

**An Incomplete List of Facilitation Facts** (Sources: ToP marketing WOW, (2014), IAF research journals, graphic facilitation timeline (2009); ICA documents; M. Galbraith; internet

1920's	Harvard Business School developed the Harvard Policy Model, one of the first strategic planning methodologies for private businesses.
1953	Cartwright and Zander publish "Group Dynamics: Research Inquiry"
1960-70	Experiential /Imaginal Education concepts articulated
1960's	Strategic planning became a standard management tool in virtually every <i>Fortune</i> 500 company, and many smaller companies as well
1963	First laboratory for ICA Human development approach – called Fifth City Chicago's West Side
1968	International office and projects for ICA were established
1972	First workshop on group graphics
1973	ICA NPO division of Ecumenical Institute formed
1985	Harrison Owen uses Open Space Technology with 85 participants sitting in a circle after discovering the approach one year earlier.
1977	ICAI established
1989	Meetings to explore loose knit association using ToP methods (precursor to IAF)
1990	Grove Consultants International forms Appreciative Inquiry theory begins
1994	IAF Incorporated (January) Asset Based Community Development Approach defined – shifting emphasis from deficit to strengthen based perspective Skilled Facilitator Approach published by Roger Schwarz
1995	After first official IAF conference in Denver, a local facilitator group was launched (300 database) and ran for about 4-5 years
1996	Sam Kaner publishes "Facilitators Guide to Participatory Decision Making"
1997	Book" Large Group Interventions" published with chapter on ICA strategic planning process
1998	IAF launches the Certified Professional Facilitator program Human Centered Development use affinity mapping – proto typing – social entrepreneurs using and international development ( date?)
1999	First Change Handbook with 18 methods included – ToP Strategic Planning included
2000	International Association of Visual Practitioners forms
2001	First international conference on Appreciative Inquiry Approach – 500 participants According to International Crisis Behaviour (ICB) data, of 434 international crises that occurred between 1918 and 2001, 128 experienced mediation
2002	Theory U and Presencing institute emerges with new emphasis on collective wisdom. Attracts global following.
2003	Virtual conferencing systems evolved due to high-speed Internet developments. Virtual equipment also became affordable.
2003	The International Institute for Facilitation (INIFAC) was created (Atlanta)
2004	Collective Wisdom initiative - Petzer Institute
2005	IAF publishes first of three tomes: IAF handbook of Group Facilitation
2006	ToP Network emerged as separate 501c6 at the request of the 2006 ICA Board of Directors IAF conferences started offering workshops about virtual facilitation
2012	ICA/ToP Network team acquire and setup new ToP Training website for national registration and marketing IAF Halifax has four facilitators give Tedx Talks on facilitation Harvard business review cites sticky wall, and complex card brainstorming and grouping similar types of ideas in solving tough business challenges Phycology Today cites studies, including brain research, on how unproductive meetings can be; again, another opportunity for facilitators to bring back

	excitement and productivity Design thinking – Stanford university - how to solve problems through design – virtual crash course offered for free
2013	University of Michigan piloting a new Facilitation Training opportunity offered to U-M students to enhance their facilitation skills in a variety of contexts, whether facilitating meetings, group discussions, workshops, or other things.
2014	The IAF has grown to an organization of 1200 facilitators from 51 countries -highest membership growth in Asia 450* current CPFs worldwide, around 115 CTFs, around 25 CMFs (*an estimated 1100 people have gone through CPF, not all recertified.) IAF launched a training endorsement for facilitation North America IAF conference is vastly diminished from 1200 in year 2000 to 125 in 2014 Office of Local Government, NSW, Australia makes facilitators available for councils for use over 9 month period as they discuss structural changes and possible mergers between councils. 100% of cost subsidized. To coincide with the 6 <sup>th</sup> Anniversary of the National Apology, the <a href="#">National Indigenous Youth Leadership Academy (NIYLA)</a> brought together 11 2013 Alumni to participate in 2 days of Facilitation Training in Melbourne. Calls facilitation a life skill. English language trainer from Cambridge University Press says, “Facilitation skills one of a series of key generic skills which professionals need 12 courses listed on ToP training website versus 4-5 in early 2000’s. Google search on word “facilitation has over 3 million entries

#### **Some Possible Trends in Facilitation (Bill Staples – ICA Canada – pers. Comm. October 2014)**

- All sectors and fields are seeing the necessity of making decisions as groups because of the increased complexity of the world.
- Even the military sector is seeing value of participatory decision making, and using facilitation methods especially in Singapore and US.
- Finance, energy sector and telecommunications field at the highest levels are not using facilitation consistently because of culture encouraging leaders to make decisions without sharing their strategy in advance, and also because share values are often independent of general company success. High level leaders would need to put a very high value on participation to understand how facilitation works.
- Lower levels of finance, energy and telecommunications often more easily see the value of facilitation.
- IT sector seeing \$ savings from facilitation especially for requirements gathering and participatory project management.
- As profession of facilitation is increasingly mainstreamed, it is seen increasingly as a lower level profession. e.g. facilitator is someone who can lead meetings, not as someone who can do organizational transformation.
- Many government departments still see facilitation as a Training Competence, but this is slowly changing over time.
- More and more groups are being forced into conference call facilitation as a cost saving measure, especially for communication and project management type facilitation. They do see the necessity of face-to-face for decisions of considerable weight and depth.
- Field of facilitation (e.g., ToP and IAF type) is easily confused with facilitation as a specific tool, e.g., "I am a Myers Briggs facilitator" or a "Lean Facilitator" etc.
- Many people are seeing "cards on walls" without reference to facilitation, or ToP. E.g. "I saw someone doing something like that."
- ToP practitioners globally seeing use of ToP methods without necessarily understanding four key elements of philosophy behind it: e.g., comprehensivity, consciousness of consciousness, compassion (care) and courage.
- Older generations seeing real importance of facilitation as expansion to human potential, but often held back by old personal behaviour systems; Younger generation seeing real importance of facilitation as dealing with old behaviour systems, but may see limits to human potential.
- Political systems are more and more seeing the importance of facilitation and also of consensus based decision making, but often structurally unable to get out of the polarizing modalities, primarily because of vested interests taking positions on difficult choices.
- The trend toward comprehensiveness in decision-making is not being matched with a trend toward long-term effects of decision making, so while democratic political systems can deal with comprehensivity they are hampered by short term election cycles.