

# The Global Flipchart

July 2008



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## Member of the Month 2008

*"The magic of facilitation for me is the moment the group or the individual has the 'aha' moment. All I've done is guide them through a process ... they score the goal. I think you have to be the type of person who gets a buzz out of other people scoring goals."*

Hi, I'm Helen Campbell. Originally from London, I moved to Sydney 11 years ago. I started my career as a Project Manager and since moving to Australia have specialised in Change Management (the people side of projects). In some form or another I've probably been facilitating for 20 years.

I work with large corporate clients in Australia such as Telstra, Westpac, Macquarie Bank and Ernst & Young. My company is called Catalyst – a name I came up with when I thought about the role I often play. Like many of you, I work with groups who are 'stuck' and need a force to 'un-stick' them and guide them through a process to get them to their goal.

My facilitation skills have been honed throughout my career – I have a facilitative management style and as a Change Manager I'm frequently called upon to coach individuals or facilitate group sessions.

My other 'hat' is as co-founder and Accreditation Stream Lead of the Change



**Helen Campbell**  
Sydney, Australia



Management Institute (CMI). We set up the organisation three years ago to promote and develop the practice of change management. The experience and knowledge I gained early last year when completing my CPF accreditation came in handy when the CMI developed a competency model for Change Managers. We were able to use the IAF Facilitator competency model as the basis for the

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facilitation competencies required of Change Managers. We are also privileged to be able to draw on IAF facilitation experts to help us coach our members.

So as you can see, I use facilitation in a variety of ways with organisations and individuals. One case I thought I'd share with you is the story of the project manager and the change manager. In large change projects there is always a natural tension between these two roles: the project manager is focused on *delivering* and the change manager is focused on *receiving*.

Recently a client asked me to coach a Project Manager whose style was causing frustration, anger and confusion in his team. It soon became clear that he was not familiar with the difference between 'process' and 'content'. After some coaching and LOTS of homework he now relies on his Change Manager for 'process' while he takes care of the 'content'. Now that the Change Manager articulates the steps, timeline and parameters, the levels of cooperation, quality and productivity, have increased remarkably. As a facilitator this will not surprise you but we must remember that not everyone thinks like us J.

*"The scary side of facilitation is faced when you break for morning tea, the agenda is in the bin and you have no idea what you are going to do with the group next. So you pray to the Facilitation Fairy and she always delivers exactly what you need."*

**Thank you, Helen! The IAF values your membership!**

## Note from the Chair



Dear IAF Members,

Over the past couple of weeks, I've been moving from Puerto Rico to Chicago, Illinois, so this is just a short note to keep you informed of what's been happening with the IAF.

The IAF has been very busy during the past couple of months.

- The IAF Forum – Our new forum is up and running. This is an outstanding tool for communicating within our community. We have a general forum, a forum for members, a Spanish language forum, and forums for different groups, such as the board, regions, and projects. I'd like to take this opportunity to thank Tammy Adams in bringing this forum into being. I'd also like to thank Sandy Schuman, David Spann, Stephen Thorpe, and the forum developers – Professional Misfits. Check out the forum and let us know what you think.
- Conferences – We have defined the essential elements that make a facilitator conference an IAF conference. This will be completed and reported over the next couple of months.
- Board Nominations – We are defining a more open and transparent process for attracting and nominating future board

members. This will be completed by year-end.

- Association Restructuring – We have begun to redefine the structure and processes of the IAF to better serve our membership. You will see more on this in the coming months – and may even be asked to be involved. We expect the majority of this work to be done in time for our North American conference in April 2009.

That's all for now. Have a great July and August. For those of you who are attending the IAF conference in South Africa on July 23 and 24, I'll see you there.

Ciao,

Gary Rush  
IAF Chair

## The IAF Journal: A Wonderful Thing



It's a wonderful thing sometimes, to be asked to do something. I'm sure many of you can relate to receiving that phone call, or that email, inviting you to do something significant. I received an email like that last November when Sandy Schuman invited me to become the new Editor-in-Chief of the Group Facilitation Journal. For me it really was a wonderful thing, as an article in the IAF Journal was how I came to first know about the wide world of group facilitation.

For those members who may not know much about the [IAF Journal](#), it is a multi-disciplinary publication focused on sharing the art and science of group facilitation. As the new Editor I plan to continue the Journal's tradition of advancing the knowledge of group facilitation and its implications for individuals, groups, organizations, and communities.

One of the wonderful things about being on the Journal Editorial Board is receiving submissions. So if you are interested in making a submission I can send you a copy of our Call for Papers that covers a lot of the information most people ask, or you can email me your submission directly to [journal.editor@iaf-world.org](mailto:journal.editor@iaf-world.org).

We are currently looking to fulfill a few volunteer roles on the Editorial Board. We are looking for an Associate Editor, an Advertising Coordinator, a Conference Proceedings Editor, and we

are always looking for people who would like to review articles, so let me know if you would be interested in helping your fellow facilitators with improving their articles.

Issue #8 is currently available for [download](#) from the IAF website. Issue #8 has a number of interesting articles: A Report on the 2006 Survey of Australian Facilitators; Examining the Effect of Marginal Members in Information Sharing Groups; The Effects of Group Size and Decision Type on Decision-making Tasks and The Use and Documentation of Facilitation Techniques. There are three books also reviewed in the issue *The Change Handbook*, *The Art of Facilitation* and, *Coaching in Depth*.

Issue #9 is due out this December and there are some impressive articles to be included.

Contact me if you are interested in submitting an article, or taking on one of the leadership opportunities on the Journal Editorial Board. If you haven't done so already, [download](#) and check out Issue #8 today.

Best regards,  
Stephen Thorpe

Editor-in-Chief  
Group Facilitation Journal

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## The Facilitation Toolkit



The year was about 1986 when I encountered a book titled *Spirit: Transformation and Development in Organizations*. My organization was ripe for a book that would help us get a hold of the deep undercurrents shaping our group at that moment in history.

Initially I was turned off by the book's stick figures describing the basic change model and having a story about the Green Berets as the keystone illustration. But as I read further and joined my colleagues in dialogue about it, I resonated profoundly with the journey of transformation that the author, Harrison Owen, described. From an academic background and training centered on the nature and function of myth, ritual and culture, Harrison had merged organizational development with the spirit journey of humanness.

So, imagine my excitement when I heard that we had secured Harrison to attend our global conference in Mexico in 1988. I awaited with high anticipation to sit as his feet and soak in the overwhelming insights I was sure he would share with us. His opening presentation hit all the right themes, but when it was time to spend some intimate moments with him, he took out the magic marker and went to the flip chart and asked, "What do you want to talk about?" Silence. Talk about? What do you mean? We're here to

listen to you help us figure out how to get through our transformation.

Some of my colleagues managed to utter a few items that Harrison wrote up on the flip chart, one topic for each page which he taped up around the room. Then he asked, "Who wants to talk about this one?" I'm asking myself, what in the heck kind of group process is this? Where's the structure? I didn't get it. I just didn't get it. If the teacher arrives when the student is ready, my teacher dropped the ball.

Since then, I have learned that the real problem was this student wasn't quite ready. Later on I saw what evolved into the Open Space Technology as a radical discontinuity from the more structured - and sometimes too rigid - approaches of other facilitation techniques. I began to appreciate it more. I have even tried facilitating a little of it myself.

What I have learned is that a good facilitator needs to have a lot of arrows in their quiver. As the saying goes, "If all you have is a hammer, everything tends to look like a nail." The better facilitators have multiple approaches in their toolkit; and they listen to their client to figure out which one is best for which occasion.

If you would like to meet Harrison, there's two-minute clip on YouTube where he is being interviewed about the origins of Opens Space. To view it, go to: <http://www.youtube.com/watch?v=TDi0GLTO9ao>. To learn more about Open Space, click on: [www.openspaceworld.com](http://www.openspaceworld.com). Several IAF members are active practitioners of the Open Space Technology and work

closely with Harrison, including Lisa Heft and Diane Gibeault.

Speaking of YouTube, do you have a favorite facilitation video that you would like to share with us? If so, let me know and I'll pass it on. One of mine - though not specifically about facilitation - is titled "Shift Happens". We've used it a couple of times to set the context for the sessions we facilitate. It can be found at: <http://www.youtube.com/watch?v=ljbl-363A2Q>. (Created by Karl Fisch, and modified by Scott McLeod; Theme: Globalization and The Information Age.)

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## Facilitation Library

***Qualitative Research in the Study of Leadership***, Karin Klenke, PhD.

2008, United Kingdom: Emerald Books

Dr. Karin Klenke, Professor and Research Coordinator in the Organizational Leadership Ph.D. Program at the University of Maryland, and long time Academy of Management member, has her latest book ***Qualitative Research in the Study of Leadership*** recently published by Emerald Books, a publisher in the UK for books on management and organization studies.

Divided into three parts, the book covers frequently used qualitative methods to include case studies, content analysis, qualitative interviewing and mixed methods research; underutilized qualitative methods to include grounded theory, phenomenology, narrative analysis, ethnography, historiography and art-based methods; and empirical applications.

The book may be viewed at <http://www.aom-iaom.org/books.html> (under the icon New Book Publications)  
Purchases are with Emerald at: <http://www.emeraldinsight.com>, [www.amazon.com](http://www.amazon.com), and [www.half.com](http://www.half.com).

Submitted by Willem A. Hamel, Ph.D.,  
The Association of Management and  
International Association of Management.

Do you have a good book on facilitation you would like to share? Let us know at [globalfipchart@iaf-world.org](mailto:globalfipchart@iaf-world.org).

## Method of the Month Circle of Opportunity

The Method of the Month is a monthly feature of the Global FlipChart.

Each month a method will be highlighted and links will be made to relevant sites.

This is a variation on Analogy Brainstorming.

The general use of a matrix in Creativity and Innovation is often known as a "Morphological" method. One method of attribute listing is contained in The Universal Traveler which authors Koberg and Bagnall call "Morphological Forced Connections". They give the following rules for their "foolproof invention-finding scheme" along with an example showing how their scheme works. Here it is:

1. List the attributes of the situation.
2. Below each attribute, place as many alternates as you can think of
3. When completed, make many random runs through the alternates, picking up a different one from each column and assembling the combinations into entirely new forms of your original subject."

**Title:** Circle of Opportunity

**Intent:** This is a type of Morphological Forced Connections technique. It is used to create ideas by forcing relationships between attributes.

**Procedures:**

**Context:** Explain the process and the intent of the procedure.

**Steps:**

1. State the challenge
2. Draw a circle and number it 1 through 12 like a clock.
3. Generate more than 12 attributes (this can be done using cards with pictures, selecting random words from a dictionary, brainstorming, etc.).
4. Select 12. And place them next to the numbers.
5. Roll a pair of dice two times one for each of the attributes. Any time doubles (two 2's or two 4's) appear twice in a row the second number is one (otherwise there would never be a one.)
6. Discuss the two attributes individually and as a pair. List associations that come to mind.
7. Search for a link between the associations and the challenge.

**Close:** Move to an idea processing method.

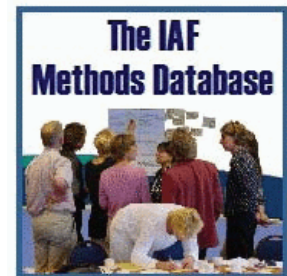
**References:**

Mycoted. (2008) "Circle of Opportunity" created by Michael Michalko in his book *Thinkertoys*. Retrieved from [http://www.mycoted.com/Circle\\_of\\_Opportunity\\_on\\_8\\_June\\_2008](http://www.mycoted.com/Circle_of_Opportunity_on_8_June_2008).

*Facilitation at the Hanze University of Applied Science, Groningen, The Netherlands.*

***Do you have a method you would like to share with readers of the IAF Global FlipChart? If so please send a description of the method to [editor@iaf-methods.org](mailto:editor@iaf-methods.org)***

*The IAF Methods Database is run as an independent organization under agreement between the IAF and the IAF Methods Database. If you have any questions about the Database, please contact [editor@iaf-methods.org](mailto:editor@iaf-methods.org)*



*This was suggested by a student of*

## Upcoming IAF Events

### Conferences

**24 - 25 July 2008** - Africa  
Johannesburg, South Africa

**27 - 28 August 2008** - Asia  
Sarawak, Malaysia

**2 - 5 October 2008** - Europe  
Groningen, The Netherlands

**26 - 28 November 2008** - Australia  
Bathurst, New South Wales

**20 - 23 April 2009** - North America  
Vancouver, BC, Canada

### Certification Events

**22 July 2008** - Africa  
Johannesburg, South Africa

**11 - 12 August 2008** - North America  
Ottawa, Canada

**25 - 26 August 2008** - Asia  
Sarawak, Malaysia

**1 - 2 October 2008** - Europe  
Groningen, The Netherlands

**November 2008** - Australia  
Bathurst, New South Wales

**24 - 25 April 2009** - North America  
Vancouver, BC, Canada

## Welcome to New Members!

We extend a warm welcome to our colleagues from around the world who joined or returned to IAF from June 11th through July 10th. (We only list those members who have chosen to be listed in our online membership directory. If you are concerned about having been included in this list, please contact the office via email at [office@iaf-world.org](mailto:office@iaf-world.org)).

### Current Membership from 70 countries: 1546±

#### Australia

Marissa Barry, Lilydale

#### Barbados

Anne Hamilton-Cutting, St. George

#### Canada

Bonnie DePaul, Guelph, ON  
Crystal Thieringer, Ottawa, ON  
Lynn Cockburn, Toronto, ON

#### Germany

Joy Kuhl, APO AE  
Walter Bock, Ulm

#### Hong Kong

Terence Chung, Hong Kong

#### Haiti

Ulrick Jean Claude, Delmas

#### Ireland

Jim Keating, Dublin, IE  
Liam Power, Waterford, IE

#### Malaysia

Leo Baptist, Selangor  
Yuzlaini Mohd. Yusop, Selangor

#### Mozambique

Zuber Ahmed, Maputo

#### The Netherlands

Hidde Benedictus, Zwolle

#### Singapore

Pamela Seak, Singapore

#### Sri Lanka

Darren Priest, Colombo

#### United Kingdom

Linda Macaulay, Manchester

#### USA

Cheryl Zaleski, Chicago, IL  
Christopher Barker, Atlanta, GA  
Daniel Moirao, Danville, CA  
Gail Lesnieski, Bloomfield Hills, MI  
Joseph McMahon, Denver, CO  
Kimberly Douglas, Atlanta, GA  
Pamela Ferrell, Richmond, VA  
Peg McQuarrie, Glendale, AZ  
Robin Scott, Austin, TX

