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## Member of the Month

**Sladana Milošević**

**Belgrade, Serbia**

### What is your name?

Sladana Milošević

### Where are you located?

Belgrade, Serbia (Europe)

### How long have you been a member of IAF?

Since 2006

### Tell us a little about the organization you work for...What is its name? What does it do?

I am the owner of Mobilis Ltd, small company operating in Serbia, the Balkan region and EU. In 2010, we established Mobilis UK Training and Consulting. We offer facilitation, coaching, training and consulting services.

### What are your jobs within the organization?

I work as a facilitator and coach. I am an off-campus tutor for Heriot-Watt University (Edinburgh, UK) English School of Business in Belgrade, Serbia.

### How do you use facilitation in your line of work?

We facilitate different types of events.

We also deliver facilitation skills training in Serbian in Serbia, Bosnia and Herzegovina. In 2009, we delivered training in Slovenia with our business partner, Planinca.

### Share a recent facilitation experience – what did you do, how did you do it, with whom did you do it?

For the last 12 months, we trained a group of people in Bosnia and Herzegovina (BiH) in facilitation skills, during three modules. Training was done for [Friedrich Ebert Stiftung](#) Bosnia and Herzegovina (FES BiH) which selected 20 people from NGOs, political parties, unions, universities to be trained in facilitation skills. Between modules, most of the participants were included in facilitating different events for FES BiH. There is now a group of skilled facilitators in BiH currently creating IAF chapter there.

Between two modules, I was a mentor to three young facilitators at a three-day workshop with about 60 participants called "In Search for Future for Bosnia and Herzegovina." *[Editor's Note: See related article in June's Global Flipchart.]*

As a result of these training sessions, the first book about facilitation written in Bosnian has been jointly published by the organizations Women to Women Sarajevo and Friedrich Ebert Stiftung Bosnia and Herzegovina.

**If you could share one thing you've learned with other facilitators around the world, what would it be?**

As young facilitator I was supported by UK facilitator, Tim Sims, and the late Swedish facilitator, Lena Borjeson. They taught me always to support people passionate about facilitation who, at that moment, do not have enough resources to develop their skills on their own.

As well they taught me that facilitation is a way of life – helping people to communicate and reach win-win situation. I am grateful to my fantastic teachers and role-models.

Those values I share with core team of in IAF Serbia (strongly supported by Rosemary Cairns) whom I have worked and cooperated since 2006.

*Many thanks, Slađana, for sharing a bit about yourself with us!*

## **OCEANIA CONFERENCE IN ADELAIDE, AUSTRALIA**

MARCH 6 TO 8, 2013

THERE WILL BE A CPF EVENT IMMEDIATELY PRIOR.

WEBSITE LINK [HTTP://IAF-OCEANIA.ORG](http://IAF-OCEANIA.ORG)

FOLLOW US ON TWITTER @IAFOCEANIA2013

WE ARE CURRENTLY SEEKING PROPOSALS FOR CONFERENCE WORKSHOPS.

CLOSING DATE FOR SUBMISSIONS IS AUGUST 31.

WE ARE KEEN TO SEE SUBMISSIONS FROM PEOPLE WHEREVER THEY ARE IN THE WORLD.

THE CONFERENCE THEME IS  
"THE WORLD OF FACILITATION".

# Method of the Month:

## The Interrelationship Diagram

**Objective:** To assess the relationship among many related problem or issue arenas and determine which have the most impact. This process could be a helpful way for a group to assess which of a number of issues they are tackling needs the most or the earliest attention.

**Preparation:** Write each of the issues on a separate card, making sure to state the issue in a way that all will recognize or agree with it. These titles may come from a previous problem-stating process in the session. Place the cards in a large circle on the board or the wall. For an online workshop, prepare a PowerPoint slide with the issues in boxes in a circle to show on the screen.

**Process:**

1. Beginning with any card, ask whether and how the issue influences any of the other issues. This can be done quite systematically, going around each of the other issues. Should there be the “Everything influences everything” responses, ask for an illustration of how the issue in question influences the other one.
2. Each time an issue is agreed to influence another issue, place an arrow from the influencing issue to the one influenced. If two issues both influence one another, draw an arrow representing only the stronger of the two influences.
3. For each card, total its number of outgoing and incoming arrows.
4. Rank issues by their number of outgoing arrows. A large number of these outgoing arrows indicate that the issue could be a root cause, and may call for more or sooner attention than the others.
5. Move now to processing the approach the group will use for addressing these issues.

With thanks to Facilitator Toolkit of the Office of Quality Improvement of the University of Wisconsin – Madison  
<http://oqi.wisc.edu/resourcelibrary/uploads/resources/Facilitator%20Tool%20Kit.pdf>

## A View from the Board



**By Jackie Chang, CPF, Regional Director—Asia**

This month, the most eye-catching event is the 2012 Olympic Games in London. I couldn't recall any Olympic Games that I had ever paid so much attention to, in particular on the games, teams, and athletes. I was so fascinated by watching the performances by the athletes and seeing how they worked as a team and how they kept focus even under high pressure. Millions of people watched the athletes challenge themselves and each other. And most important is how not only the athletes, but also how all of the participants, demonstrated the spirit of the Games. The Olympic spirit is **not to win but to take part in the competition**. The London 2012 Olympics brought together more than 10,000 athletes from 205 countries to compete in the world's greatest sporting event. The Olympic spirit can be seen in all those who compete in the Games. To have such a successful sports event, you can imagine how many meetings, how many discussions were held prior to and during the event among those organizations and people who were involved.

The first story that I've heard about how powerful facilitation can give a support to an emergency issue was when the 1996 Olympics organizers offered AT&T the opportunity to build their pavilion in the center of the Olympic Village in Atlanta. The event was facilitated by Harrison Owen by applying Open Space Technology. AT&T fast-tracked 10-months of design and planning work into one 2-day contractor summit. Although it is an old story, it is still a significant and inspiring one about how a facilitator can play an important role at such a critical moment. I'm sure there are more behind the scenes stories about how facilitation contributed to great performances of the organizations or the teams.

To me, the ultimate lesson from the Olympics is how diverse countries of the world come together with common respect and full participation, despite the culture and languages barriers. Continuous learning is definitely the key. Athletes keep long hours training and learning for the best performance; staff and volunteers keep learning in order to maintain the quality of the games. It occurs to me that continuous learning is how we, as board members, maintain IAF core values in every conference and CPF event and pursue members' benefits in many ways.

This month, IAF Asia Region will have the "Facilitation Olympics" in China. The conference theme of "Building Organizations, Building Society" suggests the important role that facilitators can play in this era of rapid change. Does facilitation help build the organizations and the society that we live in? What are the tools and approaches we can bring to help these institutions, and people within them, to make necessary transitions? Through this conference, we hope to develop art and science of facilitation for the next round of changes in Asia. If you have not enrolled yet, please do that now. If Asia is too far from your location, please consider the Europe Conference, it will take place between 4<sup>th</sup> and 7<sup>th</sup> October in Switzerland, Geneva.

After China Conference, the 2013 Asia Conference torch will hand over to Tokyo, Japan. The date is scheduled on Sept. 19-22, 2013. This year there are about 20 delegates from Japan will attend China conference. Some of them are for CPF program, some are presenters, and some others attend the conference to explore and exchange facilitation for preparing the conference in Japan. To stretch their abilities and bridging the international experiences, they will spend lots of time learning and polishing their English language skills. Another exciting event can be expected next year.

There are some proposals that have been discussed at August board meeting. The good news is that our financial results are in a good shape, memberships has slightly increased and big congratulations on the success of North American Conference in Halifax . The membership survey will start shortly. We encourage every member to give us your feedback as much as you can. IAF can't be strong without your support.

I would like to make a pre-announcement that our members' annual meeting will be conducted from Oct. 17-19 virtually in different time zones. Traditionally, the AGM was held at an annual conference, but with the introduction of regional conferences, a quorum of members has not been reached at an AGM in a number of years. It was decided by the Board that the 2012 AGM would be held virtually to ensure that all IAF members would have the opportunity to attend and be engaged in the governance of the Association. The Bylaws were changed to enable this change in procedure. More details about the AGM date and schedule and how to participate the virtual meeting will be released to you soon.

The Olympic movement is always developing to adapt to the changing world. The spirit of the Olympic movement remains throughout all its work that brings people together in peace and friendship to play sport. I see the same spirit in IAF as well. Hopefully, we can bring more people together and exchange the results we have been working out on facilitation at every facilitation event in the near future.



## Helping you, helping us: an unorthodox approach to conference promotion

Dear colleagues:

One of the particular joys of our profession is seeing people learn how to use facilitation to improve communications, make meetings more effective, and make planning more inclusive and participatory. Each time I see people celebrate a good meeting or workshop, I remember back to the first time I learned how to facilitate. It really seemed like magic to me, that someone could elicit and organize a diverse range of ideas from our group in a way that let us see a new picture that we could use to plan and move ahead. And even more magical that I could learn how to do exactly the same thing!

At the same time, many people in the corporate and NGO worlds are still sitting through unproductive meetings, mentally listing all the more useful things they could be doing instead. Or getting frustrated because conventional meeting techniques don't help them to organize highly complex processes in useful ways. Just two weeks ago, I met a man who designs very specialized armoured vehicles, who – having learned about what I did as a facilitator – bemoaned such meetings. When I told him about Open Space Technology, which I thought might suit his particular needs (a team of very passionate people, all specialists in their own area, all strong-minded, who must work together to design one vehicle), he was enthusiastic about its possibilities for him.

This coincidental conversation set me to thinking about the many people in our world who just don't know about facilitative techniques that would make their working lives so much easier and more constructive. No one has opened their eyes to the possibilities of facilitation within their own particular world, by sharing examples of what their colleagues elsewhere are doing. To address this challenge, we need to be, in the nicest way possible, 'facilitation evangelists'.

Some creative facilitators are thinking outside the box about how to do this. One English facilitator, for example, asked his local hotel to include 'meeting facilitation' as a service for guests; if they can rent an LCD projector, he reasoned, why not also a professional facilitator? Another US facilitator, who specializes in participatory process, connected himself into the huge event planning industry, whose certified planners organize thousands of meetings around the world each year; the result is win-win-win, for them, for the meeting participants, and for him.

## Why be an evangelist?

Okay, so to get down to the proverbial 'bottom line'. Why should you be a 'facilitation evangelist'? Well, it's simple – more people who see how facilitation can be useful for them, means more business for facilitators – whether it is in facilitating a meeting or in showing people how to facilitate their own meetings. This is not just a task for IAF as an organization; it is a task for each of us, as individual facilitators.

I have a suggestion for one place you could start.

This year's European conference organizing team is deliberately expanding the 'facilitation' conversation outside our IAF community, to show how facilitation is proving useful in such diverse areas as peacebuilding and conflict resolution, humanitarian work, and economic innovation. One key speaker is Martina Gmür of the Network of Global Agenda Councils with the World Economic Forum, which brings together thought leaders and experts to talk about global, regional and industry agendas; she understands the value of facilitative approaches to such discussions. Another keynote conversationalist, Jagan Chapagain, helped lead a participatory strategic planning process with the International Red Cross and Red Crescent Society that engaged all its national partners and their national constituencies, despite wide diversity in languages and cultural understandings; he is going to share what he learned about how to turn differences into strength, and many diverse viewpoints into one common message.

And once you've got the attention of clients and the relevant groups in your community by sharing those examples of facilitation at work, you might offer to talk to them about some of the other conference workshops (there are 38 to choose from, in English and French both during the conference and the pre-conference sessions). There is a virtual pre-conference workshop as well. Maybe it will encourage them to consider coming to the conference with you (which would be great for the organizing committee – they thank you in advance!) Maybe it will also encourage them to ask you to facilitate a trial workshop for them. Either way, the result is good for facilitation, facilitators, and for the community as a whole.

Many years ago now, at an IAF conference in Minneapolis, the organizers cleared the floor after lunch on the final day and a few facilitators went out there and formed a circle. As they chanted "we are the people we've been waiting for," they invited more and more people to join their ever-expanding circle. That idea – that we have process knowledge that others do not – is even more powerful today than it was more than a decade ago in Minneapolis. We are indeed the people that are awaited – time to step forward, and invite more and more of your neighbours into the circle with you!

## Expanding the conversation

Some ideas about how to use this year's European conference program to reach out into your community, beyond your usual clients:

- Use the program (download it from <http://iafna2012.org/iafe2012.html>) as a way to reach out to people who are working in international aid and development or in economic development but might not be thinking about how they could use facilitation in their work.
- Make a list of organizations and companies in your area who are working on economic development, smart business development or on international aid and/or development. Send them a copy of the program brochure, or an email that tells them about this year's conference and the keynote speakers. Let them see that people in their field are using facilitation because it works well for them.

- Send a copy of the program brochure to the universities in your area who have programs in international development, or international peacebuilding, or human security and peacebuilding. (You will be surprised, if you aren't already familiar with this specialized area, to see just how many there are.)
- Tell them that you are a facilitator and would be happy to chat with them about how they can benefit from your work. Share some ideas about how facilitation has benefitted others.

(Of course, if you know of other facilitators who haven't yet seen the conference or preconference program for this year's IAF Europe conference being held in Geneva Oct. 3-7, then by all means, send them the program, too!) Let's also enthusiastically take up the organizing team's initiative, to expand the conversation – and thus the knowledge of the value of facilitation - beyond our usual circles. Help people see new possibilities.

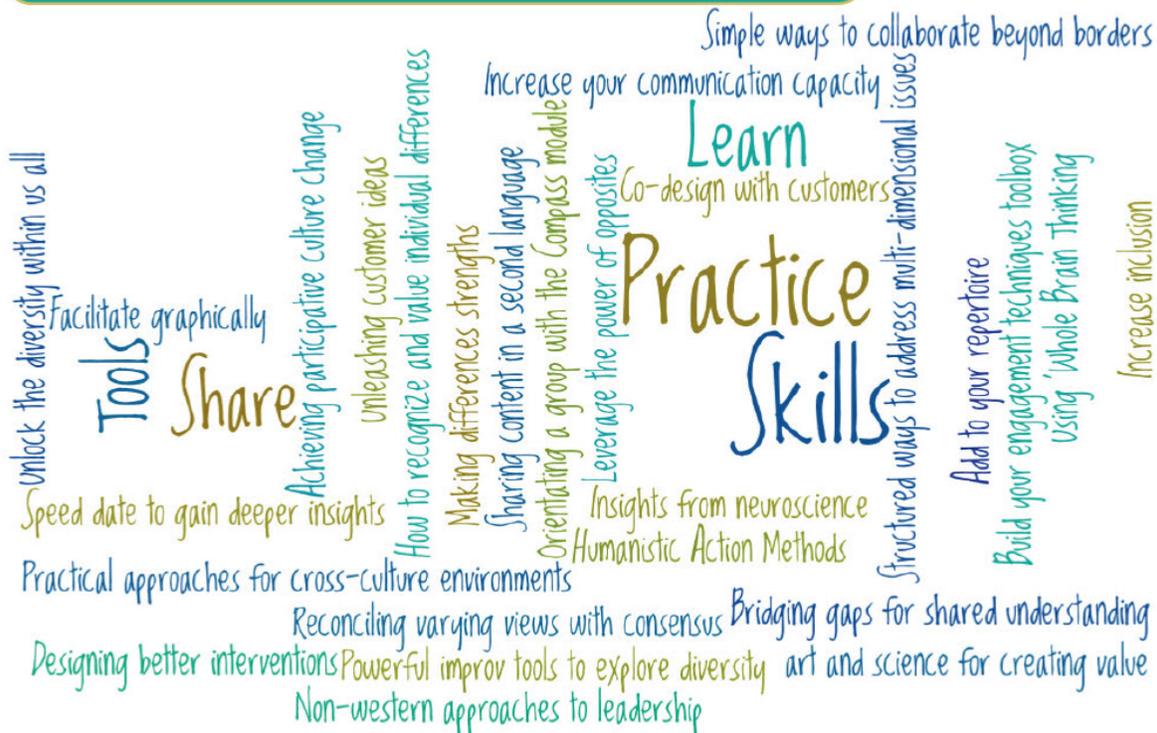
The Conference website has the details: [www.iaf-europe-conference.org](http://www.iaf-europe-conference.org)

Best regards,

Rosemary Cairns, CPF  
Editor, IAF Europe Newsletter

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38 hands-on Workshops, internationally-renowned keynote speakers, all sharing new work. And all focused on growing your skills and knowledge about Facilitation and better group performance.



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5 August 2012

## Virtual Discussion Groups and Webinars



***What a great way to learn and also make contact with other members from further afield ...***

By Rhonda Tranks, CPF, Regional Director - Oceania

At the IAF members meeting during the Melbourne Conference, someone suggested we start a “Virtual Book Club”. The idea has taken off and we now have a “Virtual Discussion Group”. It’s proving to be a great idea particularly when we have members spread over a vast distance and face-to-face chapter and professional development activities aren’t possible.

Here’s how it works: A member volunteers to host a discussion and they chose the time and topic. We’ve been focusing on articles in the IAF Journal and books (or abstracts) relating to facilitation. The discussions are for members only and conducted in English. We’ve been finding people join in a discussion thread on LinkedIn before and afterwards – even those who can’t attend. Because these are discussion groups and not webinars they best suit a small group so we can get plenty of interaction.

It’s great for exploring ideas with other facilitators from the comfort of your own home (with a cuppa or a glass of wine) and have a virtual chat with fellow facilitators on some really interesting topics. And it prompts you to read and delve into our very own research and applications journal.

Run by members and for members – it’s a great initiative and it would be wonderful to see it take off in other regions.

Oceania welcomes IAF members from other regions, but we’re aware that the time zone may not suit all. However it has suited our IAF neighbours in the Asia Region and we’ve had people attend from Singapore, Japan, Taiwan, as well as Australia and New Zealand.

The next one is Saturday afternoon August 18 AEST (that’s Melbourne / Sydney time if you check it out on World Clock). It may be Friday night where you are in the world.

Check it out on the IAF Oceania LinkedIn group and also the IAF main LinkedIn Group.

### **Webinars**

Belinda Lowing and Dave Rees ran another webinar on “becoming a CPF” today (August 9). This one was conducted specifically for a group within an organisation – spread across a wide geographic area.

Check out the IAF LinkedIn groups for details of the next one and to register OR email Dave Rees [daverees@thirdeyefacilitation.com](mailto:daverees@thirdeyefacilitation.com)

We’re planning more webinars in the future, including one on the IAF’s Code of Ethics.

We think this is a wonderful way to get to know fellow facilitators across and beyond your region. Join us and develop networks and explore topics of interest together.



## From your Global Flipchart Editor

Besides the few words that I try to come up with each month for Global Flipchart, I also post to a blog on my business' website. Content ideas tend to come at me either late at night or when I'm in the midst of something more pressing (a form of procrastination, perhaps?). My solution has become to jot a note into my Blackberry, usually just a few words describing whatever my "brilliant" idea was. Few of these ever get back out of my Blackberry and into either Flipchart or my blog. These notes don't always make sense. (Okay, I admit it; they rarely make sense after the fact.) And I have a tendency to quickly forget that I've created the note in the first place.

As I was grumbling the other evening about not having a clue what to share this month, it was brought to my attention that I might have a note in my Blackberry with an idea for Flipchart. Aha! Sure enough, there was an item with the subject "GFC." Here's what the note said:

Undertow – like a challenging facilitation. You get dragged in and under, knocked about. When you get spit out, you feel like you've conquered something.

What on earth? I have no clue where I was or what was going on when I jotted down that little tidbit. I agree with most of this concept, though I suspect I meant rip current rather than undertow.

I digress.

When I finish a really challenging session I do feel as though I've conquered something. Feedback from participants also reflects this idea that they feel like they've conquered something when they have made great progress in facilitated sessions.

I think that when we, as facilitators, find ourselves in situations that are challenging – whether that be undertaking a complete redesign on the fly or sorting out previously undisclosed tensions – we most often rise to the occasion and feel a sense of professional satisfaction for having done so. The anecdotes we tell each other about sessions that challenged us help us to learn from each other, and provide an excellent venue for commiseration. Many times I find it's the latter that really helps us to build our community of practice.

What's your sense? Do you gain value from both challenging sessions and the opportunity to hear from others about theirs? Send your thoughts my way. Perhaps we'll have the start of something interesting for an upcoming issue of Global Flipchart.

Yours in ink stains,

Karyn Dumble  
Editor

[globalflipchart@iaf-world.org](mailto:globalflipchart@iaf-world.org)

# Upcoming IAF Events

## CONFERENCES

IAF Asia, August 29—30, 2012, Shenzhen, China

[Asia Conference Information](#)

IAF Europe, October 5—7, 2012, Geneva, Switzerland

[Conference Information](#)

[Submit a Proposal](#)

## Save the Date!

IAF Jamaica—February 27-28, 2013

IAFNA—June 4—7, 2013—Orlando, Florida

## IAF CERTIFIED™ PROFESSIONAL FACILITATOR CERTIFICATION EVENTS

- August 26—27, 2012— Shenzhen, China
- October 3—4, 2012 – Geneva, Switzerland
- October 27—28, 2012— Kennesaw, Georgia, USA
- November 15, 2012 – The Netherlands *This event is held in Dutch*
  - November 20—21, 2012—Stockholm, Sweden
    - February 27—28, 2013—Jamaica
    - March 5, 2013—Adelaide, Australia
  - June 3—4, 2013—Orlando, Florida, USA

## Welcome New IAF Members!

*We extend a warm welcome to our colleagues from around the world who joined IAF from  
July 11th thru August 14th, 2012*

*(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).*

### **Australia**

Catherine Allen, Fortitude Valley, QLD  
Susan Raphael, Walkerville, SA  
Marie Sloan, Adelaide, SA  
Maree Upton, Adelaide, SA

### **Canada**

Alexandra Cristea, Toronto, Ontario  
Patsy Morrow, Toronto, Ontario  
Sandra Schulz, Edmonton, AB

### **China**

Nadine McCormick, Meyrin  
Sandy Zhang, Shanghai

### **Japan**

Takumi Takayama, Yokohama

### **Kenya**

John Cornwell, Mombasa

### **Liberia**

James Mullally, Monrovia, Monteserrado County

### **Russia**

Evgeny Dotsenko, St. Petersburg

### **Sweden**

Christina Bysell Hamrin, Stockholm  
Elena Wallèn Björkenäng, Stockholm

### **Singapore**

Pam Hu, Singapore

### **Turkey**

Elgiz Henden

### **Taiwan**

Lee-mei Hsieh, Hsin-Chu City  
Cheng Powen, Hsinchu Science Park  
Mei-Ling , Hsinchu

### **United Kingdom**

Jamie Thompson, Leeds

### **United States**

Jonathan Harvey, Houston, Texas  
Deidra Lemons, Washington, DC  
Brett Locke, Pagosa Springs, CO  
Julia Perkins, Chicago, IL  
Hilda Shepeard, Snellville, GA  
Katrina Simon-Agolory, Stone Mountain, GA

