelene Anderson

Open Space Technology creates the conditions for self-organizing and transformative behaviour and can change the way you do "facilitation." On the first day, we will explore the challenges and the opportunities of transforming facilitation using Open Space Technology. On the second day, we will reflect on what we have learned and on the use of Open Space Technology. Participants will receive a report of the Open Space day and hear stories about the use of Open Space in a variety of settings.

PD5A Two Day, April 26 & 27 EXPERIENCED

YOUR RUBBER RAFT FOR WHITEWATER CHANGE: A FRAMEWORK FOR FACILITATION

Lisa Marshall

Learn to use language to facilitate more effectively. Just as the syntax of a language generates results, there is a behavioural syntax which creates effective results, if only you can observe it. Learn to recognize and facilitate this behavioural framework and you'll have a new set of tools to make your facilitation both more transparent and more effective.

PD6A Two Day, April 26 & 27 EXPERIENCED

HOW TO DESIGN WORKSHOPS THAT SELL: TRAINING SECRETS FOR FACILITATORS

Guila Muir

Great facilitators need three essentials to become great trainers: a coherent design in which to "package" their skills, the ability to make adult learning principles come alive and the use of presentation techniques which encourage participation while ensuring that learning has occurred. In this workshop, you'll have fun while you develop your own ready-to-use lesson plan, deliver a participatory "mini-training" in your area of expertise and receive principled, helpful feedback. From this session, you'll ensure fantastic workshops every time!

PD7A Two Day, April 26 & 27 ALL LEVELS

TOP™ GROUP FACILITATION METHODS

Lynda Baker and Jane Stallman

Learn three methods used around the world to activate group participants: the Focused Conversation, Workshop and Action Planning methods. Gain hands-on experience as you practice and explore ways to apply them to your specific situation. Experience the integration of both logical and creative thinking in a participatory planning process.

SCBA Two Day, April 26 & 27 EXPERIENCED

FACILITATIVE LEADERSHIP PRACTICUM: DESIGNING EVENTS THAT MAXIMIZE INCLUSIVE PARTICIPATION AND PROFOUND RESPECT

Jean Watts

Learn how to design facilitation procedures for inclusive participation and profound respect. In this session, you will gain insight into your facilitation style, deepen your understanding of the philosophy and principles behind Technologies of Participation (ToP™) guided dialogues (ORID) and consensus workshops and learn how to design procedures that address every participation style.

MÉDIATION ET RÉOLUTION DE CONFLIT

Ina Motoi, Nicole Constant, Rita Czarny

La médiation est un processus coopératif de prise de décision librement consenti où une troisième partie facilite une entente entre les parties en conflit. La solution est ainsi identifiée de commun accord pour une satisfaction mutuelle. Pour ceci il faut faire l'apprentissage d'habiletés de base pour s'en sortir gagnant-e et adresser les enjeux des conflits. Le rôle de la médiatrice ou du médiateur c'est de gérer le processus de médiation et la situation conflictuelle et de faciliter cette prise en charge par les différentes parties en conflit.

PS17B Wednesday, April 26 ALL LEVELS

FUN SYMPOSIUM

Bernie DeKoven

Mostly, you'll be playing games. Which, of course, is the best possible way to learn about the dynamics of games and the functions of fun. If you are a facilitator who is aware of the value of a healthy sense of humour, here is an opportunity for you to explore the power of play in healing the team spirit.

DPI2B Wednesday, April 26 EXPERIENCED

TRANSFORMATIONAL THINKING: DIALOGUE, REFLECTION AND CHOICE-CREATING

Jim Rough

Meetings are usually designed for transactional talking and thinking vs. transformational talking and thinking. This is the difference between "discussion" vs. "dialogue", or between "problem-solving" vs. "choice-creating." Consensus, trust, breakthroughs, the essence of quality and the feeling of involvement require a transformational process. In this session we will explore the nature of transformational thinking and how to facilitate it.

PS18B Wednesday, April 26 ALL LEVELS

WAS MY FACE RED! FACILITATING THE TOUGHEST TOPICS WITH EASE

Glenn Cosburn and Karen Duncan-Cosburn

Have you ever been asked an overly personal question or had to communicate/perform/facilitate under embarrassing circumstances? In these days of blurred boundaries between personal and professional lives, human resources professionals and facilitators often find themselves in sticky situations. This workshop shows you how to address everything from office romance to substance abuse easily and without embarrassment to either you or those you're working with.

OC15B Wednesday, April 26 ALL LEVELS

UNLEASHING THE MAGIC: ENABLING WHOLE-SYSTEM ORGANIZATION CHANGE

Sylvia James and Paul Tolchinsky and Eric Qualkenbush

In this highly interactive workshop, experience Whole-Scale™ Work Design. Participants will develop techniques to engage both small groups and whole systems (100-1000 people) in the discussions and decisions that enable them to recreate and reinvigorate themselves—for faster and sustained change. Go on the journey of the Office of Training and Education of the CIA (US Central Intelligence Agency). It is being transformed from an inflexible, hierarchical government bureaucracy to an agile, customer-centred business enterprise.

PD22B Wednesday, April 26 INTRODUCTORY/BASIC

FACILITATORS' SURVIVAL GUIDE: A-Z TECHNIQUES OF THE PROS

Bruce Hyland

Learn and experience techniques the pros use to ensure survival and get rave reviews. This is a live-action reader's digest of facilitation design, led by a presenter who loves his work! A shorter version of this highly rated workshop had waiting lines at the 1998 and 1999 conferences.

DPI0B Wednesday, April 26 ALL LEVELS

FACILITATING HARMONY IN DIVERSITY: USING DELIGHTS, PUZZLES AND IRRITATIONS TO MEET THE CHALLENGE OF DIVERSITY

Asma Abdullah, Ann Epps, Amy Wan and Lesley Hoh

This lively, interactive session provides key concepts and tools for facilitating cross-cultural groups and situations. Participants will learn a nine-point model for analyzing cultural differences, exercises for disclosing and appreciating diversity and methods for facilitating groups experiencing cross-cultural tensions. Participants will receive a manual with background material as well as workshop templates for designing customized cross-cultural sessions.

PD23B Wednesday, April 26 EXPERIENCED

FACILITATING HIGHER CONSCIOUSNESS ORGANIZATIONS:**A ONE-DAY LEARNING COMMUNITY**

Myriam LaBerge and Don Haythorne

The human species is at the unfolding edge of the Big Universal Story of Evolution. It began when everything in the known universe burst forth as energy, light and potential. We are made of that stardust. Our species has developed amazing technological abilities. This workshop will focus on the

question: What is the role of facilitation in assisting organizations, communities and leaders to become "conscious co-creators" with the universe and to evolve our institutions in sustainable, ethical and compassionate ways commensurate with our human power to create or to destroy?

PD25B Wednesday, April 26 ALL LEVELS

ISOLATING YOUR CLIENT'S NEED: FROM SPONSOR INTERVIEW TO DETAILED AGENDA

Michael Wilkinson

What do you do when your sponsor gives you an ambiguous statement of need? What do you ask to better understand the purpose and desired outcomes? What information do you need to prepare a workable agenda and a guide for facilitation? This workshop will provide a structured process for understanding your client's need and transforming that need into a detailed facilitation guide. Attendees will receive *The Facilitation Guide*, a workbook and diskette for fifteen common facilitated sessions (a \$75 value).

PS19B Thursday, April 27 ALL LEVELS

BECOMING A MORE CONFIDENT, SPONTANEOUS AND EFFECTIVE FACILITATOR THROUGH IMPROV THEATRE TECHNIQUES

Izzy Gesell

Learn how to play, use and understand improv techniques to keep yourself and your audiences involved, focused and interested. You'll experience how improv works, why it is such a powerful facilitation tool and how to increase your comfort level while using these games and your confidence level while living your life.

PD20B Thursday, April 27 ALL LEVELS

MARKETING WITH SPIRIT

Carol Hallyn

This energizing, interactive workshop provides a step-by-step methodology to discover your inner marketing belief system as it relates to cultivating new clients. You will investigate how to *position* your services, find and effectively qualify prospects and *naturally* close a sale. You will also have the opportunity to develop a Marketing Action Plan for immediate implementation.

DPI1B Thursday, April 27 ALL LEVELS

MEDIATION SKILLS FOR FACILITATORS

Zena Zumeta

Facilitators often encounter conflict and wish they had mediation skills to handle it! Learn the basic approaches and skills of a

mediator. You will study the stages of the mediation process, mediator attitudes during conflict, framing and re-framing issues as a mediator and negotiation processes.

OC14B Thursday, April 27 ALL LEVELS

THE CHANGING NATURE OF CHANGE: WHOLE-SYSTEM METHODS FOR SHAPING THE FUTURE

Peggy Holman and Tom Devane

High-involvement, systematic change methods are entering mainstream organizational and community life. Participate in a hands-on exploration of trends in change and options for transforming an organization or community. You will self-organize to co-create answers to your most provocative questions on change, gaining conceptual and real experience with today's choices.

OC16B Thursday, April 27 INTRODUCTORY/BASIC

DESIGNING AND FACILITATING EXCITING STRATEGIC PLANNING RETREATS

Bob Vance and Cynthia Vance

Learn a successful strategic planning format, Shared Vision and Action Planning, that your clients won't forget! See and practice exciting graphic techniques such as Visual Accomplishments, Organization Visioning, Strategy Wall-Boarding, Strategy Critical Success Briefs, Priorities Matrices and Action/Implementation Stand-Ups. Includes a 30-page procedures manual.

OC13B Thursday, April 27 ALL LEVELS

MEANING THAT MATTERS

John Epps

We will incorporate the findings of previous think tanks on Technology of Meaning and build on them. A series of exercises will assist us in discerning the meaning of our work in terms of its significance, purpose, artistry and impact. Following a discussion of the results, we will work in teams to develop ways to assist client organizations to perceive and to exude the meaning that they embody.

PD21B Thursday, April 27 ALL LEVELS

BEYOND WORDS: VISUAL TECHNIQUES FOR FACILITATORS

Jennifer Hammond Landau

Is a picture worth 1,000 words? Experience the unlimited possibilities of simple visuals and familiar metaphors to support a meeting or bring out the best thinking of your team. Learn basic recording and drawing. Practice using large visual images such as a tree or a ship at sea to guide conversations. Explore

going beyond words to bring meaning to the surface and to visually synthesize information. If you have ever reached for a cocktail napkin, just imagine what you can do with a whole wall!

PD24B Thursday, April 27 EXPERIENCED

FACILITATING DIFFICULT CONVERSATIONS

Roger Schwarz and Ann Davidson

As facilitators our effectiveness decreases as the situations we face increase in difficulty, threat or embarrassment for us. In these situations, we may actually worsen our client's situation rather than help improve it. Learn how this can happen, how to increase your effectiveness in tough situations and how changing yourself can transform both your clients and your relationships with them.

N.B. This workshop involves an advance writing assignment due April 15. You will receive the assignment after you register.

SC26B (FRANÇAIS) Le jeudi, 27 avril TDUS LES NIVEAUX

ANIMATION COMMUNAUTAIRE

Ina Motoi

Comprendre comment créer et structurer une communauté et la développer autour de son propre développement personnel. Saisir ainsi quels sont les besoins des gens à partir de leurs conditions de vie. Identifier comment mettre sur pied un *processus de changement* qui intervient dans la dynamique communautaire. Ce processus se pose d'abord comme regroupement. L'apprentissage de *la prise en charge du processus* mènera au Mieux-Être de chacune. Le groupe ainsi formé décidera s'il devient ou non communauté. Il se donnera des outils qui lui faciliteront ce cheminement dans la communauté et réfléchira sur les moyens d'animation communautaire.

ICA Post-Conference Courses

After the conference ICA Canada is offering two advanced level ToP™ course for those who want to take advantage of their stay in Toronto. Each of these two day courses includes a manual, one hour of telephone support, and counts towards ICA's three year Advanced Facilitator Program. For information or to enrol in these courses, please call ICA Canada directly at 1-877-691-1422. *Please do not call the IAF Registrar, nor use the IAF registration form.*

Monday and Tuesday, May 1 and 2, 2000

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, and 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.
- Build and sustain momentum toward completing the plans.

Cost: Cdn\$395 plus GST

Prerequisite: Group Facilitation

Monday and Tuesday, May 1 and 2, 2000

POWER OF IMAGE CHANGE IN TRANSFORMATION

Internal Images and Behavioural Change

In this course, learn the mental modeling which can change self-image and behaviour. Facilitators can use this powerful tool to generate motivation, momentum and action within a group. Imaginal Education is ICA's proprietary methodology for shaping perception, exposing assumptions and creating mental models.

- Understand behavioural change.
- Apply methods of behavioural change.
- Diagnose roots of poor performance in a group.
- Reframe facilitation as a transformation skill.
- Equip yourself with deeper insights into facilitation methods.
- Become a powerful facilitator.

Cost: Cdn\$395 plus GST

Prerequisite: Group Facilitation



International Association
of Facilitators

REGISTRATION FORM

(PLEASE PRINT)

Given Name _____ Nickname for badge _____ Family Name _____
 Company/Organization _____
 Position/Title _____
 Street _____ Apt. # _____ City _____
 State/Province _____ Country _____ Postal Code/Zip _____
 Phone (Day) _____ (Evening) _____
 Fax _____ E-mail _____ Web site _____

CONFERENCE REGISTRATION FEES

IAF MEMBERSHIP FEE \$100 US/\$150 Cdn
☐ Renewal ☐ New Member

\$

BASIC CONFERENCE FEE

BY MAR 1, 2000

MAR 2-APR 30, 2000

☐ IAF Member

\$345 US

\$420 US

\$520 Cdn

\$630 Cdn

\$

☐ Non-member

\$500 US

\$575 US

\$745 Cdn

\$855 Cdn

\$

PRECONFERENCE TRAINING SESSIONS (ADD TO BASIC FEE)

☐ ONE-DAY SESSION (S)

BY MAR 1, 2000

MAR 2-APR 30, 2000

\$150 US

\$200 US

\$225 Cdn

\$300 Cdn

\$

Session code _____ Session Title _____

Session date ☐ Wednesday, April 26, 2000 ☐ Thursday, April 27, 2000

Session code _____ Session Title _____

Session date ☐ Wednesday, April 26, 2000 ☐ Thursday, April 27, 2000

\$

☐ TWO-DAY SESSION

BY MAR 1, 2000

MAR 2-APR 30, 2000

\$300 US

\$400 US

\$450 Cdn

\$600 Cdn

\$

Session code _____ Session Title _____

TOTAL

☐ in US dollars

☐ in Canadian dollars

\$

PAYMENT OPTIONS

Registration must be accompanied by payment.

☐ Cheque or Money Order enclosed payable to "International Association of Facilitators"

☐ Credit Card (US\$ Only):

☐ Master Card ☐ Visa ☐ American Express

Card # _____ Expiry date _____

Authorized Signature _____

You can reserve session seats after January 15th on-line at the IAF2000 website <www.icacan.ca> or by calling the Registrar and requesting session reservation, on a first-come first-served basis.

DIET RESTRICTIONS

Please specify _____

VOLUNTEER OPPORTUNITIES

☐ I am interested in volunteering during the conference

SHARED ACCOMMODATION

☐ I want to share a room with other participant(s).

Room-mate preference:

☐ Male ☐ Female

☐ Smoker ☐ Non-smoker

We will share contact information with other participants who want to share a room. You are responsible for making all arrangements.

HOW DID YOU FIND OUT ABOUT IAF CONFERENCE 2000 TORONTO?

☐ Colleague ☐ Previous IAF conference

☐ IAF mailing ☐ ICA mailing

☐ Web site (specify) _____

☐ Edges magazine ☐ Listserv (specify) _____

☐ Other (specify) _____

Complete and return this registration form to:
 Peggy Bushee, Registrar IAF Conference 2000 Toronto,
 7630 W. 145th St., Suite 202, St. Paul, MN 55124 USA
 Fax: 612-891-1800 Email: iafoffice@igc.org
 Toll free 800-281-9948
 You may also register online at <www.icacan.ca>

For ICA members

We'd like to update you on some of ICA Canada's activities. After nearly three years of soul searching, planning and preparation, ICA Canada has formed a new, for-profit corporation, ICA Associates Inc., providing facilitation, training and consulting services. ICA Canada, the not-for-profit registered charity, which we refer to these days as "The Institute" will focus on social transformation, research, education and project demonstration. Flowing out of our research and education mandate, the Institute has begun a number of initiatives. The first of these is "The Social Pioneering Project" in three parts:

1. A book on ICA/OE/EI's foundational understandings, titled *The Courage to Lead: Pioneering Social Change*. This will be published in time for the International Association of Facilitators Conference 2000 Toronto in April 2000. *The Courage to Lead* describes twelve stances or facets of the social pioneer. The manuscript is complete and undergoing second edit.

2. A journal, titled *The Social Pioneering Journal of Quotations*, is based on the 12 stances of the social pioneer. Each of the 366 pages consists of the day's date, one of the 12 stances, and a quote from the book related to that stance. There is space to write reflections on the day. The manuscript is complete. It will go on our Web page and be published in book form later in 2000.

3. A *Social Pioneering Study Book*, consisting of 13 lesson plans on *The Courage to Lead*. The idea is that a group could study the book in a quarter, one chapter each week, and the final session on recap and celebration. We plan to have this ready by June 2000. ICA Canada will stage a thirteen-week course based on the book in the Fall of 2000.

A special introductory offer for the *The Courage to Lead: Pioneering Social Change* is as follows: The first 200 books ordered by e-mail or fax will receive a special price of \$20.97. No phone orders. After that, the book is expected to sell at full retail of \$29.95 + \$2.10 GST. Total \$32.05. The latter price, however, is subject to change.

With this project goes a funding campaign to raise \$13,000 to get these publications off the press and into the market. We are appealing to present and past members, course graduates and old friends for donations to this end.

Books and Other Resources

We carry a line of books and resources, only some of which are listed in the Facilitation Skills Training Catalogue. They are:

THE OTHER WORLD by Jon and Maureen Jenkins. \$34.95 + \$2.45 GST

PLEASE FORWARD: THE LIFE OF LIZA TOD

compiled by John Burbidge, published by ICA Australia \$37.95 + \$2.66 GST

THE HERO'S JOURNEY, a video by Bill Staples

The Canadian Institute of Cultural Affairs \$24.95 + \$1.75 GST

"18 SMOKE SIGNALS", a paper on social trends

by R. Brian Stanfield, The Canadian Institute of Cultural Affairs \$10.00 + \$0.70 GST

EDGES reprints - \$3.00 each + \$0.21 GST

All shipments in Canada are subject to a \$3.50 shipping and handling charge.

Shipments outside of Canada are by quote only.

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Statement of Purpose

The mission of *Edges* is to help people facilitate a cul-
ture of participation.

ICA develops the capacity of individuals, organiza-
tions and communities to transform society. It does
this through action learning, applied research, com-
munity and organizational consulting and the cre-
ation 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 re-
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