The IAF Handbook of Group Facilitation

BEST PRACTICES FROM
THE LEADING ORGANIZATION
IN FACILITATION

Sandy Schuman
Editor
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of Group Facilitation

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What is group facilitation? A short answer: *Helping groups do better*. A long answer: *Read this book!* Many views are represented in this book. Although most of them are consistent with each other, they emphasize different aspects of group facilitation, and some present interesting differences. We have not attempted to present a singular view but rather a diversity of credible perspectives.
For a midrange answer, start with Chapters Twenty-Six and Thirty, “Facilitator Core Competencies as Defined by the International Association of Facilitators,” by Lynda Lieberman Baker and Cameron Fraser, and “Facilitator Values and Ethics,” by Dale Hunter and Stephen Thorpe. Together these two chapters convey a sound foundation for understanding group facilitation.

While you may choose to read this book cover to cover, it was designed as a handbook or desktop reference to which you might refer as needed. Each part corresponds to one of the major areas of facilitator competencies, and each chapter was placed in the part to which it most closely relates. Nevertheless, recognizing that each chapter addresses more than one competency, we have provided a Matrix of Contents to help you find chapters pertinent to your needs. The matrix, which follows this Preface, shows each chapter and the competencies it substantially addresses.

One hundred fifteen authors contributed to this book and CD. This is an extraordinary demonstration of the willingness of practitioners and scholars to contribute to the expanding practice and developing theory of group facilitation.
Another sixty people were engaged in reviewing the articles contributed to *Group Facilitation: A Research and Applications Journal*, the first five issues of which appear on the CD, and in reviewing the chapter proposals for this book. Furthermore, references are made to the work of authors—more numerous than I would like to tally—on which the current work builds and expands. To these many hundreds of individuals who have graciously shared their knowledge and wisdom, we owe our gratitude and respect.

Without the long-term determination and support of the volunteer leaders and professional staff of IAF, the *Journal* and *Handbook* never would have been conceived, much less implemented. Mark Adkins, Robin Bailey, Lynda Baker, Mark Fuller, Beret Griffith, Laura Hayter, Dale Hunter, Jon Jenkins, Kerri McBride, Dan Mittleman, Cookie Murphy/Pettee, Jo Nelson, Wayne Nelson, Ned Ruete, Peggy Runchey, Marieann Shovlin, Jim Spee, Bill Staples, David Vukovic, Sunny Walker, Jean Watts, and Vicki Wharton all played critical roles. So, too, our thanks go to the editorial and production professionals at Jossey-Bass who have made this book possible: Rob Brandt, Mary Garrett, Tamara Keller, Beverly Miller, Carolyn Miller, Debbie Notkin, Kathe Sweeney, Akemi Yamaguchi, and others yet to be involved as of this date, as the book enters its final stages of production. In addition, thanks to Reinhard Kuchenmüller, who graciously provided illustrations for each part of the book, and Kevin Kuhne, whose illustrations complement this Preface.

My hope is that writing these chapters and articles was worthwhile for the authors, and reading them will be valuable to you, but it has been no more beneficial to anyone than me. My personal thanks to all who contributed, and my apologies for any omissions or errors.

The work of this book is not done. Your reactions, questions, and suggestions will add value and contribute to the growth and development of group facilitation. Please feel free to contact me as indicated below.

January 2005

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Albany, New York
sschuman@albany.edu
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This matrix identifies which chapters provide information related to the IAF Foundational Facilitator Competencies.

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<td><strong>A. Create Collaborative Client Relationships</strong></td>
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<td>X</td>
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<tr>
<td>1. Develop working partnerships</td>
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<td>2. Design and customize applications to meet client needs</td>
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<td>X</td>
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<td>3. Manage multisession events effectively</td>
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<td><strong>B. Plan Appropriate Group Processes</strong></td>
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<td>1. Select clear methods and processes</td>
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<td>2. Prepare time and space to support group process</td>
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<td><strong>C. Create and Sustain a Participatory Environment</strong></td>
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<td>X</td>
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<tr>
<td>1. Demonstrate effective participatory and interpersonal communication skills</td>
<td>X</td>
<td>X</td>
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<td>X</td>
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<td>2. Honor and recognize diversity, ensuring inclusiveness</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
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<td>X</td>
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<tr>
<td>3. Manage group conflict</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
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<td>4. Evoke group creativity</td>
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<td><strong>D. Guide Group to Appropriate and Useful Outcomes</strong></td>
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<tr>
<td>1. Guide the group with clear methods and processes</td>
<td>X</td>
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<tr>
<td>2. Facilitate group self-awareness about its task</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
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<tr>
<td>3. Guide the group to consensus and desired outcomes</td>
<td>X</td>
<td>X</td>
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<td>X</td>
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<td><strong>E. Build and Maintain Professional Knowledge</strong></td>
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<td>X</td>
<td>X</td>
<td>X</td>
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</tr>
<tr>
<td>1. Maintain a base of knowledge</td>
<td>X</td>
<td>X</td>
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<tr>
<td>2. Know a range of facilitation methods</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
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<td>3. Maintain professional standing</td>
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<td>X</td>
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<td><strong>F. Model Positive Professional Attitude</strong></td>
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<td>X</td>
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<tr>
<td>1. Practice self-assessment and self-awareness</td>
<td>X</td>
<td>X</td>
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<td>X</td>
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<tr>
<td>2. Act with integrity</td>
<td>X</td>
<td>X</td>
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<td>X</td>
<td>X</td>
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<td>3. Trust group potential, and model neutrality</td>
<td>X</td>
<td>X</td>
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Sandy Schuman has been helping organizations work more effectively to solve complex problems and make critical decisions for more than thirty years. He facilitates problem-solving and decision-making processes for a wide variety of public management and policy issues; works with organizations to develop a more collaborative culture; and provides training in group facilitation, decision making, communication, systems thinking, conflict management systems, public involvement, and information management. He is qualified on the National Roster of Environmental Dispute Resolution and Consensus Building Professionals and Sub-Roster of Transportation Mediators and Facilitators of the U.S. Institute for Environmental Conflict Resolution and the Roster of REDRESS Mediators of the U.S. Postal Service.
Schuman is a research associate of the Center for Policy Research, University at Albany, SUNY, and president of Executive Decision Services LLC, a consulting firm in Albany, New York. He moderates the *Electronic Discussion on Group Facilitation* and is the editor of *Group Facilitation: A Research and Applications Journal*. He helped found the *International Decision Conferencing Forum* and the *New York State Forum on Conflict and Consensus* and is cochair of the Ethics and Values Think Tank of the International Association of Facilitators.

He holds a Ph.D. in organization behavior from the University at Albany, SUNY, where he also earned his M.P.A., and a B.S. in natural resources management from Cornell University. His work has been published in *Interfaces, Information and Management, Journal of Policy Analysis and Management, Quality Progress, Government Technology, Fisheries, Journal of Extension, The Search for Collaborative Advantage* (Sage Publications), *Organizational Decision Support Systems* (North-Holland Press), and *New York State in the Year 2000* (SUNY Press).

**Kristin J. Arnold**, president of Quality Process Consultants, specializes in facilitating executives and their leadership, management, and employee teams as well as training others to facilitate teams to higher levels of performance. She is the author of several professional articles and books, as well as a featured columnist in the *Daily Press*. She earned her M.B.A. from St. Mary’s College in California.

**Lynda Lieberman Baker** is founder and president of MeetingSolution, an organization development consulting practice based in Austin, Texas. She specializes in values-based facilitation, strategic organizational planning and alignment, and personal strengths and styles assessments. Prior to founding the firm in 1994, she worked with the internationally recognized technology business incubator for technology businesses and at the Graduate School of Business at the University of Texas at Austin. She is an accredited assessor for the International Association of Facilitators’ Certified Professional Facilitator programs and a member of the association’s coordinating team (its board of directors). MeetingSolution’s clients are primarily corporate, professional, and trade associations and nongovernmental social service agencies.

**Nadine Bell** has over twenty years of experience in working with clients in the private and public sectors and the United Nations Development Program. She facilitates them to plan strategically, communicate effectively, and work collaboratively to achieve their goals. Bell builds her customized facilitations around participative
processes that are designed to promote dialogue, transform conflict, develop consensus, expand creative problem solving, and enhance productivity. A mentor trainer of several facilitation courses and founding member of the International Association of Facilitators (IAF), Bell is a member of the Southwest Facilitators Network and the Dallas–Fort Worth Organization Development Network. The first North American to become a Certified Professional Facilitator and one of the first four Certified Master Facilitators, Bell, an assessor and a process manager, has assessed facilitator candidates globally. A past chair of IAF and coordinator of Conference 2002 Texas, she has also served as a cochair of IAF’s 1996 Conference in Dallas and IAF’s Professional Development Task Force.

**Terry D. Bergdall** is a founding member of IAF with extensive international experience. In the early 1980s, he facilitated planning events with dozens of municipal governments and public agencies in suburban Chicago. In the late 1980s, as country director of an international nongovernmental organization in Kenya, he initiated and facilitated a highly participatory process of internal restructuring and “indigenization.” He has designed facilitation processes and trained numerous facilitators in Kenya, Tanzania, Zambia, and Ethiopia. Facilitation work has taken him to the Balkans, the Caucasus, the Middle East, Southeast Asia, and East Africa. He is the author of *Methods for Active Participation.* He earned his Ph.D. at the University of Wales.

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Lori Bradley recently completed doctoral course work in industrial/organizational psychology at the University of North Texas and is researching a dissertation on virtual collaboration and virtual leadership. She is currently a strategic learning principal with Raytheon Learning Institutes and a current and founding member of the Virtual Collaboration Research Group at the Center for Collaborative Organizations. Her research and practice areas include virtual collaborative systems and technology, leadership development, and strategic learning solutions. She has worked as a consultant in the medical, banking, real estate, aviation, and information services industries.

Joe Chilberg is a professor of communication at the State University of New York at Fredonia whose work emphasizes helping others understand and excel as human communicators. His work ranges from the classroom to the boardroom as a consultant, trainer, meeting facilitator, and researcher for communication assessments in educational and corporate settings. He has contributed several publications and presentations on group communication, group process designs, and creative problem solving. His current work emphasizes the use of dialogue and appreciative inquiry as approaches for creating participatory, change-responsive cultures.

Mary Eggers is a consultant with Dannemiller Tyson Associates. She has worked in education, government, health care, information technology, banking, and
manufacturing, helping her clients tap the wisdom, heart, and energy of those in the organization to achieve desired results. Her work has focused on team development strategic planning, culture change, and redesigning business processes and organization structures. She earned her M.S. in organization development from American University. She is a member of the National Training Labs and the Organization Development Network.

John Epps has conducted seminars and consultations on an in-house basis for organizations in Southeast Asia, the United States, and Europe. As director of LENS International in Malaysia and Singapore, he consults with groups on the subjects of strategic thinking, facilitation methods, customer service, and leadership development. Clients include companies in banking, insurance, manufacturing, and petroleum industries. Epps is a contributing author of the book, Participation Works: Business Cases from Around the World. He has published articles in IMAGE, the Journal of Personal and Organisation Transformation, the Journal of Quality and Participation, and Facilitator. He is a founding member of the International Association of Facilitators and is currently an adjunct professor at the University of Maryland University College. Epps received his B.A. from the Citadel and his Ph.D. from Southern Methodist University.

Cameron Fraser has worked as a facilitator and trainer for clients throughout North America and in Europe since 1993. His facilitation and consulting services include custom process design in strategic and operational planning and stakeholder consultations. He has facilitated large and small group workshops at and across all organizational levels, designed and installed the delivery structure for organizations, and designed and implemented facilitated processes for team building. He serves as president and CEO of RANA International, based in Ottawa, Ontario, Canada, and is director of operations for the International Association of Facilitators Certified Professional Facilitator Program.

Kathy Free has over thirteen years facilitating experience and seven years teaching and mentoring facilitators by employing her self-developed twenty-week instructional program. She serves as a senior examiner for the Malcolm Baldrige National Quality Award Program and has been appointed to the Executive Guidance Board of the U.S. Senate Productivity and Maryland Excellence Awards. Free is a featured speaker for professional organizations, conferences, and colleges and universities on a variety of topics, including facilitation techniques and
performance excellence. She is currently employed at the U.S. Social Security Administration.

**Izzy Gesell** has a B.A. in psychology and an M.S. in education. He began facilitating while teaching in the graduate school of education at Hunter College in New York. Since then, his facilitation clients have included NASA, Hewlett-Packard, Microsoft, and the Internal Revenue Service. He has run training workshops in improvisation at regional and national gatherings of, among other groups, the International Association of Facilitators, Organizational Development Network, National Speakers Association, and American Society for Training and Development. He is the author of *Playing Along: Group Learning Activities Borrowed from Improvisation Theater*, numerous articles, and a training video, *Humor Works with Izzy Gesell*.

**Dennis S. Gouran** is professor of communication arts and sciences and labor studies and industrial relations at the Pennsylvania State University. He is the author or coauthor of numerous books and articles dealing with communication in decision-making and problem-solving groups, has served as editor of both *Communication Monographs* and *Communication Studies*, and has been president of both the National Communication Association and the Central States Communication Association. He received his Ph.D. from the University of Iowa.

**Randy Y. Hirokawa** is dean of the College of Arts and Sciences at the University of Hawaii at Hilo. A specialist in the study of communication in decision-making and problem-solving groups, as well as former editor of *Communication Studies*, he has published extensively in the area. He is chair of the Group Communication Division of the National Communication Association. Hirokawa received his Ph.D. from the University of Washington.

**Christine Hogan** is a professional facilitator and educator. She is committed to helping people to learn how to facilitate and to fostering innovations in facilitation through reflective practice, networking and research. Her extensive consultancy work (Bhutan, Lao PDR, Malaysia, Hong Kong, Nepal, Mongolia, the United Kingdom, and Australia) focuses on personal, organization, and community development. Previously, she taught as a senior lecturer in human resource development at Curtin University of Technology, Perth, Australia. She specialized in the education of facilitators and supervision of student research into the field. She is
now an adjunct associate professor with the Centre for Research and Graduate Studies in the Division of Humanities at Curtin University. She has published four books and over thirty journal articles and conference papers. She has facilitated workshops in the United States, Canada, Malaysia, Mongolia, and Laos. She has recently been working with SNV Netherlands in the Kingdom of Bhutan in the Himalayas as a training and decentralization adviser.

**Marsha Hughes-Rease** has over twenty years of leadership experience and worked nine years as an internal consultant prior to joining Dannemiller Tyson Associates. She has provided consultative services, facilitation, and training in diverse organizational settings, including the government, military, health care, education, and manufacturing. Consultative services have included strategic planning and management, organizational restructuring, work process redesign and improvement, conflict management, team development, and leader succession planning. She is also an adjunct faculty member at George Mason University in Fairfax, Virginia. She has graduate degrees in nursing administration and organization development. Her professional affiliations include the American College of Healthcare Executives, American Society for Quality, the Society for Organizational Learning, Chesapeake Bay Organization Development Network, and the Mid-Atlantic Facilitators Network.

**Dale Hunter** is a group facilitator and author in the field of facilitation. She is a director of Zenergy Ltd. a New Zealand–based company providing facilitation, mediation, and coaching services. The Zenergy Diploma of Facilitation, codesigned by Hunter, has taken more than twelve hundred people to various levels of its eight-module program. She is the principal coauthor (with Anne Bailey and Bill Taylor) of *The Art of Facilitation*, *The Zen of Groups*, *Co-operacy—A New Way of Being at Work*, and *The Essence of Facilitation* (also published under the title *Handling Groups in Action: The Use of Distinctions in Facilitation*). Hunter’s doctoral thesis, “Facilitation of Sustainable Co-Operative Processes in Organisations,” includes a survey of facilitator values and ethics and the monitoring of the IAF code of ethics process. She is vice chair international on the board of directors of the International Association of Facilitators.

**Sylvia James** has twenty years of experience using whole system, large-scale change methods in high-tech, service, manufacturing, government, and education systems around the world. She has designed and facilitated large group interactive meetings.
involving over a thousand participants in creating and implementing strategy, redesigning work processes and organizational structures, integrating diverse cultures, building multicontractor teams, and planning and launching major programs. She is a partner in Dannemiller Tyson Associates and in the mid-1980s pioneered Whole-Scale Change processes in aerospace. She is coauthor of Whole-Scale Change: Unleashing the Magic in Organizations and The Whole-Scale Change Toolkit and a chapter contributor to Flawless Consulting Fieldbook and The Change Handbook. She has also written a number of articles and presented at conferences and workshops around the world. James approaches all her work with a passion for enabling individuals and groups to realize their hopes.

Sandra Janoff worked in public education from 1974 to 1984, helping organize one of the first team-based high schools in the United States. Her research on relationships among organization structure, behavior, and gender led to her doctoral dissertation, “The Influence of Legal Education on Moral Reasoning,” published in the Minnesota Law Review and in Feminist Jurisprudence: Taking Women Seriously—Cases and Materials. She consults with Fortune 500 companies, small businesses, communities, and nonprofits on whole systems redesign and leadership coaching. She also has run training workshops on systems-oriented group dynamics and is coauthor of “Systems Thinking and Small Groups” for the Comprehensive Textbook of Group Psychotherapy (1993). She codirects Future Search Network, a worldwide voluntary nonprofit service organization and is a member of the European Institute for Transnational Studies. Together with Marvin Weisbord, she has facilitated future searches in many countries and given seminars in facilitation and future search.

Jon Jenkins has more than thirty-five years of experience in facilitating social and organizational change in developing and developed countries and in training in the fields of short- and midterm planning, community development, team building, motivation, and methods of education. He facilitated or helped facilitate participative month-long consultations in nineteen comprehensive community development projects in eleven countries. He was project director or assistant project director involving one- to two-year on-site residencies in three communities. He has taught over one hundred two- to three-day modules on individual and social change, community development, facilitation, and training methods. He has designed and facilitated a wide variety of events for Shell International Exploration and Production, KPN Telecom, Netherlands, the Community Revitalization
through Democratic Action project in Western Serbia, and the Institute of Cultural Affairs, among many others. He has written or edited a number of articles and books on facilitation, training, and social problems. He is on the International Association of Facilitators’ ACT, the board of directors, with responsibility for communications and publications. Also, he serves on the board of directors for the Union of International Associations, Brussels. He is one of the co-owners of Imaginal Training, a Netherlands-based international training and facilitation company.

**Sam Kaner** has been writing and practicing in the field of organization development since the early 1980s. He is the senior author of *Facilitator’s Guide to Participatory Decision-Making*. He has made presentations on his concepts and models at the annual conferences of several professional associations, including the International Association of Facilitators, the National Organization Development Network, the American Society for Quality, and the Association for Quality and Participation. His corporate clients have included Hewlett-Packard, VISA International, Charles Schwab, PricewaterhouseCoopers, and many other Fortune 500 companies. His public service clients have included the California Supreme Court, March of Dimes, Special Olympics, Omidyar Foundation, and many community-based organizations and government agencies. Since 1986, he has been executive director of Community At Work, a San Francisco-based consulting firm that specializes in designing and facilitating cross-sector, multistakeholder collaboration.

**Miki Kashtan** conducts public workshops in nonviolent communication (NVC) and offers mediation, meeting facilitation, coaching, and training for organizations and businesses throughout the United States. She directs the Social Change Project for the Center for Nonviolent Communication (CNVC), a global organization offering NVC training and materials worldwide. In 2002, she cofounded Bay Area Nonviolent Communication (BayNVC). BayNVC is part of CNVC’s international network of trainers and local organizations committed to the creation of a world where everyone’s needs are met peacefully through compassionate giving and receiving. She holds a doctorate in sociology from the University of California in Berkeley. She has published articles on the theory and applications of nonviolent communication in *Tikkun, Encounter*, and *Communities* magazines.

**Lisa Kimball** is the founder and executive producer of Group Jazz, a consulting and services company that supports the work of purposeful groups—teams, communities, task forces, organizations—that meet face-to-face or on-line or both.
Clients have included Pfizer, Merck, IBM, USDA, NTL, California Institute of Integral Studies, and City University of New York. She serves on the board of the Plexus Institute, an organization dedicated to promoting organizational and community health through the applications of ideas from complexity science. She has deep experience in facilitating on-line groups and training moderators on multiple networks. She also coaches facilitators and team leaders. Prior to founding Group Jazz, she was a principal consultant in Metasystems Design Group and a cofounder of Caucus Systems. She received her Ph.D. in educational psychology, cognition, and learning from the Catholic University, a master’s in social science from Wesleyan University, and a B.A. from Sarah Lawrence College.

**Reinhard Kuchenmüller:** Having worked as an architect for thirty-five years, my main theme was facility programming, that is, detecting, developing, and communicating human needs as a basis for the design process, including research and consultancy in this field. In 1992, I was fortunate enough to come across a method using hand-drawn pictures to visualize people’s statements, originally developed by the architectural firm CRSS from Houston, Texas. This method of visualization soon revolutionized my work. The method matured and became the source of a new profession, visual facilitation, which spread into all fields of business. In 1998, I founded VISUELLE PROTOKOLLE in Munich, Germany, a company that offers visual facilitation using hand-drawn images. My holistic approach integrated all my professional, emotional, and spiritual dimensions and brought me into contact with the same dimensions in organizations.

**Roland Loup** has engaged in whole system consulting with a variety of profit and nonprofit organizations, state and national governments, and universities in the United States, Canada, Europe, India, and Australia for the past twenty years. Specific applications include strategy development and implementation, mergers and acquisitions, culture change, and quality systems implementation. He has codesigned and cofacilitated workshops on the Whole-Scale change process in the United States, Europe, Canada, and India and is cofounder and copresenter of “Intentional Interventions—Diagnosis and Design for Consultants and Trainers” and “The Whole Systems Practicum—An Experience in Laboratory Learning.” He has written numerous articles on the practice of organization development and is coauthor of *Whole-Scale Change: Unleashing the Magic in Organizations* and *Whole-Scale Change Toolkit*. He is now partner emeritus of Dannemiller Tyson
Associates after serving as partner for over fifteen years. He holds a master’s in mathematics and a doctorate in statistics.

**Larry Meeker** is a founder and president of Advanced Team Concepts, which specializes in training and support for organizations that are working to improve the human dynamics within their groups. An area of specialty is leadership development programs. He has been involved in the development and delivery of training courses and workshops for Christian-based organizations including World Vision, Habitat for Humanity, federal government agencies, and many private sector organizations such as Dell Computer, Texas Instruments, Ericsson, and Motorola. Previously he was a manager at Texas Instruments. He is a graduate of the University of Arkansas and author of two books on training.

**Toshihiko Nakui** is a doctoral candidate in the Department of Psychology at the University of Texas at Arlington. He graduated from Kanto Gakuin University in Yokohama, Japan, and received a master of counseling psychology degree from the College of Notre Dame, California. He has been studying group creativity and decision making in collaboration for four years. His primary interest is in the influence of group composition and type of communication system on group work.

**Fred Niziol** is a full-time facilitator specializing in collaborative Joint Application Development and other information technology–specific sessions, as well as interest-based bargaining negotiations. He is a member of the International Association of Facilitators and the Mid-Atlantic Facilitators Network. Niziol is currently employed by the U.S. Social Security Administration, working in the information technology area.

**Susan Nurre**, a Certified Professional Facilitator and Certified Master Facilitator, has designed and facilitated sessions for over fifteen years. In 1993, she created and continues to publish *The Facilitator*, a quarterly professional publication with international readership. Nurre has worked with a variety of clients to determine and satisfy their needs from systems requirements to organizational change readiness. In addition to facilitation, Nurre has experience in assessing organizational culture, soliciting customer feedback, developing and implementing communication strategies, managing projects and team members, and the development and delivery of training, including several facilitation courses. Prior to starting her own practice, Nurre worked for Arthur Andersen, American Airlines, and Computer
Sciences Corporation. She is a member of the Southwest Facilitators Network and has been a member of the International Association of Facilitators for nine years. She served as program chair for the 1996 IAF Conference and the logistics chair for the 2002 IAF Conference.

**Paul B. Paulus** is professor of psychology and interim dean of the College of Science at the University of Texas at Arlington. He has published in the area of group dynamics for over thirty years, including publication of five scholarly books and a textbook devoted to effectiveness in the workplace. For the past fifteen years, he has been studying group creativity employing the brainstorming paradigm and has published over thirty papers and chapters on this topic. He edited *Group Creativity: Innovation Through Collaboration*, which was published in 2003. His research has uncovered many factors that influence the effectiveness of brainstorming that are relevant facilitator practice.

**Steven N. Pyser** is a principal in a consulting firm that provides dialogue, strategic planning, conflict management, and synergy services to educational institutions, corporations, and nonprofit organizations. He is a member of the faculty at the University of Phoenix, Greater Philadelphia (Pennsylvania) Campuses, where he teaches undergraduate, graduate business, and management courses. Pyser facilitates public conversations and dialogues and conducts workshops on diversity, issues of public importance, group facilitation skills, and conflict management. He serves on the editorial board for *Conflict Resolution Quarterly* and as a staff editor for *Journal of Legal Studies Education*. He received his J.D. from Temple University School of Law.

**Maria Begoña Rodas-Meeker** has been a facilitator and trainer for the past eight years. She is a founder and principal of Amauta International, which specializes in training and mentoring leaders and facilitators for organizational and social change. She has been involved in the development and delivery of training courses and workshops for groups in corporate settings, government agencies, and a wide range of nonprofit organizations, including Christian-based organizations such as World Vision International, Habitat for Humanity, and Lutheran Church of Colombia. Previously, she was organization development director at Alpina, headquartered in Bogotá, Colombia. She is a graduate of Pontificia Universidad Javeriana, Bogotá, Colombia, and a Certified Professional Facilitator.