

Second Global ToP Practitioner Review

October / November 2008

Unedited. For Participant Use Only in Building the network of ToP practitioners Globally.

Distributed through a general web link and also sent to 2130 emails.

132 responded. 89 completed the whole survey

CONTENTS

SURVEY QUESTIONS

QUANTITATIVE ANSWERS

OPEN ENDED RESPONSES

Thanks, everyone, for your participation. It has been an honor listening, both to your responses and to the many emails you sent. Thanks, also to Jo and Wayne Nelson, Larry Philbrook, Bill Staples and others who are taking initiative to shape our global network of ToP practitioners, Do good, all those who gather in Japan, engage the rest of us in your deliberations.

This link will take you to the survey on line where you can browse the responses.

http://www.surveymonkey.com/sr.aspx?sm=eG6ZhS_2fmPemtaNd2svDXrP1_2fSnvksRAVggyIq_2f1IX2U_3d

Let me know how you use the wisdom in these pages, and feel free to add. I am willing to do this again, say in 2 years. Interested?

Jim Wiegel

jfwiegel@yahoo.com

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Welcome, and thanks for sharing your wisdom and experience in using ToP met...

HOW ARE YOU DOING AS A ToP® FACILITATOR? WHAT DIFFERENCE ARE YOU MAKING? The next 20-30 minutes will give you an opportunity to reflect on your current strengths and stretches in using ToP methods and also ensure that your wisdom and experience is available to the broader network of ToP® Facilitators and practitioners regionally, nationally and around the globe.

This is particularly important now in preparation for ICA International's coming conference on human development to be held in Tokyo in November.

The results of this web-based conversation will be available to all who participate as well as to the various ToP training and facilitation networks in existence around the world.

If this goes well, we could use it annually to check in with one another

Thanks for participating,
Jim Wiegel, Tolleson, Arizona

THERE ARE NO REQUIRED ANSWERS. TRUST YOUR JUDGEMENT. ANSWER AS FULLY AS SEEMS WISE TO YOU.

PRESSED FOR TIME? You can come back again later to finish, or follow the EXPRESS path (questions marked "EXPRESS")

First, fill in some information about yourself and your work with ToP (EXPRESS)

| | |
|-------------------------------------|----------------------|
| Name | <input type="text"/> |
| Current Date | <input type="text"/> |
| City you are based in | <input type="text"/> |
| Country you are based in | <input type="text"/> |
| Email Address (for ongoing contact) | <input type="text"/> |

Tell your story. How did you get into this work? What has happened as a result? What keeps you going? (EXPRESS)

Give some background about your history with ToP methods. Choose an option from each drop down menu (EXPRESS)

| | | | |
|------------------------------|-------------------------|-----------------------------|----------------------|
| I first discovered ToP . . . | How I learned about ToP | Phase of my career with ToP | Certification |
| .. <input type="text"/> | <input type="text"/> | <input type="text"/> | <input type="text"/> |

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Describe your current practice with ToP methods. Choose an option from each drop down menu

| My ToP practice is | Organizational base | Estimated current annual ToP related income | Sources of ToP related income | Volume of facilitation | Geographic Scope |
|--------------------|----------------------|---|-------------------------------|------------------------|----------------------|
| .. | <input type="text"/> | <input type="text"/> | <input type="text"/> | <input type="text"/> | <input type="text"/> |

Where do you do most of your work? Cities, Regions, Countries

DESCRIBE THE GROUPS YOU WORK WITH AND WHAT IS HAPPENING WITH THEM

Who do you work with? Please estimate the percentage of time you spend facilitating using ToP with the following client or participant types. It is most helpful if it adds up to around 100%

CHOOSE an option from each drop down menu.

| | Percent of work with this sector |
|--|----------------------------------|
| Small Private Sector | <input type="text"/> |
| Internally with your employer organization | <input type="text"/> |
| Churches and other religious groups | <input type="text"/> |
| Community, neighborhood level | <input type="text"/> |
| Local NGO/Charity/Civil Society/Nonprofit | <input type="text"/> |
| Collaborations, initiatives, multistakeholder groups | <input type="text"/> |
| Youth serving organizations | <input type="text"/> |
| Large NGO/Charity/Civil Society/Nonprofit | <input type="text"/> |
| Large Private Sector | <input type="text"/> |
| Associations | <input type="text"/> |
| Education | <input type="text"/> |
| Fed.National/ State/Prov./ or Reg. Gov't | <input type="text"/> |
| City/Town/Municipal / Village Gov't | <input type="text"/> |
| Other groups, sectors you work with (health, IT, accounting, etc.) | <input type="text"/> |

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What kind of work do you do with these groups? Please estimate the kinds of situations where you most often apply basic ToP methods. It is most helpful if it adds up to around 100%

CHOOSE an option from each drop down menu.

| | Percent of work with this type of application |
|---|---|
| Strategic Planning | <input type="text"/> ▼ |
| Team retreats | <input type="text"/> ▼ |
| Occasional client problem solving | <input type="text"/> ▼ |
| Blending ToP and other approaches | <input type="text"/> ▼ |
| Conferences or symposia | <input type="text"/> ▼ |
| Regular team / workgroup meetings | <input type="text"/> ▼ |
| Combining ToP methods in larger designs | <input type="text"/> ▼ |
| Training others in ToP methods | <input type="text"/> ▼ |
| Mentoring or coaching | <input type="text"/> ▼ |
| Curriculum development | <input type="text"/> ▼ |
| Other recurring uses (please specify) | <input type="text"/> |

What RESULTS do you see from your work with these groups?

| | How visible is this result? |
|---|-----------------------------|
| Initial excitement and some immediate actions after the facilitation | <input type="text"/> ▼ |
| Effective, interactive events and group processes are becoming the norm | <input type="text"/> ▼ |
| There is a mutual sense of respect and collegiality vertically and horizontally | <input type="text"/> ▼ |
| A committed, affirmative, winning mindset is increasingly evident in practice | <input type="text"/> ▼ |
| Active collaboration with stakeholders, customers and clients ensures high success and upfront support for decisions and their implementation | <input type="text"/> ▼ |
| The system is more focused and effective in producing results and getting things done | <input type="text"/> ▼ |
| Facilitation and participation approaches are being used, working and becoming more deeply and operationally embedded | <input type="text"/> ▼ |
| Participation in developing and supporting shared leadership is active and widespread | <input type="text"/> ▼ |
| The plan was tracked and systematically implemented | <input type="text"/> ▼ |
| Specific planned accomplishments on the timeline are getting done | <input type="text"/> ▼ |
| The topic or issue that was worked on was successfully resolved | <input type="text"/> ▼ |
| Other results you have seen | <input type="text"/> |

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What significant shifts, trends and changes are you noticing in the people and groups you are working with? Describe the group and the change you see (EXPRESS)

NEXT, LET'S FOCUS ON YOUR SKILLS AND ABILITIES

USING TOP METHODS EFFECTIVELY: Review your experience and competence overall with the 5 most common ToP methods:

FOCUSED CONVERSATION: (Objective, Reflective, Interpretive, Decisional)

CONSENSUS WORKSHOP: (Context, Brainstorm, Cluster, Name, Resolve)

TOP ACTION PLANNING: (Context, Victory, Current Reality, Commitment, Key Actions, Calendar, Coordination, Resolve)

PARTICIPATORY STRATEGIC PLANNING: (Practical Vision, Underlying Contradictions, Strategic Directions, Focused Implementation)

HISTORICAL SCAN / WALL OF WONDER: (Context, Brainstorm Events, Turningpoints and Titling, Trends, Implications)

| | I know this method and could facilitate it now, if asked | How often do you use this method? | How important is this method to your success? | How important is this method to the success of the groups you work with? |
|----------------------------------|--|-----------------------------------|---|--|
| Focused Conversation | <input type="text"/> | <input type="text"/> | <input type="text"/> | <input type="text"/> |
| Consensus Workshop | <input type="text"/> | <input type="text"/> | <input type="text"/> | <input type="text"/> |
| Action Planning | <input type="text"/> | <input type="text"/> | <input type="text"/> | <input type="text"/> |
| Participatory Strategic Planning | <input type="text"/> | <input type="text"/> | <input type="text"/> | <input type="text"/> |
| Historical Scan / Wall of Wonder | <input type="text"/> | <input type="text"/> | <input type="text"/> | <input type="text"/> |

What additional ToP (or other) methods are central to your work? Name each, and say how it contributes to your success

Integrating your use of ToP methods with the other competencies for success...

In addition to using ToP methods effectively, a competent ToP Facilitator also:

MANAGES POSITIVE CLIENT RELATIONSHIPS: (Understand Client Needs, Create Appropriate Designs, Communicate Client Needs, Manage Projects Effectively)

CREATES A PARTICIPATORY ENVIRONMENT: (Communicate Effectively, Create Positive Atmosphere, Resolve Group Conflicts, Implement Plans Effectively)

EVOKES THE CREATIVITY OF THE GROUP: (Understand Learning Needs, Apply Appropriate Approaches, Elicit Group Creativity, Utilize Space and Time Effectively)

MODELS A POSITIVE PROFESSIONAL ATTITUDE: (Reveal Depth and Substance to Illuminate Group Potential, Care for the Group Journey, Practice Self- Assessment and Self-Awareness, Act with Integrity, Model Neutrality)

ORCHESTRATES QUALITY EVENTS: (Manage Overall Process, Ensure Dynamic Process, Adapt to Group Needs, Work Effectively with a Team)

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PRODUCES EFFECTIVE RESULTS: (Apply Appropriate Methods, Clearly Document Results, Develop Authentic Consensus, Prepare for Solid Implementation, Follow through to confirm client success and satisfaction, answer follow up questions, acknowledge, learn from and celebrate their achievement and their story)

CHOOSE an option from each of the drop down menus.

| | How IMPORTANT is this aspect of facilitation in your practice? | What FEEDBACK do you get from participants, clients and colleagues? | How comfortable are you with this aspect of facilitation? | How do you RATE YOURSELF in this aspect of facilitation? |
|--------------------------------------|--|---|---|--|
| Manage Positive Client Relationships | <input type="text"/> | <input type="text"/> | <input type="text"/> | <input type="text"/> |
| Create a Participatory Environment | <input type="text"/> | <input type="text"/> | <input type="text"/> | <input type="text"/> |
| Evoke the Creativity of the Group | <input type="text"/> | <input type="text"/> | <input type="text"/> | <input type="text"/> |
| Model Positive Professional Attitude | <input type="text"/> | <input type="text"/> | <input type="text"/> | <input type="text"/> |
| Orchestrate Quality Events | <input type="text"/> | <input type="text"/> | <input type="text"/> | <input type="text"/> |
| Produce Effective Results | <input type="text"/> | <input type="text"/> | <input type="text"/> | <input type="text"/> |

Which 1 or 2 of these competencies most need your attention in the next year or 2?

In your facilitation work, what are you currently most EXCITED about?? (give several specific recent examples) (EXPRESS)

One thing I am excited about is:

Another would be

I should also mention

In your facilitation work, what are you currently most CHALLENGED BY or CONCERNED about?? (EXPRESS)

One challenge I am facing in my practice is

A challenge I see for ToP as a whole is

Another concern for me is

Oh, I almost forgot . . .

What 2 or 3 insights or learning's from your work with groups and leaders have been significant for you and need to be shared with others using ToP? (EXPRESS)

One key recent insight for me has been

Another is

Oh, and I should also mention

I almost forgot . . .

GOOD EXAMPLES OF REALISTIC, LASTING SUCCESS WITH TOP AND FACILITATION

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In this section, we are looking for living illustrations of the results which ToP and facilitation can bring to situations. We want to highlight the organizational and community leadership who believe in ToP, its methods, values and spirit and have used ToP to good ends in their situation -- People who have brought ToP training and facilitation into their situation because they see that real participation is important and can make a difference.

In the spaces below, nominate 2 or 3 groups you have worked with that are good examples of what can happen when ToP is applied skillfully and spiritedly in an organization, team or community.

NAME the group or organization proposed as an illustration. Use the actual name, or, for confidentiality, you can use a fictitious or generic name: (i.e., "a 30 year old international NGO", "a community collaborative in Ecuador", "the info systems department in a leading biotech company", etc.)

DESCRIBE BRIEFLY (30 words or less) what makes this group or organization a good example and how ToP (and your efforts) played a role in its success.

1 Name, Description

2 Name, Description

3 Name, Description

How can we involve these groups and organizations (and others we all work with) in this conversation?

I am willing and able to provide more detailed information on these examples myself or through my contact with the group or organization

Yes

No

How shall we contact you for further information?

ToP AS A SOCIAL CHANGE TECHNOLOGY

ToP is seen today as an approach to effective participation and a tool for effective group facilitation of decision making. In its origins, ToP was developed also as a social change methodology aimed at awakening leadership at all levels to take responsibility for and act on global challenges as they appear in local community and organizational settings.

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In preparation for the coming Global Conference on Human Development in Tokyo, ICAI has identified the following significant global challenges to focus on. Which of these global challenges are you addressing through your ToP practice? Check all that apply.

- | | |
|---|--|
| <input type="checkbox"/> Private Sector Collaboration | <input type="checkbox"/> Access to Healthcare and Preventing the Spread of Disease |
| <input type="checkbox"/> Gender / Age inequity as a cross-cutting issue | <input type="checkbox"/> Strengthening of Civil Society |
| <input type="checkbox"/> Consumerism and Over-Consumption | <input type="checkbox"/> Persistence of Poverty |
| <input type="checkbox"/> Disconnectedness and Barriers to Engagement | <input type="checkbox"/> Literacy and Education |
| <input type="checkbox"/> Environmental Degradation and Climate Change | <input type="checkbox"/> Effective Governance and Protection of Human Rights |
| <input type="checkbox"/> Violent Conflict and Social Disintegration | <input type="checkbox"/> Sustainable Agriculture and Livelihoods |

Are there other challenges you see and/or are addressing that should be added to this list?

LOOKING TO THE FUTURE

AND THE VISION QUESTION: Looking ahead 5, 10 years or more, what do you see? What is going on now that is fueling your deep passion? What is the future of ToP in all this? (EXPRESS)

HOW DO WE HELP THAT FUTURE COME INTO BEING? ToP methods were developed and formulated in the last century. As ToP practitioners around the world, where do we need to put our collective energy and creativity to ensure that ToP continues to grow and make a significant contribution to the human development of organizations, communities and initiatives over the next decade or so?

One thing we need to work on is

Another would be

And a third would be

Where are you focussing your energy and attention in your own practice to ensure it remains a vital and significant contribution to the human development of organizations, communities and initiatives over the next decade or so?

1

2

3

4

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What support or assistance would you most appreciate in moving forward?
(EXPRESS)

I would like a copy of the survey results

.pdf version

view on line

no, thanks

email address to send the report

THANKS AND FEEDBACK

Thank you for participating in this survey. Your experience and information will contribute to broadening the conversation around the world about the future development of ToP and ToP facilitators.

Questions? email me, Jim Wiegel (jfwiegel@yahoo.com)

What changes or improvements would you recommend for the next time we do this survey?

3. Give some background about your history with ToP methods. Choose an option from each drop down menu (EXPRESS)

I first discovered ToP . . .

| | in 2006-2008 | 2000-2005 | 1990-1999 | Before then | Response Count |
|----|--------------|------------|------------|-------------|----------------|
| .. | 8.1% (10) | 37.1% (46) | 22.6% (28) | 32.3% (40) | 124 |

How I learned about ToP

| | Participated in a ToP facilitation | Took a ToP course | learned about ToP at a conference | ICA staff member or associate | Part of University / Graduate program | Response Count |
|----|------------------------------------|-------------------|-----------------------------------|-------------------------------|---------------------------------------|----------------|
| .. | 17.2% (20) | 38.8% (45) | 0.9% (1) | 38.8% (45) | 4.3% (5) | 116 |

Phase of my career with ToP

| | Just getting started | Rapidly growing and expanding | Well established practice | Moving towards Succession | Currently in transition | Response Count |
|----|----------------------|-------------------------------|---------------------------|---------------------------|-------------------------|----------------|
| .. | 13.2% (15) | 14.9% (17) | 43.0% (49) | 14.0% (16) | 14.9% (17) | 114 |

Certification

| | I am a Certified Professional Facilitator | I am a ToP Certified Facilitator | Neither, but I am interested in certification | Certification is not important for me | Response Count |
|----|---|----------------------------------|---|---------------------------------------|----------------|
| .. | 8.9% (10) | 29.5% (33) | 23.2% (26) | 38.4% (43) | 112 |

answered question

124

skipped question

8

4. Describe your current practice with ToP methods. Choose an option from each drop down menu

My ToP practice is

| | a full time job for me | mainly a community contribution | something I do when the opportunity arises | would like to do more, but . . . | Response Count |
|----|------------------------|---------------------------------|--|----------------------------------|----------------|
| .. | 30.6% (34) | 5.4% (6) | 55.0% (61) | 9.0% (10) | 111 |

Organizational base

| | Independent sole practitioner | Part of a collegial network practice | Employed as an internal facilitator | Job includes some facilitation | ICA staff member or associate | Response Count |
|----|-------------------------------|--------------------------------------|-------------------------------------|--------------------------------|-------------------------------|----------------|
| .. | 40.2% (45) | 16.1% (18) | 5.4% (6) | 23.2% (26) | 15.2% (17) | 112 |

Estimated current annual ToP related income

| | less than 2000 a year | 2001 to 10000 | 10001 to 30000 | 30001 to 75000 | 75001 to 250000 | 250001 and above | Response Count |
|----|-----------------------|---------------|----------------|----------------|-----------------|------------------|----------------|
| .. | 37.5% (36) | 19.8% (19) | 13.5% (13) | 13.5% (13) | 12.5% (12) | 3.1% (3) | 96 |

Sources of ToP related income

| | A few large clients | Independent facilitation projects | Both Facilitation and ToP training | Salaried | Response Count |
|----|---------------------|-----------------------------------|------------------------------------|------------|----------------|
| .. | 5.2% (5) | 41.7% (40) | 35.4% (34) | 17.7% (17) | 96 |

Volume of facilitation

| | 1-2 facilitations a month | 5 or more a month | primarily facilitate ongoing teams | intermittent work | Response Count |
|----|---------------------------|-------------------|------------------------------------|-------------------|----------------|
| .. | 18.9% (18) | 14.7% (14) | 13.7% (13) | 52.6% (50) | 95 |

Geographic Scope

| | Work locally | Regional, national focus | National, International | Mainly international work | Depends what comes along | Response Count |
|----|--------------|--------------------------|-------------------------|---------------------------|--------------------------|----------------|
| .. | | | | | | |

| | | | | | | |
|---|------------|-------------------|----------|----------|------------|------------|
| .. | 29.1% (25) | 36.0% (31) | 8.1% (7) | 8.1% (7) | 18.6% (16) | 86 |
| Where do you do most of your work? Cities, Regions, Countries | | | | | | 107 |
| answered question | | | | | | 117 |
| skipped question | | | | | | 15 |

5. Who do you work with? Please estimate the percentage of time you spend facilitating using ToP with the following client or participant types. It is most helpful if it adds up to around 100% CHOOSE an option from each drop down menu.

Percent of work with this sector

| | 80% or more | 60-80% | 40-60% | 20-40% | 0-20% | Don't work with this sector | Response Count |
|--|-------------|----------|----------|------------|-------------------|-----------------------------|----------------|
| Large Private Sector | 1.7% (1) | 1.7% (1) | 5.0% (3) | 3.3% (2) | 25.0% (15) | 63.3% (38) | 60 |
| Small Private Sector | 1.7% (1) | 0.0% (0) | 1.7% (1) | 11.7% (7) | 36.7% (22) | 48.3% (29) | 60 |
| Fed.National/ State/Prov./ or Reg. Gov't | 3.1% (2) | 4.7% (3) | 9.4% (6) | 17.2% (11) | 25.0% (16) | 40.6% (26) | 64 |
| City/Town/Municipal / Village Gov't | 2.9% (2) | 1.4% (1) | 8.6% (6) | 8.6% (6) | 47.1% (33) | 31.4% (22) | 70 |
| Churches and other religious groups | 1.6% (1) | 0.0% (0) | 3.2% (2) | 6.3% (4) | 39.7% (25) | 49.2% (31) | 63 |
| Large NGO/Charity/Civil Society/Nonprofit | 4.5% (3) | 1.5% (1) | 1.5% (1) | 16.7% (11) | 43.9% (29) | 31.8% (21) | 66 |
| Local NGO/Charity/Civil Society/Nonprofit | 2.7% (2) | 5.4% (4) | 6.8% (5) | 18.9% (14) | 47.3% (35) | 18.9% (14) | 74 |
| Internally with your employer organization | 9.5% (6) | 7.9% (5) | 3.2% (2) | 7.9% (5) | 28.6% (18) | 42.9% (27) | 63 |
| Community, neighborhood level | 0.0% (0) | 7.7% (5) | 4.6% (3) | 12.3% (8) | 36.9% (24) | 38.5% (25) | 65 |

| | | | | | | |
|---|------------|-------------------|----------|----------|------------|------------|
| .. | 29.1% (25) | 36.0% (31) | 8.1% (7) | 8.1% (7) | 18.6% (16) | 86 |
| Where do you do most of your work? Cities, Regions, Countries | | | | | | 107 |
| answered question | | | | | | 117 |
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Percent of work with this sector

| | 80% or more | 60-80% | 40-60% | 20-40% | 0-20% | Don't work with this sector | Response Count |
|--|--------------------|---------------|---------------|---------------|-------------------|------------------------------------|-----------------------|
| Large Private Sector | 1.7% (1) | 1.7% (1) | 5.0% (3) | 3.3% (2) | 25.0% (15) | 63.3% (38) | 60 |
| Small Private Sector | 1.7% (1) | 0.0% (0) | 1.7% (1) | 11.7% (7) | 36.7% (22) | 48.3% (29) | 60 |
| Fed.National/ State/Prov./ or Reg. Gov't | 3.1% (2) | 4.7% (3) | 9.4% (6) | 17.2% (11) | 25.0% (16) | 40.6% (26) | 64 |
| City/Town/Municipal / Village Gov't | 2.9% (2) | 1.4% (1) | 8.6% (6) | 8.6% (6) | 47.1% (33) | 31.4% (22) | 70 |
| Churches and other religious groups | 1.6% (1) | 0.0% (0) | 3.2% (2) | 6.3% (4) | 39.7% (25) | 49.2% (31) | 63 |
| Large NGO/Charity/Civil Society/Nonprofit | 4.5% (3) | 1.5% (1) | 1.5% (1) | 16.7% (11) | 43.9% (29) | 31.8% (21) | 66 |
| Local NGO/Charity/Civil Society/Nonprofit | 2.7% (2) | 5.4% (4) | 6.8% (5) | 18.9% (14) | 47.3% (35) | 18.9% (14) | 74 |
| Internally with your employer organization | 9.5% (6) | 7.9% (5) | 3.2% (2) | 7.9% (5) | 28.6% (18) | 42.9% (27) | 63 |
| Community, neighborhood level | 0.0% (0) | 7.7% (5) | 4.6% (3) | 12.3% (8) | 36.9% (24) | 38.5% (25) | 65 |

| | | | | | | | |
|--|----------|----------|-----------|-----------|-------------------|-------------------|------------|
| Associations | 1.6% (1) | 1.6% (1) | 4.8% (3) | 1.6% (1) | 47.6% (30) | 42.9% (27) | 63 |
| Collaborations, initiatives, multistakeholder groups | 3.0% (2) | 3.0% (2) | 13.4% (9) | 10.4% (7) | 47.8% (32) | 22.4% (15) | 67 |
| Youth serving organizations | 1.7% (1) | 3.4% (2) | 6.9% (4) | 6.9% (4) | 37.9% (22) | 43.1% (25) | 58 |
| Education | 4.3% (3) | 2.9% (2) | 7.2% (5) | 11.6% (8) | 43.5% (30) | 30.4% (21) | 69 |
| Other groups, sectors you work with (health, IT, accounting, etc.) | | | | | | | 18 |
| answered question | | | | | | | 100 |
| skipped question | | | | | | | 32 |

6. What kind of work do you do with these groups? Please estimate the kinds of situations where you most often apply basic ToP methods. It is most helpful if it adds up to around 100% CHOOSE an option from each drop down menu.

Percent of work with this type of application

| | 80% or more | 60-80% | 40-60% | 20-40% | 0-20% | I don't do this | Response Count |
|---|--------------------|---------------|---------------|-------------------|-------------------|------------------------|-----------------------|
| Occasional client problem solving | 0.0% (0) | 1.6% (1) | 4.7% (3) | 9.4% (6) | 71.9% (46) | 12.5% (8) | 64 |
| Regular team / workgroup meetings | 0.0% (0) | 1.6% (1) | 15.6% (10) | 17.2% (11) | 46.9% (30) | 18.8% (12) | 64 |
| Conferences or symposia | 1.7% (1) | 0.0% (0) | 3.3% (2) | 6.7% (4) | 63.3% (38) | 25.0% (15) | 60 |
| Strategic Planning | 6.0% (5) | 10.7% (9) | 15.5% (13) | 33.3% (28) | 33.3% (28) | 1.2% (1) | 84 |
| Curriculum development | 0.0% (0) | 1.8% (1) | 5.3% (3) | 3.5% (2) | 54.4% (31) | 35.1% (20) | 57 |
| Mentoring or coaching | 0.0% (0) | 1.5% (1) | 4.4% (3) | 10.3% (7) | 57.4% (39) | 26.5% (18) | 68 |
| Combining ToP methods in larger designs | 5.6% (4) | 4.2% (3) | 6.9% (5) | 19.4% (14) | 52.8% (38) | 11.1% (8) | 72 |
| Blending ToP and other approaches | 7.9% (6) | 5.3% (4) | 17.1% (13) | 21.1% (16) | 40.8% (31) | 7.9% (6) | 76 |
| Team retreats | 0.0% (0) | 1.7% (1) | 5.0% (3) | 26.7% (16) | 45.0% (27) | 21.7% (13) | 60 |

| | | | | | | | |
|--|----------|----------|-----------|-----------|-------------------|-------------------|------------|
| Associations | 1.6% (1) | 1.6% (1) | 4.8% (3) | 1.6% (1) | 47.6% (30) | 42.9% (27) | 63 |
| Collaborations, initiatives, multistakeholder groups | 3.0% (2) | 3.0% (2) | 13.4% (9) | 10.4% (7) | 47.8% (32) | 22.4% (15) | 67 |
| Youth serving organizations | 1.7% (1) | 3.4% (2) | 6.9% (4) | 6.9% (4) | 37.9% (22) | 43.1% (25) | 58 |
| Education | 4.3% (3) | 2.9% (2) | 7.2% (5) | 11.6% (8) | 43.5% (30) | 30.4% (21) | 69 |
| Other groups, sectors you work with (health, IT, accounting, etc.) | | | | | | | 18 |
| answered question | | | | | | | 100 |
| skipped question | | | | | | | 32 |

6. What kind of work do you do with these groups? Please estimate the kinds of situations where you most often apply basic ToP methods. It is most helpful if it adds up to around 100% CHOOSE an option from each drop down menu.

Percent of work with this type of application

| | 80% or more | 60-80% | 40-60% | 20-40% | 0-20% | I don't do this | Response Count |
|---|--------------------|---------------|---------------|-------------------|-------------------|------------------------|-----------------------|
| Occasional client problem solving | 0.0% (0) | 1.6% (1) | 4.7% (3) | 9.4% (6) | 71.9% (46) | 12.5% (8) | 64 |
| Regular team / workgroup meetings | 0.0% (0) | 1.6% (1) | 15.6% (10) | 17.2% (11) | 46.9% (30) | 18.8% (12) | 64 |
| Conferences or symposia | 1.7% (1) | 0.0% (0) | 3.3% (2) | 6.7% (4) | 63.3% (38) | 25.0% (15) | 60 |
| Strategic Planning | 6.0% (5) | 10.7% (9) | 15.5% (13) | 33.3% (28) | 33.3% (28) | 1.2% (1) | 84 |
| Curriculum development | 0.0% (0) | 1.8% (1) | 5.3% (3) | 3.5% (2) | 54.4% (31) | 35.1% (20) | 57 |
| Mentoring or coaching | 0.0% (0) | 1.5% (1) | 4.4% (3) | 10.3% (7) | 57.4% (39) | 26.5% (18) | 68 |
| Combining ToP methods in larger designs | 5.6% (4) | 4.2% (3) | 6.9% (5) | 19.4% (14) | 52.8% (38) | 11.1% (8) | 72 |
| Blending ToP and other approaches | 7.9% (6) | 5.3% (4) | 17.1% (13) | 21.1% (16) | 40.8% (31) | 7.9% (6) | 76 |
| Team retreats | 0.0% (0) | 1.7% (1) | 5.0% (3) | 26.7% (16) | 45.0% (27) | 21.7% (13) | 60 |

| | | | | | | | |
|---------------------------------------|----------|----------|------------|------------|-------------------|------------|------------|
| Training others in ToP methods | 1.4% (1) | 4.1% (3) | 13.7% (10) | 16.4% (12) | 37.0% (27) | 27.4% (20) | 73 |
| Other recurring uses (please specify) | | | | | | | 13 |
| answered question | | | | | | | 101 |
| skipped question | | | | | | | 31 |

| 7. What RESULTS do you see from your work with these groups? | | | | | | |
|---|--------------------------|-------------------------|------------------------------|-----------------------------|-----------------------------|----------------|
| How visible is this result? | | | | | | |
| | Very visible, documented | Evident, not documented | Participants talk about this | Present, somewhat invisible | Not evident, did not happen | Response Count |
| Specific planned accomplishments on the timeline are getting done | 48.0% (12) | 16.0% (4) | 16.0% (4) | 20.0% (5) | 0.0% (0) | 25 |
| The topic or issue that was worked on was successfully resolved | 37.3% (28) | 28.0% (21) | 25.3% (19) | 8.0% (6) | 1.3% (1) | 75 |
| Facilitation and participation approaches are being used, working and becoming more deeply and operationally embedded | 25.0% (18) | 22.2% (16) | 20.8% (15) | 25.0% (18) | 6.9% (5) | 72 |
| A committed, affirmative, winning mindset is increasingly evident in practice | 9.7% (7) | 31.9% (23) | 31.9% (23) | 18.1% (13) | 8.3% (6) | 72 |
| The system is more focused and effective in producing results and getting things done | 27.6% (21) | 27.6% (21) | 26.3% (20) | 14.5% (11) | 3.9% (3) | 76 |
| Initial excitement and some immediate actions after the facilitation | 39.5% (30) | 23.7% (18) | 26.3% (20) | 9.2% (7) | 1.3% (1) | 76 |

| | | | | | | | |
|---------------------------------------|----------|----------|------------|------------|-------------------|------------|------------|
| Training others in ToP methods | 1.4% (1) | 4.1% (3) | 13.7% (10) | 16.4% (12) | 37.0% (27) | 27.4% (20) | 73 |
| Other recurring uses (please specify) | | | | | | | 13 |
| answered question | | | | | | | 101 |
| skipped question | | | | | | | 31 |

| 7. What RESULTS do you see from your work with these groups? | | | | | | |
|---|--------------------------|-------------------------|------------------------------|-----------------------------|-----------------------------|----------------|
| How visible is this result? | | | | | | |
| | Very visible, documented | Evident, not documented | Participants talk about this | Present, somewhat invisible | Not evident, did not happen | Response Count |
| Specific planned accomplishments on the timeline are getting done | 48.0% (12) | 16.0% (4) | 16.0% (4) | 20.0% (5) | 0.0% (0) | 25 |
| The topic or issue that was worked on was successfully resolved | 37.3% (28) | 28.0% (21) | 25.3% (19) | 8.0% (6) | 1.3% (1) | 75 |
| Facilitation and participation approaches are being used, working and becoming more deeply and operationally embedded | 25.0% (18) | 22.2% (16) | 20.8% (15) | 25.0% (18) | 6.9% (5) | 72 |
| A committed, affirmative, winning mindset is increasingly evident in practice | 9.7% (7) | 31.9% (23) | 31.9% (23) | 18.1% (13) | 8.3% (6) | 72 |
| The system is more focused and effective in producing results and getting things done | 27.6% (21) | 27.6% (21) | 26.3% (20) | 14.5% (11) | 3.9% (3) | 76 |
| Initial excitement and some immediate actions after the facilitation | 39.5% (30) | 23.7% (18) | 26.3% (20) | 9.2% (7) | 1.3% (1) | 76 |

| | | | | | | | |
|---|-------------------|-------------------|-------------------|-------------------|-----------------------------|--------------------------|-----------|
| The plan was tracked and systematically implemented | 42.6% (29) | 22.1% (15) | 16.2% (11) | 10.3% (7) | 8.8% (6) | 68 | |
| Active collaboration with stakeholders, customers and clients ensures high success and upfront support for decisions and their implementation | 19.7% (14) | 21.1% (15) | 28.2% (20) | 26.8% (19) | 4.2% (3) | 71 | |
| Effective, interactive events and group processes are becoming the norm | 22.8% (18) | 25.3% (20) | 19.0% (15) | 26.6% (21) | 6.3% (5) | 79 | |
| There is a mutual sense of respect and collegiality vertically and horizontally | 15.8% (12) | 34.2% (26) | 27.6% (21) | 19.7% (15) | 2.6% (2) | 76 | |
| Participation in developing and supporting shared leadership is active and widespread | 12.7% (9) | 23.9% (17) | 29.6% (21) | 22.5% (16) | 11.3% (8) | 71 | |
| | | | | | Other results you have seen | 17 | |
| | | | | | | answered question | 91 |
| | | | | | | skipped question | 41 |

| 8. What significant shifts, trends and changes are you noticing in the people and groups you are working with? Describe the group and the change you see (EXPRESS) | | Response Count |
|--|--|--------------------------|
| | | 70 |
| | | answered question |
| | | 70 |
| | | skipped question |
| | | 62 |

9. USING TOP METHODS EFFECTIVELY: Review your experience and competence overall with the 5 most common ToP methods: FOCUSED CONVERSATION: (Objective, Reflective, Interpretive, Decisional) CONSENSUS WORKSHOP: (Context, Brainstorm, Cluster, Name, Resolve) TOP ACTION PLANNING: (Context, Victory, Current Reality, Commitment, Key Actions, Calendar, Coordination, Resolve) PARTICIPATORY STRATEGIC PLANNING: (Practical Vision, Underlying Contradictions, Strategic Directions, Focused Implementation) HISTORICAL SCAN / WALL OF WONDER: (Context, Brainstorm Events, Turningpoints and Titling, Trends, Implications)

I know this method and could facilitate it now, if asked

| | Yes | No | Somewhat | Response Count |
|----------------------------------|------------|------------|------------|----------------|
| Focused Conversation | 96.0% (96) | 0.0% (0) | 4.0% (4) | 100 |
| Consensus Workshop | 91.0% (91) | 1.0% (1) | 8.0% (8) | 100 |
| Action Planning | 82.8% (82) | 4.0% (4) | 13.1% (13) | 99 |
| Participatory Strategic Planning | 82.0% (82) | 5.0% (5) | 13.0% (13) | 100 |
| Historical Scan / Wall of Wonder | 67.7% (65) | 16.7% (16) | 15.6% (15) | 96 |

How often do you use this method?

| | daily | weekly | monthly | a couple of times a year | don't use it | Response Count |
|----------------------------------|------------|------------|------------|--------------------------|--------------|----------------|
| Focused Conversation | 23.2% (22) | 30.5% (29) | 24.2% (23) | 18.9% (18) | 3.2% (3) | 95 |
| Consensus Workshop | 2.1% (2) | 14.9% (14) | 38.3% (36) | 41.5% (39) | 3.2% (3) | 94 |
| Action Planning | 0.0% (0) | 5.5% (5) | 24.2% (22) | 63.7% (58) | 6.6% (6) | 91 |
| Participatory Strategic Planning | 0.0% (0) | 3.4% (3) | 15.7% (14) | 70.8% (63) | 10.1% (9) | 89 |
| Historical Scan / Wall of Wonder | 0.0% (0) | 1.2% (1) | 9.8% (8) | 67.1% (55) | 22.0% (18) | 82 |

How important is this method to your success?

| | Extremely important | Important | Somewhat important | Not important | Response Count |
|----------------------|---------------------|------------|--------------------|---------------|----------------|
| Focused Conversation | 59.1% (55) | 26.9% (25) | 12.9% (12) | 1.1% (1) | 93 |

| | | | | | |
|--|----------------------------|-------------------|---------------------------|----------------------|--------------------------|
| Consensus Workshop | 51.1% (47) | 33.7% (31) | 15.2% (14) | 0.0% (0) | 92 |
| Action Planning | 37.8% (34) | 40.0% (36) | 17.8% (16) | 4.4% (4) | 90 |
| Participatory Strategic Planning | 53.9% (48) | 30.3% (27) | 11.2% (10) | 4.5% (4) | 89 |
| Historical Scan / Wall of Wonder | 19.0% (15) | 35.4% (28) | 30.4% (24) | 15.2% (12) | 79 |
| How important is this method to the success of the groups you work with? | | | | | |
| | Extremely important | Important | Somewhat important | Not important | Response Count |
| Focused Conversation | 47.8% (43) | 35.6% (32) | 14.4% (13) | 2.2% (2) | 90 |
| Consensus Workshop | 51.1% (45) | 31.8% (28) | 12.5% (11) | 4.5% (4) | 88 |
| Action Planning | 43.0% (37) | 36.0% (31) | 15.1% (13) | 5.8% (5) | 86 |
| Participatory Strategic Planning | 55.3% (47) | 29.4% (25) | 9.4% (8) | 5.9% (5) | 85 |
| Historical Scan / Wall of Wonder | 18.7% (14) | 33.3% (25) | 28.0% (21) | 20.0% (15) | 75 |
| What additional ToP (or other) methods are central to your work? Name each, and say how it contributes to your success | | | | | 48 |
| | | | | | answered question |
| | | | | | 102 |
| | | | | | skipped question |
| | | | | | 30 |

10. CHOOSE an option from each of the drop down menus.

How IMPORTANT is this aspect of facilitation in your practice?

| | 0 Not important | 1 | 2 | 3 | 4 | 5 The most important ingredient | Response Count |
|--------------------------------------|------------------------|----------|----------|------------|-------------------|--|-----------------------|
| Manage Positive Client Relationships | 0.0% (0) | 2.6% (2) | 0.0% (0) | 6.6% (5) | 48.7% (37) | 42.1% (32) | 76 |
| Create a Participatory Environment | 0.0% (0) | 0.0% (0) | 0.0% (0) | 2.7% (2) | 36.0% (27) | 61.3% (46) | 75 |
| Evoke the Creativity of the Group | 0.0% (0) | 0.0% (0) | 0.0% (0) | 14.9% (11) | 68.9% (51) | 16.2% (12) | 74 |
| Model Positive Professional Attitude | 0.0% (0) | 0.0% (0) | 2.7% (2) | 15.1% (11) | 54.8% (40) | 27.4% (20) | 73 |
| Orchestrate Quality Events | 1.4% (1) | 2.7% (2) | 2.7% (2) | 12.3% (9) | 52.1% (38) | 28.8% (21) | 73 |
| Produce Effective Results | 0.0% (0) | 0.0% (0) | 0.0% (0) | 5.5% (4) | 43.8% (32) | 50.7% (37) | 73 |

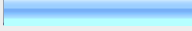
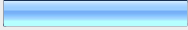
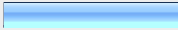
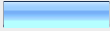

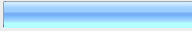
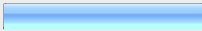

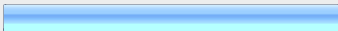

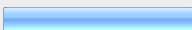
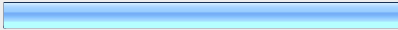
What FEEDBACK do you get from participants, clients and colleagues?

| | 0 avoids this aspect | 1 needs to work on this | 2 includes at a basic level | 3 | 4 Very good | 5 Best in class | Response Count |
|--------------------------------------|-----------------------------|--------------------------------|------------------------------------|------------|--------------------|------------------------|-----------------------|
| Manage Positive Client Relationships | 1.5% (1) | 2.9% (2) | 8.8% (6) | 13.2% (9) | 61.8% (42) | 11.8% (8) | 68 |
| Create a Participatory Environment | 0.0% (0) | 0.0% (0) | 4.4% (3) | 11.8% (8) | 66.2% (45) | 17.6% (12) | 68 |
| Evoke the Creativity of the Group | 0.0% (0) | 0.0% (0) | 4.4% (3) | 30.9% (21) | 55.9% (38) | 8.8% (6) | 68 |
| Model Positive Professional Attitude | 0.0% (0) | 1.5% (1) | 1.5% (1) | 23.9% (16) | 64.2% (43) | 9.0% (6) | 67 |
| Orchestrate Quality Events | 0.0% (0) | 0.0% (0) | 4.7% (3) | 25.0% (16) | 62.5% (40) | 7.8% (5) | 64 |
| Produce Effective Results | 0.0% (0) | 1.5% (1) | 4.5% (3) | 17.9% (12) | 65.7% (44) | 10.4% (7) | 67 |

How comfortable are you with this aspect of facilitation?

| | 0 very unsure | 1 | 2 | 3 | 4 | 5 fully confident | Response Count |
|--|-----------------------|--------------------------|---------------------------------|-------------------|-------------------|-------------------|----------------|
| Manage Positive Client Relationships | 0.0% (0) | 2.9% (2) | 1.4% (1) | 18.6% (13) | 44.3% (31) | 32.9% (23) | 70 |
| Create a Participatory Environment | 0.0% (0) | 0.0% (0) | 0.0% (0) | 5.6% (4) | 47.9% (34) | 46.5% (33) | 71 |
| Evoke the Creativity of the Group | 0.0% (0) | 1.4% (1) | 2.9% (2) | 37.1% (26) | 37.1% (26) | 21.4% (15) | 70 |
| Model Positive Professional Attitude | 0.0% (0) | 0.0% (0) | 1.4% (1) | 21.7% (15) | 49.3% (34) | 27.5% (19) | 69 |
| Orchestrate Quality Events | 0.0% (0) | 1.5% (1) | 1.5% (1) | 25.0% (17) | 45.6% (31) | 26.5% (18) | 68 |
| Produce Effective Results | 0.0% (0) | 0.0% (0) | 1.4% (1) | 26.1% (18) | 46.4% (32) | 26.1% (18) | 69 |
| How do you RATE YOURSELF in this aspect of facilitation? | | | | | | | |
| | 0 I avoid this aspect | 1 I need to work on this | 2 I include it at a basic level | 3 I am improving | 4 Very good | 5 Best in class | Response Count |
| Manage Positive Client Relationships | 0.0% (0) | 2.9% (2) | 7.2% (5) | 30.4% (21) | 53.6% (37) | 5.8% (4) | 69 |
| Create a Participatory Environment | 0.0% (0) | 0.0% (0) | 0.0% (0) | 32.9% (23) | 51.4% (36) | 15.7% (11) | 70 |
| Evoke the Creativity of the Group | 0.0% (0) | 1.4% (1) | 5.8% (4) | 52.2% (36) | 37.7% (26) | 2.9% (2) | 69 |
| Model Positive Professional Attitude | 0.0% (0) | 0.0% (0) | 2.9% (2) | 33.8% (23) | 54.4% (37) | 8.8% (6) | 68 |
| Orchestrate Quality Events | 0.0% (0) | 3.0% (2) | 3.0% (2) | 37.3% (25) | 50.7% (34) | 6.0% (4) | 67 |
| Produce Effective Results | 0.0% (0) | 2.9% (2) | 1.5% (1) | 35.3% (24) | 50.0% (34) | 10.3% (7) | 68 |
| Which 1 or 2 of these competencies most need your attention in the next year or 2? | | | | | | | 49 |
| answered question | | | | | | | 76 |
| skipped question | | | | | | | 56 |

17. In preparation for the coming Global Conference on Human Development in Tokyo, ICAI has identified the following significant global challenges to focus on. Which of these global challenges are you addressing through your ToP practice? Check all that apply.

| | | Response Percent | Response Count |
|---|---|--------------------------|----------------|
| Effective Governance and Protection of Human Rights |  | 29.3% | 22 |
| Persistence of Poverty |  | 28.0% | 21 |
| Environmental Degradation and Climate Change |  | 26.7% | 20 |
| Sustainable Agriculture and Livelihoods |  | 16.0% | 12 |
| Violent Conflict and Social Disintegration |  | 29.3% | 22 |
| Access to Healthcare and Preventing the Spread of Disease |  | 29.3% | 22 |
| Literacy and Education |  | 30.7% | 23 |
| Consumerism and Over-Consumption |  | 12.0% | 9 |
| Disconnectedness and Barriers to Engagement |  | 52.0% | 39 |
| Private Sector Collaboration |  | 29.3% | 22 |
| Gender / Age inequity as a cross-cutting issue |  | 29.3% | 22 |
| Strengthening of Civil Society |  | 61.3% | 46 |
| Are there other challenges you see and/or are addressing that should be added to this list? | | | 20 |
| | | answered question | 75 |
| | | skipped question | 57 |

Second Global ToP Practitioner Review

October / November 2008

Unedited. For Participant Use Only in Building the network of ToP practitioners Globally. Distributed through a general web link and also sent to 2130 emails. 132 responded. 89 completed the whole survey

Open ended responses

CONTENTS

OPEN ENDED RESPONSES

A feast of reflections and insights from around the global: 70 shifts and Changes, 47 ToP or other methods being used in addition to Focused Conversation (ORID), Consensus Workshop, Action Planning, Strategic Planning, Wall of Wonder / Historical Scan; 187 ways we're excited about current work (AND 204 challenges); 135 Learning's, 100 good examples, 62 visions and 134 ideas for where to put our collective energy (124 ideas for our own practices); and 51 ideas for support and assistance. And FINALLY, 39 Comments and suggestions on the survey itself

Thanks, everyone, for your participation. It has been an honor listening, both to your responses and to the many emails you sent. Thanks, also to Jo and Wayne Nelson, Larry Philbrook, Bill Staples and others who are taking initiative to shape our global network of ToP practitioners, Do good, all those who gather in Japan, engage the rest of us in your deliberations.

This link will take you to the survey on line where you can browse the responses.

http://www.surveymonkey.com/sr.aspx?sm=eG6ZhS_2fmPemtaNd2svDXrP1_2fSnvksRAVgyylg_2f1IX2U_3d

Let me know how you use the wisdom in these pages, and feel free to add. I am willing to do this again, say in 2 years. Interested?

Jim Wiegel

jfwiegel@yahoo.com

OPEN ENDED RESPONSES

First, fill in some information about yourself and your work with ToP

(EXPRESS), Name, Roger Alexander, Linda Alton, Richard Alton, PADONOU Antoine, Ahmed Badawi, Lynda Baker, Kevin Balm, Barbara Banda, EDDA BARNABAS MARIKI, Lynn Baugh, Tomas Baum, NDAMEU Benoit Anthony, Terry Bergdall, Terry Bergdall, Nigel Blackburn, Susan Blackman, Carol M Borovic CPF, Slavica Bradvic Hanusic, Constance Brooks, Inez Bush, Mark Butz, Nadine Bell, James Campbell, James Campbell, Steve Carmichael, Linda Carpenter, Shawn Chung (Chung, Tsung-mao), Meghan Clarke, Joshua Craver, Marilyn R. Crocker, Bill Davis, Isabel de la Maza, Marilyn Doyle, Mary Kurian D'Souza, Wenjun Du, Jonathan Dudding, David Dunn, Nancy Fastenau, Susan Fertig-Dykes, Liz Allen Fey, Joan Firkins, Joan Firkins, Ian Galloway, Raymond Grimm, Linda Hamilton, Darin Harris, Ruth Heikkinen, Karen Hochberg, Duncan Holmes, Aja Howell, Laura Hsu, Jason Jixuan Hu, Nancy Jackson, Jon Jenkins, Dorothea Jewell, Kristine M Johnson, Eric Kaponou, Timothy Karpoff, Mike Kat, Heidi Kolbe, Mollie Lakin-Hayes, Cynthia Lau, Jennifer Leonardo, Liseth Lorenzo, Richard Maguire, Paul Malecki, Erin Mancha, Paula Manley, Safarova Marina, Penny McDaniel, Aileen McMurrer, Patricia Nelson, Wayne Nelson, Kerry O'Reilly, John Oyler, Marilyn Oyler, Julianna Padgett, Lawrence Philbrook (Larry), Leroy Philbrook, ElizaBeth Phillips, Yaroslav Prytula, Helen Ritchie, Joaquina Rodriguez Ruz, Dorcas Rose, Michelle Rush, Dawn Salesky, Shizuyo Sato, j schick, Paul Schrijnen, Judy Schwartz, Beverly Scow, Susan Senn, Molly Shaw, Maar Peter Simon, Suganya Sockalingam, Jane Stallman, Bill Staples, Elaine Stover, John Telford, Pat Thapanawat, Valrie Thompson, Tatwa P. Timsina, Celena Turney, Stuart Umpleby, Anita Van Melle, Sylvia Vriesendorp, Jean Watts, Alan Waugh, Gail West, Judith White-Crow, Jim Wiegel, Richard Wilkinson, Erness Wright - Irvin, Anita Yap, Anita Yap, Ofer Zalzburg, Sandra True, Amelia, Sharon, Cynthia, Roman, I, ,

City you are based in, Jersey City, NJ, Omaha, Nebraska, Wellington, Sydney, Washington, DC, Sacramento California, Redlands, California, Minneapolis, Not "based" really; in graduate school (again) in PA now., Seattle, Albuquerque, New Mexico, , Dallas, Austin, Khujand, Toronto, Seattle, Bartlesville, OK, Canberra, Cincinnati, Cotonou, West Newfield, ME, Jerusalem, Yaoundé, Minneapolis, Minneapolis, London, Pune, , Los Angeles, Chicago, federal way, Oakland, California, Portland OR, Singapore, Troy, NY USA, Santiago, Chile, Fremont, CA USA, Manchester, Lviv, Ukraine, New Orleans, LA, Seattle, WA, USA, Phoenix USA, Toronto, Canada, Pittsburgh, PA USA, Guatemala, Bosnia and Herzegovina, Tuzla, ISLE OF MAN, Las Vegas, Antwerp, Belgium, , Whaingaroa (Raglan), New Zealand, Sherman Oaks, CA, USA, Taipei Taiwan, Denver, Colorado, Adelaide, South Australia, Australia, Chicago, USA, Phoenix, AZ, USA, Manchester, UK, Seattle, United States, Nashville, TN, USA, Toronto, Ontario, Canada, The Netherlands, Taiwan, DAR ES SALAAM TANZANIA, United States, Portland, Oregon, Latrobe, PA, USA, Madison, WI, USA, New Orleans, Redlands, CA, U.S.A., Nome, AK, Fremont, Alameda County, California, USA, Hilo, Hawaii, USA, Creswell, Oregon USA, St. Louis, MO, Sacramento, , Accra, Ghana, Arlington, TX, Nepal, Sacramento, CA USA, shanghai, China, Shanghai, China, Melbourne, Australia, Modesto, CA, Graton, CA, USA, Vista, CA (San Diego), Taipei, Taiwan, Singapore, Pittsburgh, PA, USA, London, UK, , Yekaterinburg, Russia, Taipei, Taiwan, USA, Sydney Australia, Nashville TN, Denver, CO, Santiago , Chile, Berlin, Germany, Atlanta, GA, USA, Denver, Colorado USA, New Orleans, Louisiana, Guatemala City, Guatemala and work in Chile sometimes, Oneida WI, USA, Somerville, MA, USA, Washington, DC, Cambridge, MA, USA, Dallas, USA, Seattle area, USA, Chicago, Holstein, MO, Bangkok/Melbourne, Greensboro, NC, USA, , Chicago, Tokyo, Japan, Adelaide, South Australia, Australia, ISLE OF MAN, Singapore, Singapore, Bolton, MA, USA, , , Lilongwe, Malawi, Brussels Belgium, Brussels Belgium, Tolleson, Arizona USA, , ,

Country you are based in, Australia, Belgium, Benin, Bosnia and Herzegovina, Cameroon, Canada, Chile, China, Germany, Ghana, Guatemala, India, Isle of Man, Israel, Japan, Malawi,

Nepal, New Zealand, Palestine, Russia, Singapore, Taiwan, The Netherlands, Thailand, Tajikistan, Tanzania, Ukraine, United Kingdom, United States of America,

Tell your story. How did you get into this work? What has happened as a result? What keeps you going? (EXPRESS)

Open-Ended Response

Ø First facilitation experience - 1976 Town Meeting, Chicago, Southside. Inclusive participation, ability to engage many people in rational process moving to consensus.

Ø I lead teams in developing long-term management plans for national parks. Typically, a big team of people with diverse ideas and backgrounds are involved in developing these plans. I learned about TOP methods because I was trying to find a concrete, clear set of tools to build consensus among these folks. I have only used the tools maybe 5 times over the past few years, but so far my experience with them has been great. I think that the consensus workshop really works in terms of helping everyone be heard and seeing their ideas reflected in the outcome. I keep going with the tools because I think that they reduce the inevitable stress of team efforts. Most importantly, they provide structure to conversations that would otherwise meander in ways frustrating to people who just want to see a problem solved (which describes most people in our busy world).

Ø Trained by Kevin Balm in 1992. Got excited about facilitation. Started doing it in my job, then after becoming a consultant, started working as a professional facilitator. Did more training with Zenergy. Then discussed with Kevin Balm bring ToP training to NZ in the early 2000's. Did that, set up a company with Dr Helen Ritchie to deliver the courses, and we are both progressively getting accreditation to lead the various Australian ToP course modules. Have just moved into a full time job back with Government. But will complete this survey from what I WAS doing immediately prior.

Ø Joined ICA in 1972 and spent the next 15 years as a staff member, so learnt ToP methods as part of my on-the-job training. Have used ToP methods with a wide variety of clients in many varied situations - with community organisations, government agencies, large groups, small groups.... both in Australia and in other countries such as Timor Leste. Enjoy seeing the transformation in people and groups when use these methods.

Ø First experience with ICA methods in 1971 in Caracas, Venezuela. It blew me away. Has influenced the rest of my life. Worked with the methods and contributed to their ongoing development through the 70s in Caracas and later Houston, TX, then detached until arriving in Zagreb during the Bosnian war. Realized the ICA methods were desperately needed for interethnic reconciliation throughout the Balkans, and so reconnected with ICA, then headquartered in Brussels, and started up ICA-Zagreb, training facilitators and facilitating inter-ethnic group planning in the region. Turned the Zagreb operation over to local leadership and moved to Sarajevo, opening up ICA-Bosnia in 1995. Turned the Bosnia operation over to local leadership of Bospo, a local NGO, under Slavica Bradvic-Hanusic, in 1997 and joined World Vision, where I developed their civil society programs throughout Bosnia using ToP. Returned to the U.S. in 1999, and have been peripherally involved since then.

Ø My husband and I were on the staff of the ICA for 10 years in the 1970s. We spent another 15 years founding and managing a nonprofit organization using ToP methods. We have been in private practice for 10 years. We work mostly with other struggling nonprofit organizations that need strategic planning and other planning assistance, along with a few small cities and county agencies. We offer ToP courses (ca 4 per year) in our area in co-sponsorship with a Volunteer Resource Center. We have many clients who keep returning and who keep referring us to other organizations. We have a small group we are nurturing to carry on when and if we retire. What keeps us going is the feedback and phone calls and E-mails we keep getting testifying to the value of these methods. One small city claims they have transformed their culture. One RC diocesan planner who has taken courses with us claims that these methods can bring about "world peace" and all parish planning now uses ToP methods.

Ø I was in need of methods for helping groups talk and come to conclusions together. I heard about the Focused Conversation method and checked into it. It works! That is what keeps me going.

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Ø I got into this work during my 'studies of the future' program in Houston, TX. There I was introduced to futuring tools and learned some facilitation skills but needed more to better handle the often intimidating content (things that haven't happened yet (!)). I have used ToP tools in informal yet crucial conversations (and my aura pulls folks into disclosure with me that invites creative/critical thinking) yet haven't connected to a firm/group wherein I can further develop the tools & techniques I see a demand for; building my own service has been mostly fruitless owing to constraints and timing. The future keeps me going -- I'd rather be pulled by the future than pushed by the past.

Ø Since my college days I've been intrigued with what it takes to make places of human gathering, such as work, both humane and productive. In my 40s I went back to college for a second graduate degree in Whole Systems Design (organization development with a designerly twist). It's where I discovered ICA and its methods. I don't think I've transformed organizations, but I have been able to create productive meetings and have one-on-one sessions with individuals that have helped them gain insight and hope. What keeps me going? I'm energized by energy of others that I seem to be a catalyst for releasing.

Ø Worked 16 years as staff member of Ecumenical Institute & Institute of Cultural Affairs. Trained in and facilitated art form conversation, LENS, etc., processes, precursor to ToP. Introduced to ToP by Marilyn and John Oyler in January 1992. Became ToP trainer and mentor. Organized public and internal ToP courses in New Mexico during 1990s as part of a developing facilitation and planning practice. Continue my practice with a wide variety of clients, mostly in New Mexico. Areas of practice include public participation in water infrastructure and policy planning; strategic and operational planning for university faculty and IT departments/schools, professional trade associations, state agencies, construction projects, private businesses, etc.; non-profit board planning; etc. What keeps me going? I work with a variety of mutually supportive friends and colleagues, and complement ToP practices with other methodologies, e.g., Open Space, World Cafe, Appreciative Inquiry, Lean Construction, etc.

Ø I became an independent consultant in 1994 when I realized that the peer advising training I received as an undergrad in the early 70's was a marketable skill that I enjoyed using. I took my first ToP training in 1996 and soon after became a qualified trainer. I am now an internal Organization Development consultant in state government and appreciate having the opportunity to use many of the ToP methods in my work.

Ø In 2002, we were trained by trainers from the US- Alisa Oyler and Kathleen Joyce through a relationship with Mercy Corps. The training lasted approximately one month. We use ToP facilitation methods in all our program activities, in all our community development work, primarily in rural communities. We most often use the Focused Conversation method. We use this in our meetings with communities, training, in our questionnaires, and in our monitoring and evaluation. We find that ToP methods are very useful for our communities as it gives them real opportunities to involve everyone in community activities.

Ø I started with ICA doing CD work in Spadina in 1972, doing it as a spiritual discipline. Have never stopped. ToP and facilitation have been on going result of the work.

Ø As ICA staff. Many years of rewarding work with colleagues and friends and great learning's about people and how we relate to each others

Ø I did the LENS and Town Meetings in the 70's, used the methods as a manager in Phillips Petroleum Co and took the early ToP classes in Phoenix.

Ø I engaged Kevin Balm to deliver facilitation skills training for coordinators of community environmental volunteers. I had been facilitating for about 8 years prior to that and when I encountered the ToP Methods I became very enthusiastic about their potential to make my practice more effective, rigorous, inclusive and consistent. My professional practice is now built around ToP, while drawing on a wide range of other perspectives, methods and conceptual underpinnings. I recently became a Certified ToP Facilitator, and I regularly train others in ToP methods and the higher levels of the ToP Facilitative Leadership Program. The underlying wisdom and dynamics of the ToP Methods keep on delivering, and that keeps me going.

Ø This is what "lights" me up in the world: healing conflicts so that people can get back to being creative. being light. Life is the balance of light and dark, by teaching people how to engage their conflicts and build vision, we are showing them how to sit with themselves and others, the good and the bad, and create the change they want to see in the world both individually and as a

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whole. Recently I realized that one of the greatest privileges I have in my life is sitting at peoples feet as they process their lives, their pain. It is a blessing more than anything to be able to do that. Recently with a colleague who was going through some depression and grief; I listened. I acknowledged and shared my own stories. He later acknowledged this as a major turning point for him.

Ø En 2005, j'ai suivi la formation sur le TOP organise par ICA Benin avec le soutien de ICA Canada et depuis je collabore avec cette organisation en qualite de faciliatteur

Ø I was part of the EI/OE/ICA team that developed these methods in the early 1970s, long before TOPS (a way to certify our OE methods) was conceived by the Change masters Guild in the early 80s, and ultimately became a "program," accredited by the IAF (also a spinoff of the Charngemasters, for any who remember back that far.) My life's work has been informed and enriched by the OE methods (pre Tops). Without the action research work to which I, my husband and many of our OE/ICA colleagues across the globe committed our lives, there would be no such thing as TOPS. what has happened as a result: the first 8 HDPs were launched; two multinational food service organizations transformed their marketing efforts to grow market share and profit; and national, state and local education agencies have manifest measurable improvement in efficiency and efficacy measures. I am "kept going" by my lifelong commitment to "make a difference."

Ø I got to facilitation through a workshop on the European Role in the Israeli-Palestinian, where professional facilitation skills were needed to ensure the communication between the conflict parties is effective, vision-led and action-oriented. As a result of having a ToP facilitator leading the workshop I have discovered ToP answers many of the needed aspects, and that while some modifications may be needed, this is a solid set of tools to work with. What keeps me going is the way I actually experience and see that these participatory tools constructively affect the participants and their lives. In addition, I am interesting in discovering the optimal modifications that can be done for the Israeli-Palestinian context specifically and for conflict-facilitation in general.

Ø I started the ToP when I was in the process of revitalising ICA in Cameroon.

Ø 1960's - Berkeley - Harlem - RS-1 - West Side - 30 years later - Communities of Practice - still catalyzing change

Ø Town meetings in 1977 in Belgium, business consulting in the 1990s. 2. Results: Commitment, alignment, involvement, thoughtfulness. 3. The love of work, the need for income
Ø a quick answer...the order was an important factor in the learning process, the research and the demonstration were also important dimensions

Ø I am part of the LA County Arts for All effort and co-lead a school district's arts integration implementation effort.

Ø My first self-conscious engagement as a "facilitator," in contrast to a pedagogue, was Town Meeting 76. I have been doing professional facilitation ever since. This work now takes on many different shades. One dimension of this is facilitation of participatory monitoring and evaluation exercises for various programs around the world. Enabling people to deal with their real situations, and becoming excited and energetic as they do, is one of those things that "keeps me going."

Ø Use top methods occasionally as an internal facilitator with various groups.

Ø I saw the methods used when I was the manager of OD and T/D at Lockheed Skunk Works. I was impressed with how the methods helped the new leadership team form. Later as an independent consultant I wanted to bring facilitation skills into the schools and looked for a reasonably priced, practical facilitation course that could help increase the ability of those in the school system to work collaboratively and productively. Someone suggested that I talk to Beret Griffith. When I did, I realized that she and the consultant who worked with us at Lockheed were talking about the same methods. At that point I decided to take the courses and become a trainer in the methods.

Ø I have a long-term interest in facilitating collective action, took ICA workshops in the late 1990s and have been using the methods every since -- especially participatory strategic planning. My work is mainly with small and mid-sized arts, cultural and community development groups in the U.S. The groups I work with find these methods work well to engage boards & staffs in

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working together to create visions that are really co-owned. The resulting plans and "alive" vs. on the shelf plans.

Ø I attended a ToP programme conducted by Ann Epps. After that I was interested in the exploring more and started out by observing workshops. Then in 2005, I met Joan Firkins who brought me into the ToP Faculty Australia where I continued to attend more workshops. Around this time, I started to use the workshop and discussion method with clients and had good results. Since then, I have been looking for opportunities to practice the method. What really keeps me going is the success my participants have in developing greater clarity about what they want to do.

Ø Associated with ICA for many years. Lived in Troy since 1980. Saw much need for civil dialogue toward problem solving and used the talents and experience I has (along with husband Ken and other colleagues) to address issues. We see many interesting and exciting things that have happened over the years as a result of our activities.

Ø I got into TOP facilitation in the mid 90's helping organise courses for teachers with Ana Mari Urrutia and Eduard Cristensen. This experience so enthused me that I trained in the methodology with them and then in 1999 attended the IToP ToT in Phoenix. A very important experience. For several years thereafter I worked part time with ICA Chile in the PELP courses and other activities. Pressure from my current job curtailed this facilitation and training work. I am hoping that an opportunity to restart will present itself soon.

Ø I work within City of Fremont's, CA, Human Services Department (HSD) in the Aging and Family Services Division. HSD received a grant from the Robert Wood Johnson Foundation to develop a community strategic plan for older adults in our area. The communities of Fremont, Newark and Union City are very diverse and there is no one majority population. Over 120 languages are spoken in area schools. Many older adults in the area are unable to speak English. HSD was challenged in that we had to bring the multiple ethnic communities together to develop an overall strategic plan. It was at this point that one of our staff stated that she had participated in a facilitation that involved a "sticky wall." She was impressed by the consensus the facilitation had produced. HSD staff took the Group Facilitation Training and hired Jane Stallman, a ToP facilitator. Consequently, we conducted 14 focus groups in 9 different languages and dialects, and two very large community dialogues. The methodology was utilized by a core leadership team to develop a 5-year community strategic plan for older adults, which is currently being implemented by our partnership with the Tri-City Elder Coalition called Pathways to Positive Aging with further funding provided by the Robert Wood Johnson Foundation. Since the initial facilitation, I have attended the MToP training and will be working toward certification over the next year. HSD has utilized ToP techniques to develop a Community Ambassador Program for Seniors, in which HSD partners with 7 other ethnic and faith communities to provide information and referral services through trained volunteers who identify older adults in their communities in need of services and then link them to those services. HSD's Youth and Family Services has utilized myself and another trained staff, Mary Anne Mendall, to lead their strategic planning process. HSD continues to utilize ToP methodologies because it is effective. It works amazingly well within our diverse community and has helped a variety of start-up nonprofits achieve success. What keeps us going is the fact that it works so well and it generates excitement throughout the community.

Ø Through passion for being a youth worker and wanting to see a global change for the better where more people get their voices heard including those who are vulnerable or excluded

Ø I learned ToP during my fellowship in the George Washington University. Prof. Stuart Umpleby took my to the ToP workshop organized by ICA. It was fun and we started using ToP to perform strategic planning exercise with youth university teachers from Eastern Europe. Also we develop a method that naturally extend ToP in the direction of decision making using Quality Improvement Priority Matrix (see www.qipm.com)

Ø In early 1997, I saw a great mentor facilitator, Jean Watts, at work in a community forum at a local university. I sensed that something VERY DIFFERENT was producing the energy I saw unleashed in the room. Went up to her, and told her I didn't know what it was she was doing, but I wanted to learn how to do it!! And that was the start of a life changing journey for me. I was a seasoned health care operational executive, and knew much about the "mechanics" of running a large complex organization. My second encounter with ToP was my attendance at a series of

group planning sessions - hosted by an entity that had contracted with Jean to conduct a strategic plan for development of a new collaborative focused on creating a Healthier City. I again personally experienced the methods, and felt a connectedness to those in the room that I had not experienced in my other network planning meetings. GFM classes were offered, at no charge, to the entire group if you were willing to volunteer to "facilitate" other smaller community meetings to practice their skills, and move this community health effort forward. I took those classes (my time invested was easily supported by my employer), and my facilitation journey began. My ICA mentor, Jean, enlisted me as an intern in her work whenever I was available - and I became hooked on ICA methods! For me, this opened up fresh possibilities of optimism for change in my chosen career sector (health care), and allowed me to embrace the diversity of ALL in this community! I became the "go to" executive tapped by my CEO to help with collaborative internal agency efforts to improve internal work processes & systems, as well as the agency's community relationships person. What happened as a result? My personal scope & vision of myself broadened. I left my "safe" executive position after a CEO turnover at my agency, and launched my personal business when I realized that ways to use my gifts could be multiplied outside the "corporate" environment. What keeps me going is (1) the opportunity to periodically teach the methods (which further grounds my personal practice & deeper sense of the methods), and (2) that in my professional practice, I can experience again & again the sense of "being" - openness to the gifts of spirit and human possibility - and the "aha" moments when diverse participants uncover their collective wisdom in reaching solid decisions about their activities and goals. Post Katrina disaster, my professional practice has opened up intimate connectivity linkages with many diverse groups, across multiple sectors, and in several different geographic communities. What keeps me going is the spiritual undergirding of the methods (the way life is), and the ability to use my time on earth as a way to foster positive change in strengthening the human potential to tackle & unravel the tough systemic challenges and issues that trouble many communities struggling to create a better lives for their families, children and residents.

Ø I'm not a facilitator, I the admin for the Exec. Dir. of our organization. I took the course to brush up on my skills so I could facilitate one of our upcoming Advisory Council meetings.

Ø 38 years with ICA's, last 10 of which focused on Social Change Partnerships and Community Youth Development. Formed Partners in Participation LLC in Jan 07. Only work now with people, groups I enjoy and /or have potential for social change--some paid some pro-bono.

Ø I got into this work through community development work that attracted me to the academy in 1970. I have been on staff since 1971. Impact is great in terms of what clients tell me about what has happened as a result of the facilitation and training I do. I keep going as a result of the change I see and the challenge of finding new ways to solve new problems using methods I know work.

Ø Brilliant process for non-profit organizations that are having trouble with getting on the same planning page, and whose members are not working together cohesively.

Ø I got involved with ToP at the 2001 IToTToP at Phoenix, a wonderful experience that helped me to become a facilitator. As a consultant I use ToP every time I can.

Ø I met Susan Fertig Dykes, took the course and experienced the power of the ToP methods. Very soon I started to use them in my NGO, as a part of planning and group efforts.

Ø Took a course with Dorothea Jewell, then had her come and do a strategic planning process in my organization. Became hooked with the methodology and the results it can produce. Have continued taking courses, including the MToP. Still use the methods in combination with others and find it useful and productive.

Ø Contingent awareness and shame have instilled some kind of moral issue. People meeting people is a good thing, so facilitate the encounters.

Ø I was trained by Kevin Balm while working at Environment Waikato, (catchment/ watershed management agency). I used the methods in my work facilitating land care groups. Then I became a contractor and used the methods in my facilitation practice. I was encouraged to use them further through association with another colleague Michelle Rush, when we collaborated on certain projects. Michelle then proposed we offer ToP training in NZ and we have worked with the ICA Australia to make this happen. What keeps me going with the methods is that they work well in a range of situations.

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Ø In ICA 38 years. Being part of a global spirit community intending to make a difference in the world and using methods for participation to make it possible for others to join in as well

Ø I attended the ITOP certification which was a spring board into a career in Learning and Development. While I do not formally use the methods to conduct trainings, I do use the much of what I learned in my practice. As a result of this and other experiences this year I was rated one of the top 40 learning and development professionals under 40 by training magazine.

Ø In 1977 as a teenager and a university student I first became involved with the ICA from my interest with social change. I then worked 4 years full time with ICA in Adelaide, Perth, Oombulgurri for the Oombulgurri Human Development Training School, and across Australia doing Community Meetings - around 100 early ToP before they were called ToP - followed by a move to Louisiana as part of a team facilitating another round of 100 or so Town Meetings, Delta Pace Human Development Training School, and participated in Chicago Academy 1980. I eventually completed my degree in Psychology, with a focus on organisational psychology, and maintained involvement with ICA. I was a founding member of the Australasian ToP Faculty and ToP Panchayat in 2005, and elected ICAA President in 2005. I worked with Kevin, Mark, and the South Australian team to achieve lead or co-lead status as a ToP trainer of each of the six Australasian ToP Facilitative Leadership Program Modules. I have fulfilled all of the Australasian requirements for ToP Certification and this may eventuate sometime in the future. (Also see above for further details).

Ø I learned about ICA in Belgium. As a result, I contacted ICA in Chicago and interned/volunteered there. What keeps me going is: I enjoy speaking in public.

Ø I became a part of ICA as a college student in the summer of 1965. After completing my degree, I returned and joined the staff in 1966 and worked as a volunteer or paid staff member for the next 40 years. After being fired in Oct 2006, my husband and I and 6 other associates have formed Partners in Participation to continue offering ToP training and facilitation services. The continued effectiveness of the ToP methods keeps me going!

Ø Working out in Ladakh, N India. Saw traditional ways of 'doing development' weren't working and started looking for a better way. Found ICA: UK and attended GFM in 1998. Realised that I often worked in a facilitative way when teaching and training (both young and more mature students) and wanted to learn more. Went on to learn about NLP, other participatory approaches, mediation and Solutions Focus (brilliant!) and use ORID as a basis for most everything. Still closely connected with ICA: UK and train and do facilitation for them. Became a CPF in October 2007. What keeps me going? Support and sharing with ICA colleagues - amazing how many colleagues are now friends! Feedback from participants after an event, seeing how together we can 'make a difference'. Knowing I don't need to have all the answers - just brilliant questions.

Ø I was part of ICA volunteer staff when group facilitation methods were used in establishing ICA's global human development projects and was part of HDP support staff in Japan and Korea. I took Facilitation Methods I in 1986 and returned to take GFM in 2003. I was reminded of how useful the methods had been to me personally and professionally over the years. Subsequently, I took Strategic Planning, and ToP Secrets of Implementation. I attended a ToP Trainers Network meeting in January 2007, and enrolled in MToP in Minneapolis, finishing in January 2008. I am now a qualified trainer, having worked locally in Seattle with mentors Gordon Harper and Dorothea Jewell. What keeps me going is the Pacific Northwest Facilitators and our ongoing pedagogy and marketing efforts.

Ø I initially chose to be trained in ToP in order to assist with the many non-profit organizations I was involved with develop strategic plans.

Ø I started with ICA in the late 60's and have been facilitating, in some way, since then. My 'breakthrough' was facilitating a staff planning retreat in the early 70's. I saw a group come up with real wisdom and build real commitment. I used and saw it repeatedly in community development work. People genuinely became empowered in the best sense of the term. Their participation and engagement has changed those places and had enriched the quality of life.

Ø I heard Mathews speak in 1965.

Ø When I got into this work of facilitation it was not call facilitation. My first work was with community groups in the US. Asking their opinions and working with them to develop community plans or to implement plans created by the communities. In the early days it was energizing and

frustrating - it was much later that I realized the only way to be sure of the consensus is to wait and see what happens that represents to consensus. I remember my first workshop in a village in India it was in a village called Nandapour in Parbhani district about 1977. It was a simple brainstorm of actions to do on a visit to the nearby city to try to find support for community health and community income generating projects. The reason it stands out in my memory is that I had not idea what to do. I had just arrived in India and was completely lost but here I was standing in front of the room asking the questions. Later I was complemented since I seem so neutral and open to everyone's ideas. So I said that is not so hard when you do not have a clue what to do. Every day since I am reminded that my task with every group is to return to that place and that style.

Ø Thanks to the methods. By using the skills from the ITOP I managed to establish the Organization am currently work with as the Programme Coordinator and as the founder member of the organization

Ø Got the training through involvement with AARP - use various techniques in work I do with AARP and NRTA. It's been rewarding and enriching so I keep doing it 8-)

Ø I have a PhD in clinical psychology and during my grad work was pursued to join a training institute for OD consultants. Since then (1983) I have done some clinical work but for the past 15 years have done executive coaching, leadership development, organizational consultation, and career consultation. As a psychologist I need CE credits and one year I came upon the ToP training and it looked like a great investment and a win in many ways.

Ø I have been a Restorative Justice Practitioner for the past 15 years. I have found that TOP works very well as it is in an inclusive process. I learned of the process from my then soon-to-be business partner about the ToPS. I was trained at the Pittsburgh Leadership Academy. Our company, Strategic Circles Corporation specializes in restorative solutions for business, government and community. The marriage of the restorative philosophy and the inclusive methods of ToP mesh very well. It works. That keeps me going

Ø Back in the mid-1990's, I was a "policy analyst" who found out that giving people answers to questions wasn't nearly as useful as helping them ask and answer powerful questions. Growing into the role as a facilitator and organizational development consultant was natural in my field of complex problem solving...because engaging many stakeholders, taking ideas from many sources, and understanding another person's perspective were constantly feeding back to me as THE WAY to address complex problems. This is what keeps me going: knowing through years of experience that right now constructive futures can be built through full, engaged participation.

Ø Involved in experimenting with what is now ORID and the Consensus Workshop Process in the sixties prior to packaging these methods as ToP while on the faculty of EI and ICA. Just continued using them after they were packaged. They work; they change the lives of individuals and the experience they have while in a group.

Ø I am a supervisor and organizational partner with other education and training programs in the Bering Strait Region of Alaska. I use the TOP participation method mainly for consensus building workshops - I've done about 20 sessions throughout the region in small communities and with inter-agency partners.

Ø We were introduced to the ToP methodology when Jane Stallman from Center for Strategic Facilitation came to Fremont to work with two divisions of the Human Services Department: Aging and Family Services (AFS) and the Family Resource Center (FRC). We liked the model so much a number of us have taken Facilitation Training and Strategic Planning. Two HS staff have also gone through advanced training and are seeking accreditation.

Ø I was looking for a method that had high participation and got clear results. I learned from Linda and Milan Hamilton two years ago. Since then, the ToP methods have been a very useful part of my practice.

Ø As a consultant with a Robert Wood Johnson initiative. I worked with the initiative to help national sites develop effective programs for youth with drug abuse problems.

Ø As a student in Belgium, I came to know about ToP and back home I have been applying it through training and community development activities. I feel ToP can help transforming people's life and we have demonstrated with many examples that it is a very useful approach of human and organisational transformation.

Ø I saw a consultant do a focused conversation and I wanted to learn more.

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Ø Participated in ICA activities in 1986. Took ToP as a research subject as organisational behavior change methodology. Entered an agreement with ICA USA (phoenix) to use ToP in new training product development.

Ø Localization and re-development of ToP methods to make ToP as part of our new product 'Roundtable Leadership' training program. As a result, client organization gets improvement in its corporate culture and team becomes more collaborative. This kind of observable organizational behavior change keeps me continuing working in this field.

Ø Till the end of last year I was living and working using ToP both for facilitating and teaching ToP in Timor-Leste. Since then I have been in Australia undergoing cancer treatment and currently am not well enough to work. I am hoping to recover and to offer my services to the various regional teams teaching and facilitating around Australia, I have been a member of ICA since 1971 and have been involved in the first GA re ToP and all manner of development work, revisions and reworkings of the methods and have been to all the working meetings in Australia that have produced our 6 module course on ToP which is now being taught across Australia.

Ø I was a teacher. Went back to school to get a counseling credential. Missed the kids. Started volunteering in a shelter for runaway teens 21 years ago and have been the Program Manager/counselor for the last 20 years.

Ø I was first trained as part of the national Community Youth Development initiative with ICA as a partner national organization (John Oyler to be specific). Several of my colleagues and I were "fast tracked" to learn the methods and then to teach them to our local groups of youth and adults working in communities. That was back in 1994-7. In 1997 we began our regional CYD teams (youth and adults) and each session (2 per year) trained the group in one method. We repeated this over the years and taught a method at each meeting. The group turned over enough that there were always new folks for the method. I also found the methods very useful in my work as the director of a network - where we were always bringing folks together. The methods have become very common to me and I use them in lots of ways both professionally and personally. I have done over 20 ToP GFM courses and probably trained at least 75 people over the years. This is in addition to the approximately 240 people that went through the CYD trainings/meetings semi annually. These methods meld very nicely with my personality and the way I do business. I work much better in a group than alone - these methods have made my work so much more productive and fulfilling.

Ø I was trained by J. Adams through Adams & Adams consulting. I've been training for about 7 years. I am now the local point contact/registrar. I love the methods and use them in my consulting practice (coupled with my experience from master Degree program in OD and other methodologies I have learned). NOTE: I am filling out information about my practice below, but need to be sure to clarify my income, practices, planning and coaching are not driven or created from TOP. It's an integration of all I know and do, and often I will not use the methods, or will modify them greatly with other methods. Therefore it's not truly TOP related work; my work incorporates TOP, but is not guided or directed by TOP methodology. Other things I use to couple with TOP: coaching methodologies, capacity building, professional development, AI, etc. etc. Also, the options under the questions are not really the answers I would give, but my responses are not listed in the choices. For example: income - related to consulting beyond TOP TOP related income - combination of two very large long term clients as well as several small clients, and the TOP trainings. Volume of facilitation - I facilitate a variety of groups (some one time, some ongoing). An average of 8-15 days full days facilitating a month.

Ø I was trained by ICA Taiwan 6 years ago and have been a full time facilitator since then. I use not only ToP but also other methods on my work. Mainly I do facilitation program for different organization, including enterprise, non-for-profit organization and government agency in Asia. I also do facilitation skill training and leadership training. When I am not busy, I translate books related to facilitation from English to Chinese. My company "Open Quest Facilitation Technology" has published our translated books on Appreciate Inquiry, Open Space Technology and Participatory Decision Making. Next one will be The Art of Focused Conversation. I feel my work is full of creativity, challenge and fun. It's my favorite way to make contribution to the world. I really enjoy it.

Ø I came to know of the ToP methods as a result of attending a ToP methods training in Singapore and also getting to know several ToP facilitators through the IAF certification process.

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Later when I was residing in Australia, I took the Facilitative Leadership Programme offered by ToP Faculty Australia and has been using the methods in all the work I do. What keeps me going is the discovery of how people can be motivated to be more open in sharing. I find it exciting to experience how ToP methods can create safe and supported environments for various types of people and groups to work via consensus.

Ø I facilitate meetings at my work and have been able to use the ToPs method on a couple of community boards which I serve. I feel there is not better method to build consensus and make sure everyone is included in the process. This is the most elegant facilitation method I have learned and often use these methods first. Particularly in strategic planning processes.

Ø Went through the ICA Belgium Volunteer Programme, was a volunteer with ICA Zambia 1992-94, employed by ICA Kenya 1995-1998 where I picked up facilitation and training experience, which I continued to develop after moving to ICA: UK in 1998. I have seen people and organisations move on and develop as a result of my work, I have seen extraordinary "aha" moments and seen a light in people's eyes which tells me they are in a new place, and equally I have seen my efforts defeated in cases where internal and external forces conspire against the sort of being, thinking and doing that ToP is based on. What keeps me going? The determination to hear more "aha's" and see more of those lights...

Ø 1997 started working with ICA Taiwan. Worked with Larry, Dick & Gail in facilitation projects. Joined IAF 1999. Served as IAF Asia rep 2003-05. Certified by IAF 2002 (CPF) and assessor 2004. Formed a company in 2002 til now. Incorporate multiple facilitation methods besides ICA methods. What keeps me going is the capacity to enable real change.

Ø I was a pastor in Omaha Nebraska and the Omaha House made me aware of the methods, including their background and intent. We found the methods the approach very enabling to our vocational intent and the practical situation and wanted to share these, as well as be better trained so took an assignment to Berlin.

Ø Started when I was in non-profits then started a business where top is our core process. love to be a part of great change - love to watch it, hear the conversations, learn from it all

Ø Back in the early to mid 80's I went through some very intense personal development trainings which sparked me to want to work in the field of training. That led me to working with groups and facilitation. I love working with groups to help them accomplish their goals. Five years ago I started my own business in training and facilitation, my niche is in the government and non-profit sectors but do some work in private industry. A couple of years ago I was introduced to the ToP Methods and they fit totally with my own personal philosophy of profound respect and inclusive participation and after completing the TFM I began using the methods immediately. I am always inspired by what a group of people can accomplish when they are working together effectively and my work allows me to feel I am contributing positively to the world. Each group that I work with which is trying to do something positive I contribute a little piece to their success that is what keeps me going and loving what I do.

Ø I got into this work while working with ICA in Egypt. What keeps me going is the belief that a new type of politics is needed in the world, one that is more transparent and participatory, which respects our different integrities while building on our commonality as human beings sharing this planet together.

Ø 10+ years ago, while working in Phoenix, we hired a staff member who introduced my arts commission to the work of ICA, with which she'd previously been involved. We were so impressed and had such great results using the ToP facilitation methods internally and in community conversations that we began to require each program director on the staff, and new hires, to go through the training so that we acted as a ToP cadre. We used it as a key element of our strategic planning for years.

Ø I became a ToP facilitator and trainer during the 90s, but do not now have either facilitation work or any working relationship with the profession. I stay in touch with several active members of the TTN and loosely follow the fortunes of the TTN in relationship to the ICA USA. My experience grounded me in the nonprofit sector, which remains my main market for creative services that include writing, editing and desktop publishing.

Ø In 1988, I was at the weekly Cajun dancing session at the Maple Leaf Bar here in New Orleans. At the break, I started listening to a woman talk about her work and I think, that's what I want to do! It was Carol Fleischman talking about facilitation. Soon after, I took my first ICA

training from Carol F. and Jim Wiegel, immensely enriching my journey in community work. It was fun, natural, and fed me personally. All the concepts, values, methods have been a longtime support to me professionally - as a facilitator, trainer and university professor. Just this week, I introduced a class of social work graduate students to the basic workshop method. They loved it! Even ten years ago, we struggled to get folks to recognize the need for facilitators. Here in New Orleans, and I suspect in other places, that is changing and there is a strong call for these skills. These days I am deeply involved in creating a Citizen Participation Process in New Orleans and continue to depend upon the training provided by ToP. We have a wonderful network of facilitators here. Carol Fleischman continues to be a mentor to me and a good, good friend.

Ø I was 20 yrs. old, I was doing my practice of Agriculture Technician in Sol d Septiembre (my home town), a half hour from Santiago in Chile, South America. I was in Cano Negro, Venezuela in the Human Development School; I got back to the Human Development Project of Sol de Septiembre and worked there for 2 year as part of the Auxiliary Team, I was in charge of the Social part. Then, in the 80's I was assigned to Richgrove, California, I went to the Global Academy in Chicago, then to Peru, and since I got marry with a Guatemalan I am living in Guatemala. Am not working anymore with the ICA Guatemala, instead last year and this year I has been working with ICA Chile. I am still doing training on TOP, because I still seeing the life transformation in the people, as the first time I encountered the ICA and I know more this kind of methodology than other ones, and I can own some money, because in the past I has being worked as volunteer, and I didn't got any benefit for my sustainability.

Ø My first GFM training was as a guest of Heifer Project International. I was impressed but did not apply ToP except once with my staff when I first returned. 6 months later through DELTA capacity building training through WI Coalition Against Domestic Violence, we were trained in ToP GFM and they used the ToP process on all our conference calls and quarterly 2 day meetings. We were so impressed with ToP not only as a way to assist our progression in our work in community, but chose to apply ToP as a part of our primary prevention of domestic violence intervention tool. To get to the beginning of violence is like finding the beginning of a circle. To expect all voices and include all in a participatory consensus based decision-making process is essential in our daily interactions at work, at school, in community and in our homes for the beginnings of peace. We are doing 2 ToP GFM trainings a year and a PSP training a year. Over 40 Tribal employees trained and 5 departments applying ToP in some capacity. We have incorporated ToP processes into our Discovery Dating healthy relationship development process. We use ToP in the classroom with teens, women's groups, restorative justice circles, and of course meetings after meetings. Thanks to you all for bringing ToP to us, and your ongoing creativity to expand its applications locally and abroad.

Ø A colleague suggested I attend the TOP Facilitation Training in DC in the spring of 2004, as we do a lot of facilitation at MSH.

Ø I participated in consults in Ivy City, USA; Shantumbu, Zambia; Conacaste, Guatemala; Woburn Lawn, Jamaica. I also visited Cano Negro, Venezuela, and Kreuzberg Ost, Germany. Since then I have been using and teaching ToP methods in my classes and with visiting scholars. See www.gwu.edu/~umpleby/ptp.html.

Ø A chance reading of Roger Harrison's review of Laura Spencer's book in OD journal, followed by a series of fascinating conversations, hopscotching from Laura to Ruth to Eunice and Sherwood, attendance at IAF since the Alexandria meeting in ???1994, a workshop for our organization on strategic planning by the Shanklands, taking the basic courses myself, trying things out in Mali, then everywhere, staying in touch

Ø Facilitation has been an important element in the work I have done throughout my career as both an educator and mental health practitioner. When I took the GFM, I felt like I had come home. I loved the fact that the methods were not only highly participatory; they honored and respected the participants. I took the PSP shortly thereafter and used the methods in my work with my clients. I began the Trainers Journey and ultimately became a mentor trainer who took others on the trainer's journey as I have taught the ToP courses over the last 14 years. I have worked with a wide range of clients in both the private and public sectors and facilitated them to achieve the results they declared they sought from the creation of consensus on a challenging issue to the development of strategic and action plans. Seeing my businesses, institutional and community clients' amazement with the outcomes they have created by using the ToP processes

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combined with their satisfaction with the results that lead them become more productive, effective and inclusive has been very gratifying.

Ø I put my business and facilitation services on hold 3 years ago and am now a knowledge & learning program manager in a Microsoft group that does not value group facilitation methods so my practice has declined to almost nothing except when I use it for my volunteer and personal work.

Ø I took a course in 1968 that was very helpful in understanding my life...am now involved in helping put on courses in Brooklyn NY...wanting to make a difference without burning up.

Ø I moved into facilitation from teaching workshops about 20+ years ago. I participated in training in conflict resolution at Harvard and the University of Missouri School of Law. I expanded my work to include group conflict resolution and teaching the same. I began facilitating advisory groups and took the TOP methods training courses (almost all of them) along with the mastery course. I continue to facilitate strategic planning, project planning, and conflict resolution of two parties and work groups. I keep doing the work because I love it.

Ø The ToP facilitation seed got planted in me during my year with the Maliwada project. Witnessing the impact of the consult week on the population awakened me to the power of ToP 'facilitation'. However it wasn't until 6-7 years later when I returned to India as part of the New Skills Training Institute for ICA Indian staff and as a member of ICA India's corporate services team that facilitation became a regular part of what I do even today. What keeps me going today is the story of what happened in Maliwada. People are switched on to their own innate power of effectiveness.

Ø Worked with ICA in various roles and several countries, 1968 - 2006. From 1992-2006 headed up ICA work in NC, applying ToP methods to neighborhood revitalization and organization capacity building. Since 2006 have "focused and formalized," applying ToP methods to planning and designing "green" schemes with organizations, cities, counties, design professionals and neighborhoods. People need to think in an integrated manner and ToP methods work well to do that. Groups can "scheme" better with methodology that allows for both rational and intuitive thinking. As a Human Ecologist, ToP methods help guide people's thinking combining the natural and human systems.

Ø The first serious facilitation work that I did was in the Chicago metropolitan area in the early 1980s when I adapted the LENS method for strategic planning with about 40 suburban municipal governments and public sector agencies (e.g., library and school districts, etc). I did this through an official relationship with the Department of Continuing Education at Harper Community College. In 1984, I moved to Kenya where I worked in a partnership between the Swedish Cooperative Centre (SCC) and the ICA to do participatory planning events with members of local co-ops. Eventually, I was directed employed by SCC as the regional coordinator the "Cooperative Members Participation Programme" in Kenya, Tanzania, and Zambia. This work in Chicago coincided with developments in ICA that saw the transition from the old LENS processes into what we now call ToP. I began doing freelance consulting work in 1992 which included a lot of organizational development and conference facilitation. While built on the principles of ToP, this facilitation rarely looked like ToP events. In 2000, I returned to Chicago when I became a member of the ToP Training Network. This is a relationship that I have maintained to the present. While I make a living as a consultant and a professional facilitator, only a fraction of the work, however, is under the label as "ToP".

Ø Through ICA Japan's project work. Using planning and Leadership Training at the community.

Ø In 1977 as a teenager and a university student I first became involved with the ICA from my interest with social change. I then worked 4 years full time with ICA in Adelaide, Perth, Oombulgurri for the Oombulgurri Human Development Training School, and across Australia doing Community Meetings - around 100 early ToP before they were called ToP - followed by a move to Louisiana as part of a team facilitating another round of 100 or so Town Meetings, Delta Pace Human Development Training School, and participated in Chicago Academy 1980. I eventually completed my degree in Psychology, with a focus on organisational psychology, and maintained involvement with ICA. I was a founding member of the Australasian ToP Faculty and ToP Panchayat in 2005, and ICAA President 2005 - 2007. I worked with Kevin, Mark, and the

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South Australian team to achieve lead or co-lead status as a ToP trainer of each of the six Australasian ToP Facilitative Leadership Program Modules.

Ø 5 years ago, I came into contact with TOP facilitation when I participated in a conversation conducted by a trained TOP facilitator, Tamyra Freeman. Tamyra did not tell us what method was being used as the focus was about the topic being discussed. But being a developing facilitator, I was struck by the flow of conversation and later, I became friends with the Tamyra and I asked her how she learned facilitation and she referred me to ICA. I became curious and decided to pursue certification in TOP methods. I got in touch with Ann & John Epps. I obtained my certification as a TOP trainer in GFM in Aug 2007. What keeps me engaged in TOP methods is the simplicity and complexity of the methods. When I first experienced the method, it looks very simple. Yet, when I start to use it as a facilitator, I start to see the subtle nuances of the method. I've also felt I learnt the spirit of facilitation through using the methods. I'm starting to see the multi-layers of each method and there is still so much to learn that I find I learn something new each time I use the method and each time I observe different TOP facilitators use the methods. There is a lot of versatility and depth in the TOP methods that I enjoy learning more about it. The TOP community is also something that keeps me going. Being connected with TOP facilitators in Asia and other parts of the world enables me to feel it's more than just methods but also being part of a social change movement.

Ø 5 years ago, I came into contact with TOP facilitation when I participated in a conversation conducted by a trained TOP facilitator, Tamyra Freeman. Tamyra did not tell us what method was being used as the focus was about the topic being discussed. But being a developing facilitator, I was struck by the flow of conversation and later, I became friends with the Tamyra and I asked her how she learned facilitation and she referred me to ICA. I became curious and decided to pursue certification in TOP methods. I got in touch with Ann & John Epps and the rest is history.

Ø By sheer luck I bumped into John Oyler doing this work at a conference in Chicago in 1994. Instantly I was intrigued by what I saw unfolding, as where several other of my colleagues. We, and a national organization, connected with ICA and developed a 'fast track' to get us trained and on board. From that the real Fast Track was born.

Ø Head of Environment Africa (Malawi). I have a passion for people and issues here are about gross poverty which leads to over dependency on natural resources. Environment Africa HQ in Zimbabwe has expanded into this region and being my origin it was a natural thing to do. Communication keeps me on the go as sometimes I am in the remote areas.

Ø since 1966

Ø since 1966

Ø As a long time ICA staff member, I was exposed to the basic methods in 5th City and worked to refine and develop them during summer programs. I was honored to spend a year with my wife, Judy and Joe and Marilyn Crocker doing Village Development consults and refining that version of ToP strategic planning. For the past 15 years, facilitating and ToP training have been my primary work, for the past 2 years as an independent professional. I have worked with over 177 different groups during that time. I continue to be warmed and fascinated by the commitment of people to full participation and to the light that comes in their eyes as they experience ToP methods helping to give form and shape to what they intend.

Where do you do most of your work? Cities, Regions, Countries

Northeast USA, The Midwest part of the United States, Wellington, Waikato, some other parts of NZ, Around New South Wales, Washington, DC and Europe/Eurasia, California, Inland Empire in Southern California, Minneapolis Minnesota and surrounding communities in USA, N. A., Seattle, DC/Bethesda, France, India, Africa (East, West & South), Southwestern USA, Yorkshire, UK; Southern & Lusaka Provinces, Zambia, , , Khujand City and surrounding regions, Tajikistan, All across Canada, cities, Bartlesville, OK, Around Australia, United States, J'anime les conferences dans des ecoles et les communautes de base au Benin, USA, Nicaragua, Jerusalem & Tel Aviv ; Israel, ICA Cameroon's project beneficiaries, Hennepin County, MN, USA, , London, the UK, Europe, Africa, , Southern California, Los Angeles, , State of Washington, Primarily in the SF Bay area with some State, National and international work, Portland OR plus some in other cities throughout the U.S., Singapore, South East Asia, Pakistan, Rensselaer and Albany Counties, NY,

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Santiago, Chile, Most of the work is done locally, although I have utilized it at national conferences, Cities and urban areas in the North West of England, Lviv, Ukraine, Since 2006 - Southern Gulf Coast and Austin, TX - but mainly New Orleans, Louisiana, , , Canada, Pittsburgh, PA, Guatemala, El Salvador, Argentina, Honduras, Bosnia and Herzegovina, , national and regional, Western Europe, Occupied Palestinian Territories, Israel, , New Zealand, mostly in Waikato region but sometimes travel to other places., Los Angeles and Ventura County in Southern California, Taiwan, All over the world but mainly India, US and Europe, South Australia, Chicago, but I'm open to other parts of the world., Phoenix, Minneapolis, California, , Seattle, Michigan, Ohio, Wisconsin, California, Across Canada, Europe and Asia, Greater China plus recent projects in Indonesia, Japan, Malaysia, and Bangladesh, VILLAGES AT COMMUNITY LEVEL, All over the USA, Northwest US, Pittsburgh, PA, Madison, WI and State of Wisconsin, New Orleans, Louisiana, Cyprus, Riverside County, U.S.A., Nome, Alaska, small villages in the Bering Strait Region of Alaska, Alameda County California, Hawaii, US Pacific, State of Oregon, St. Louis, MO and other counties in MO, Sacramento, , Regions, Health Service Region 2/3 for the TX Dept. of State Health Services, Kathmandu, Nepal, Sacramento Region, mainland China, Mainland China, , Stanislaus County California, Throughout the western region - AZ, CA, HI, NV and Micronesia, San Diego and Los Angeles, Taiwan, China, Singapore, South East and South Asia, Pittsburgh, UK (around London) and Africa, , Yekaterinburg, Moscow, Russian Federation, Taipei, Taiwan, Asia, , Maria and I have formed a company, not sole practitioner. we mostly work around Sydney, , Denver Metro Area, , , Atlanta GA, n/a, New Orleans, Mexico, Guatemala, Chile, Oneida, Green Bay, Northeast Wisconsin Tribes,, Cambridge, MA; on-line facilitation with teams from Africa, Washington, DC, former Soviet Union (lately Kazakhstan), SE Europe, worldwide, Texas and USA, , Chicago, Brooklyn, Africa, Missouri, Bangkok, India, Australia, Cities, counties, neighborhoods, non-profits and public agencies in North Carolina, , recently (last year) in the Republic of Georgia, Serbia, Liberia, South Africa, USA., countries, Primarily in Adelaide but throughout Australia on occasion, , Singapore, Singapore, New England, , , Blantyre, Lilongwe, Southern Region of Malawi, Zimbabwe, South Africa, Ireland, Belgium, Switzerland, Ireland, Belgium, Currently Arizona, Massachusetts, and the Middle East

Other groups, sectors you work with (health, IT, accounting, etc.)

place of employment which is city health sector, criminal justice, lots of health related work, Children and family services, Homelessness, Health, Behavioral Health, Conservation, Handicapped people, Urban Planners in Post-Disaster Community Planning Efforts, All arts-related non-profit organizations, Health 20-40%, health, environment, Runaway and homeless teenagers, Conflict Engagement, Primarily arts and culture, foreign universities, Health 20%, health industry, Inventive projects that probably won't work, but are worth a try . . .

Other recurring uses (please specify)

- public consultation by agencies
- These days, using ToP and other tools in class presentations.
- Action Planning Workshops and Focused Conversations
- conflict transformation, adapted ToP, ORID
- reflection
- NON
- Conflict resolution and reconciliation efforts
- Community focus groups
- This was tough too - some like strategic planning is also me combining methods.
- occasional informal group facilitation from the side of the table
- Physical planning and design, working with planning and design professionals who are ToP trained.
- Personal Style, Time Management, etc.
- everyday conversations at family level

Other results you have seen

- A lot of time planning - all tossed if other bureaucratic needs arise

- Ø Improved services to K-12 students in support of SEA goals
- Ø Greater inclusiveness, inviting stakeholders into conversation and discussions more effectively; internal capacity building and support structures to use facilitative processes
- Ø More positive stories about the community and more willingness to become engaged
- Ø Community has become engaged in the enactment of the community strategic plan.
- Ø Participants significantly lessen the old tendency to personalize disagreements, and increasingly focus on the issues.
- Ø This feedback is based on the work of one functional team. My other 3 teams are in complete disarray, but since I am commissioned by a third party for my facilitation work, I am unable to make changes that would allow for greater success.
- Ø Approached by other organizations/individuals
- Ø A more positive attitude, less bad mouthing, more trust and collaboration, preference for shared leadership
- Ø Our Northwest College has put into place courses based on community group sessions.
- Ø With young inexperienced people wanting to work for their country, great delight that there are methods to help them. We (ICAA) will be continuing to develop indigenous ToP facilitators and trainers in Timor Leste
- Ø I am not good at tracking results of those with whom I work.
- Ø mostly I do exercises in class to acquaint my students with group facilitation methods
- Ø can't answer, have seen all variations of answers
- Ø members of groups I have facilitated have gone on to take TOP training programs
- Ø Collaborative efforts increased - more partnering, more concrete results
- Ø Follow up work after first facilitation, e.g. developing strategic plans at national then branch levels.

What significant shifts, trends and changes are you noticing in the people and groups you are working with? Describe the group and the change you see (EXPRESS)

Open-Ended Response

1. Following orders is current norm in spite of efforts to plan participatively
2. People who thought they didn't like the use of facilitation are discovering they didn't realize it was in use in situations where they were participating, and they now see the usefulness.
3. I think I have given a couple of examples in another answer. Culture transformation is one; getting results is another; organizational learning a third.
4. Sometimes they want to use facilitation merely because others do -- strong control forces are present often. Too often groups want facilitation for something that they don't share a vision about...so, in my mind, what's the use of 'fixing' when more is needed. Too many groups don't budget or understand that these meetings and steps require more TIME than they want to give attention.
5. Challenges: Increasing workloads has reduced interest in participative processes; participative processes are seen as an overused tactic; participative processes are seen as suspect in the minds of some. In these views participative processes are seen as having been misused to avoid responsibility and have proven themselves of limited value when addressing difficult topics that may impose unpleasant consequences on some participants or stakeholders.
6. Communities become more active and involved after our training. After our community mobilization using ToP methods, communities begin to see how their participation can lead to success and start activities, for example collecting funds to implement a specific project. We can prioritize community problems using ToP methods and then the community can make decisions about how to address the problems and issues. We train communities to create local institutions/organizations to support their work over time.
7. Cultural shift towards respect for other individuals, toward teamwork, toward belief in unlimited human potential.
8. Many trainees report successful results in their facilitation experiences. A recent Boeing face to face facilitation of an otherwise virtual team resulted in enthusiastic resolve to find more ways to connect on an individual and small group basis.

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9. Some facilitation burnout and cynicism from poor past experiences; has to be overcome by performance (show them, don't tell them)
10. The changes are mostly cognitive and behavioral-organizational, namely having a new joint strategy and an organizational structure to take them forward. I see fewer changes (compared to work with other group facilitation methods) which are emotional or attitudinal. The groups I usually work with are of young Israeli professionals.
11. They want to go in depth, but at a MUCH faster pace at an affordable price.
12. Participation and involvement is an assumption, not a choice. The issue is how to structure this. Without structure, involvement and participation remain tough routes to increased ownership and better decisions
13. Approach really encourages all voices to be heard and included and opens people's eyes to the power in building consensus. I always hear positive, encouraging feedback after leading sessions with the TOPs method. I find the system to be a very natural progression as well.
14. From hostile and confrontational to collaborative, from hopeless and cynical to positive and willingness to try. Many efforts have been picked up by others to implement with the sincere belief that it was their idea.
15. They are always impressed by the short term results of using the methodology. I have a friend working in training and consulting in the food production business who does all of his training (Detecting problems, building teams etc. from operative to management level) using TOP methodology (not teaching it). He finds it very successful
16. Communities and agencies that previously rarely interacted are working together to improve the lives of older adults and their families.
17. Confidence from people who do not usually consider themselves leaders.
18. Participants realize that they possess - within their own collaborative group - the ability to be successful at their goals, once clearly articulated, shared & re-visited regularly via application of ToP inclusive participation methods
19. The groups our organization works with are focusing more on partnerships and collaborative approaches to working out differences.
20. Lack of organizational depth and staff capacity has limited implementation of plans; board overestimated the amount of work it was willing to assume
21. People ask to upper levels to track and get done the plans, people feels that their input is very important and want to adopt participative culture
22. People are paying attention to the need for process as well as products. The issue of the means as well as the ends is being considered. Though time is a challenge, people recognize the need for taking the time to put processes in place as well as mechanisms for evaluation. the commitment is to staying the course, recognizing that systems transformation is a journey
23. Recognition of other conflict parties. Cognitive shifts are obtained, but reality is a strong counterforce.
24. Deeper reflection generates more shared insights and understandings, space to talk about feelings leads to more appreciation of each other, methods leave people with a greater sense of unity and diversity
25. In general, the education community is not very comfortable with an open, participatory process. In recent years with the political mandates of No Child Left Behind (NCLB), districts have been even more closed. It was hoped that with the arrival of the Governor's Grant of Funds for the Arts, the ToPs method would be the perfect method to bring about multi-faceted change. In my experience, this has not been the case. My singular success has been with a high achieving district that has also been blessed with a wealth of funds and community resources, artistic and otherwise. The group is intrinsically motivated, well respected, and representational of the community.
26. Mixing TOP methods with others (AI, dialogue, OST, world cafe, etc). Seem to respond most honestly and creatively with more openness, flexibility and self-organization
27. ToP seems to be evolving beyond ICA, as in my recent experience ICA continues to have a religious base or value system where 'one right culture' 'one right way to do and be' 'one right style' is valued and 'righteous to impose' if necessary, while ToP is more secular and values diversity. This raises the potential for conflict with ICA International. becomes the implement
28. People and group are more enthusiastic.

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29. In strategic planning, groups express hope about their ability to accomplish the implementation. Trainees are choosing to become certified ToP facilitators. They are practicing and trying the methods in their work.
30. Better understanding, often surprised expected arguments didn't happen, delighted at how much is achieved in a short time, into action
31. When working with my ICA colleagues, I see lots of participation, affirmation, progression towards keeping facilitation and training practice alive in the Seattle area.
32. More cohesive team units, as all feel they have a voice in the process
33. We are seeing more "in-house" facilitators. Many are in HR Training or OD departments. They are called upon to facilitate a wide variety of meetings throughout the organization.
34. the combination of individual change along with group process seems to be increasing so I am getting more requests to coach with the leadership of the team or organization on how they can follow through on the changes that were begun in the facilitated session or asked to begin with coaching and then flow into a group facilitated process
35. Staff cope well with the community members during planning sessions. Our approach is also accepted by the local government. Out of different sessions, training conducted deliver something such as a group established, CBO and NGO to carry on whatever we have been discussing or training.
36. I don't really market myself as a facilitator but see the need for facilitation in business consultation, team and leadership development and coaching increasing as the stakes get higher and resources decrease.
37. I notice that there is still a tendency to do things FOR people rather than WITH them, whether it be clients, workers, etc.
38. More willingness to engage the many types of internal and stakeholder groups in planning and implementation processes. For example, more leaders are actively seeking the participation of "line level" staff than a decade ago.
39. Hurricane Recovery Groups -Preference for participatory interactive meetings and modes of decision making of all kinds Conflict Resolution Facilitators - preference for synergistic, consensus, developmental processes Collaboratives - appreciation for using and participating in development of conceptual frameworks
40. At first, there is often what seems like animosity or sometimes tension between participants. Then as soon as the grouping takes place, everyone seems to become more together and happy after the session because their ideas were heard and acknowledged equally.
41. This model brings people to the table and keeps them engaged. I love the model.
42. People are expecting to participate vs. being passive and enjoy the new level of leadership that this brings
43. People have hope even during conflict. ToP has encouraged them to bring a hope in their life. Many participants were able to transform their society after attending ToP training.
44. People are able to look at whole systems rather than just band aid solutions that deal with symptoms
45. Create collaborative corporate culture
46. Team members' collaborative patterns become more transparent and consistent. The conversation between them is more focused and effective.
47. In Timor Leste the production of An actual strategic plan is exciting and follow up calls usually show that implementation of the plan is well under way
48. Programs within our agency seek support on an annual basis to do strategic planning for the year.
49. More participatory work with line staff and those participating. It is harder to get those that didn't participate to understand the value and make the "shift".
50. More and more organisations are looking for silver bullet answers and are reluctant to make time to be reflective.
51. Towards teamwork 2. Towards partnership working 3. Increasing involvement of users/clients
4. Changing away from outputs to outcomes
52. Incorporating Positive focus, using Appreciative Inquiry with ToP methods.
53. They appreciate one another more, they work from what is rather than what should have been, they listen and support one another

54. A definite move to less hierarchical structures and decision making. Greater desire for maximizing participation and ownership.
55. n/a
56. People are aware that they got more tolerant, listen to each other, integration in the group, getting consensus rapidly, got a profundity in the dialogues of specific themes, trusting their thoughts, appreciation of the differences among the group (differences backgrounds of educations and capacities).
57. They are becoming more aware about how consensus really works. They are aware that they are being heard and they tell us how they thought that we were just starting to do the same old thing that they have done so many times, but they trust us so they permit us to go forward after they express that fear. Once we finish the process, they come up to us and tell us how they can see the movement that happened and that it was different. They go with a sense of accomplishment and purpose.
58. Americans are somewhat familiar with group facilitation methods. Some former Soviet Union people get very excited by the more participatory approach to management.
59. more focused, more together
60. More concern with how to change the larger motifs of life. From consumption to engaged in compassion/loving neighbor.
61. More focus on what can be done versus focus on the problems.
62. The groups in mind are senior managers/leaders from diverse businesses within a family owned group of companies in India. The stated sense is that ToP methods are their route to excellence as a world class organisation. Another group is a conventional consulting/training company in
63. Bangkok who feel facilitation methods in general (ToP in particular) will be their competitive advantage.
64. See above
65. Participation in the abstract is assumed; many people, however, have very vague understandings about ways to make it happen.
66. Willingness to use facilitation, clients asking for more facilitation especially after they have experienced it and notice the effect it had on people.
67. Clients are looking for participation and flexibility in approaches, and are hoping for rapid, immediate change. They are also looking for content expertise embedded in a facilitative approach.
68. Small group work becoming the norm.
69. General attitude in participation has improved as they see the results of a protracted method that encompasses all view points.
70. More of an interest in participation as significant engagement in mission, less interest in "input" into decisions Growing interest to take on "big" issues

What additional ToP (or other) methods are central to your work? Name each, and say how it contributes to your success

1. My statements are in reference to two groups I work with frequently.
2. Wave analysis, also using SWOT in participatory planning
3. Note: I have used all these methods extensively and effectively in the past, and they have contributed tremendously to the organizations I was working with. In my current situation there are only sporadic opportunities to use the methods, except for the Focused Conversation which can be used invisibly.
4. Trends (Wave) for helping groups to assess trends in their field. Strategic Planning implementation and evaluation process is critical to keeping plans on track.
5. PRA PCA LQAS All interactive methods (brainstorming, small group work, role playing, simulations of business models, presentations, demonstrations, discussions, etc.) We use these methods in our trainings. These methods are requested by international organizations and they like these methods. We use these methods in our communities. First, for community mobilization. These methods help us to involve communities in our activities and ensure good results. Second, for community training, which results in community development.

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6. Imaginal education, Social Process, Life methods, spirit methods, frameworking, data gathering, documentation, SATW interviews, etc. etc.
7. Wave analysis (like Historical Scan helps to frame facilitation tasks); Force Field and Nominal Group variations of the Workshop Method are important adjuncts to assist tailoring to different needs and to provide variety in practice; numerous variations in data gathering (brainstorming) and processing (including voting variations) also allow tailoring to different needs and provide variety in practice.
8. The OE/ICA/EI spirit methods that are imbued in the Top methods (for those who really understand what they are all about) are central to my work. I worry that the newly minted "trainees" in Tops can ever deliver the spirit substance that birthed these methods, and so I continue to remain somewhat "suspect" about what you all are attempting to "clone."
9. the bit of the top methods all my work is centered around is the notion that the past is approved and the future is open
10. In regards to the TOPs Strategic Planning model, I haven't been trained in this, but have developed strategic planning sessions based on the Focused Conversation, Consensus Workshop and Action Planning methods. I have had a lot of success with using these methods to lead orgs in strategic planning.
11. Image Shift for analysis - Social Process Analysis - The Wave....
12. WAVE ANALYSIS and WORLD CAFE have been used and clients have reported that they enjoyed the level of conversations present.
13. Event planning has been important and used 1-2 times a year.
14. Guided Dialogue -- when the group does not want to reach a specific decision, but to uncover the impact of their particular focus on the community the group serves, or re-establish the common bonds & prevailing wisdom among the group participants
15. Conciliation process; Model merging;
16. wave analysis - checking current reality designing a participatory event - assists in working collaboratively with my clients to develop any event
17. I am aware of the underlying dynamics that can help me diagnose where a group is at and what they need to do next. I also use a range of other methods in my work
18. TOP fundamentals ingrained in me - so they get woven into everything even though not in formal programs
19. I am not using other ToP methods
20. We have developed an approach to facilitating conciliation using a variety of ToP methods. We have refined many of the process. We have used ToP methods in combination with other approaches such as scenario based strategy planning and appreciative inquiry.
21. What is a ToP method? I use the Wave process extensively. Open Space, Dialogue processes, Image change as an organizational and team change process.
22. Negotiation Skills/Methods and Participatory Facilitation Methods. These are also important method when working in the low community. It helps to facilitate community members when wish to plan for their development you let them led them self. When there is a contradiction situation you can apply negotiation method by arbitrating and let them judge the solution or put punishment to solve the issue
23. Implementation Methods: The keys to success in each of the stages of implementation are something I use on a weekly basis with leaders to help provide practical, tangible action. I have found the implementation model and keys to be very helpful in having conversations with leaders.
24. Spiral Dynamics Conceptual Framework and Emergence Group Technologies - use as assessment tool, to discern current reality, or the "present health/unhealth" or the organization prior to implementation process after completing vision, contradictions, and strategic directions and/ to analyse where change and/or transformation can or will occur immediately or easily. Use to distinguish facilitative leadership from all other forms of leadership. Integrate with top conciliation process in training conflict resolution specialists and facilitators of various Diversity Trainings. Use Gregorc's Mind Style Instrument to resolve conflicts, create an atmosphere or environment of appreciation for each individual's differences and natural ways of participating as an individual or while in a group or designing a meeting, conference, workshop, or training event of any kind.

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25. Open Space Technology; World Cafe; Appreciative Inquiry
26. Interactive Interview Linking ToP to other participatory tools
27. The methods help groups get results and help me look good as a facilitator
28. cybernetics and communicatics are key theories and contents in localization and redeveloping of ToP into our 'roundtable leadership' training program.
29. The new Australian course Facilitation Methods and Foundational Wisdom.
30. AI, World Cafe, Situational Leadership, Graphic Facilitation, Future Search, many many models form the Pepperdine MSOD program (debriefing processes, coaching processes, group dynamics work, succession planning, etc. etc.) - all of it contributes to my success
31. Wave Analysis is currently being used to help a client develop an appreciation of the context on how they are going through a change
32. I don't always know what is ToP and what isn't, but I use a variety of different techniques and tools to enhance the central methods above
33. Image Change theory and process, to think about what message to send and how to assist a change process to take place. Personal Life timeline--in coaching to reflect on mental models and assumptions
34. Open Space Occasionally used Others more infrequent
35. A main use is the ORID process and the use of the book "The Art of Focused Conversation" in my supervisory/coaching role.
36. n/a
37. beginning to add Dynamic Facilitation
38. With the Top methods we are able to deliver what people have always been hoping for, but never got. Their voices heard, their ideas included and their value affirmed. Their projects are much richer because they did follow these methods to develop them.
39. I have just read Leadership Made Simple by Ed Oakley and Doug Krug, Enlightened Leadership Publications, 2006. It suggests a five step approach to facilitating a meeting: 1. What is already working? 2. What is the cause of the success? What makes it work? 3. What is our objective? What are we trying to accomplish? 4. What are the benefits of accomplishing our objective? What is the value for the company? What will it do for you personally? 5. What can we do more, better, or differently to move closer to our objective? Some features of this approach are the following: 1. The focus is on the future (how to move forward) rather than the past (what went wrong). 2. Problems are not addressed explicitly, because people become defensive and do not want to be blamed for what went wrong. Problems are dealt with implicitly by the gap between what is succeeding and what the objectives are. 3. The claim is that sharing successes energizes and motivates the group. Also, sharing successes enables people to learn from each other. 4. A key claim is that all the answers are in the room. Focusing on problems rather than successes means that successful practices are not widely known. Focusing on successes, and why they were successful, enables people to make use of readily available knowledge. 5. The visual display method is not described but is probably just making lists on flip charts of what people say. While reading the book, I wondered how using cards and a sticky wall would fit with the questions. One advantage of using cards is that more people get their ideas on the board. Just asking people to speak up leads to some people dominating the conversation. The next time I do a Participatory Planning exercise, I think I will use this set of questions as an experiment.
40. Goal Directed Project Management
41. other world- using a language that pushes the depth of life
42. Use of Logic models. This is required by many grants and funders. I use the top methods to plan logic models with stakeholder groups
43. We link the stages of the Conversation method, workshop method and variations such as Force Field method and Nominal Group technique with the principles and functions of participatory process as dynamics underlying all good facilitation methodology whatever its name or school of thought. The charting method is used regularly in training events. The 'H' technique I use for reviews, evaluations, and often at the interpretive level. Transpositions of the Social Process triangles get used in diagnostic situations.

44. WAVE analysis - helps determine a group's current position in their ongoing work PDM - Participatory Design Module - a combination of ToP methods that allow a neighborhood to build a proactive, comprehensive plan for the revitalization of their community.
45. I see ToP as a general underlying methodology that contributes to all of my facilitation work. However, with the exception of "focused conversation," I rarely do anything remotely like the prescribe approaches found in ToP manuals. Everything is an adaption that incorporates many things I've learned outside of ToP. I rarely use ToP as a branded methodology in the way the above questions seems to assume.
46. Life Chart - I find it particularly useful for my coaching work with executive clients.
47. Curriculum and program development approaches are coming up more and more with groups -- 3 in the last year.

Which 1 or 2 of these competencies most need your attention in the next year or 2?

- As I have now started full time work (not facilitation) I will just work on creativity
- Managing positive client relationships
- Orchestrate Quality Events and Evoke the Creativity of the Group
- Managing client (and colleague (!)) positive relationships & producing effective results.
- Managing Positive Client Relations and Producing Effective Results
- remembering client names, and follow-up with clients
- Creativity and Quality eventfulness
- manage positive client relationship
- I could do better with follow through - follow up and staying neutral 100% of the time.
- Evoke creativity, managing positive client relationships
- Produce Effective Results
- Produce Effective Results
- Model positive professional attitude
- Client relations
- Producing effective results and evoking the creativity of the group.
- Producing effective results -groups don't follow thru consistently to implement & need more support after successful PSP events!
- Evoke creativity, produce results
- evoke creativity of group, create participatory environment
- Evoke creativity, create a participatory environment
- Produce effective results, orchestrates quality events
- Evoke the creativity of the group in a short time frame
- Create participatory environment, produce effective results
- Evoking creativity
- Documentation and integration
- ALL
- Manage Positive Client Relationships, Produce Effective Results
- Manage Client Relationships (integrate more of the Spiral Dynamics Model)
- orchestrating quality events
- more practice on all
- Produce effective results
- Creativity of the group
- Creativity of the group and effective results (follow up)
- Creativity and orchestration
- Creating the processes for a new and unusual situation
- Evoke the creativity of the group
- Manage positive client relationships
- Evoke Creativity, Produce Effective Results
- Manage Positive Client Relationship
- Evoke creativity and produce effective results.
- Develop more client relationships

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- Ø last one
- Ø client
- Ø orchestrating the event
- Ø Evoking creativity of the group
- Ø Evoking Creativity
- Ø Managing Client Relationships & Create Participatory Environment
- Ø Being creative and use of graphics
- Ø Orchestrating Effective Results
- Ø Producing Effective Results and Evoking the Creativity of the Group, also breaking out of my own boundaries on these

In your facilitation work, what are you currently most EXCITED about??
(give several specific recent examples) (EXPRESS)

One thing I am excited about is:

1. I always appreciate an opportunity to use the process
2. using good questions to help groups achieve breakthroughs
3. Downsizing/ speedy reorganization needs
4. Growing need in our society for these methods to reinvent our collapsing institutions
5. How excited people are when the strategic plan works for them
6. More interest in actually talking about possible and different futures.
7. to use my facilitation skills to discern the learning priorities of my organization in a fresh and energizing way
8. seeing organizational change as a result of using these methods
9. Good results
10. CD work and training throughout neighbourhoods in Toronto
11. Colleagues who are remaining in education (on the state and federal levels)
12. Everyone participates! (even shy people)
13. the mix of clients: Abu Dhabi civil service, Oil company, local learning disability mgr
14. The work itself, I love supporting orgs and groups in articulating their vision.
15. positive result with interventions
16. building internal capacity/coaching/mentoring of younger staff, those learning methods
17. intercultural work
18. The use of images to jumpstart a conversation
19. "Up Your Alley" has been picked up by the architecture department of RPI
20. Getting back to doing it.
21. The outcomes and creativity of the group is amazing.
22. Our feminist webs project
23. It is very different from the established practices
24. When people discover how their talents can be used to benefit the whole-especially when Guided Dialogue after use of Gregorc's Mind Styles Delineator to explore effective teamwork relationships within Boards
25. Only facilitated one meeting last year after the course - it went really well as a result of my training
26. A city government and a non-profit using ToP to spread a culture of participation throughout their agency
27. the opportunity to kill two birds with one stone
28. Trust the structured method
29. producing effective results from the workshops I facilitate
30. integrating ToP methods in my consulting work
31. aha Erlebnis of participants, real recognition
32. Working with youth for succession in the EnviroSchools programme
33. seeing the team work to accomplish identified action goals independently -- collaborative curriculum design
34. Working with people who have passion and decide to move ahead on what they care about
35. Working on contracts with teams of facilitators like the work with Central AZ Project and 100 stakeholders
36. working in different cultures, pushing the limits
37. becoming a qualified trainer of GFM
38. Utilizing various methods to advance a particularly disjointed group I am working with.
39. Writing a book on facilitating implementation
40. teaching students facilitation
41. The learning I experience in groups as they continue their own work after the sessions both on the task or topic and on the method of facilitation
42. WORKING IN YOUTH GROUPS
43. the eagerness with which people respond to processes
44. The Middle School Project we are involved with

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45. That we are being asked to facilitate larger scale, greater impact projects--campus wide (organizational wide) and projects that are centrally critical to the organization and supported by top leadership in more, more mature ways.
46. Multiple uses of ORID
47. Looking forward to the transformation of a group when the outcome is revealed.
48. Applying the Strategic Planning methodology with a summer camp board I will be joining.
49. People feel honoured
50. doing grass root community participation work
51. dissolving authoritarian organizational structure
52. to see client organizational behavior changing to more collaborative
53. That my Timor Leste work is not going to be dropped by ICAA
54. group consensus
55. I am starting my own consultancy and so will be moving in a new direction.
56. deepening dialogic processes (See Edward Schein's work)
57. seeing the group changes
58. Integrating ToP with approaches to conflict transformation
59. Creation of a grounded way ahead that participants feel confident will work
60. Fully using the ToP Strategic Planning Process
61. to get things started and seeing them through completion
62. My communication and patience attitudes when everyone run
63. I really like to see the light bulb come on when the participants 'get it', and see that we are keeping our promise of collective wisdom and every voice heard and represented.
64. bringing more democratic methods to the post-communist countries
65. the creativity that emerges
66. A group's lively participation
67. Working with facilitation with Living Well with Stanford Medical School
68. more people ask for facilitation to resolve group conflict
69. demonstrating & transferring understanding about the dynamics that underlie all good facilitation in ToP training in India, Bangkok and Australia
70. Transferring the PDM to the City of Asheville;
71. Adapting my facilitation work within the context of the ABCD Institute at Northwestern University.
72. Harnessing Group Wisdom to Shift Perspectives, Uncovering deep underlying mental models, beliefs & assumptions held
73. Blending the work "The Nonprofit Strategy Revolution" with ToP Strategic Planning
74. I get ordinary people to talk about deep rooted issues
75. Merging 2 approaches to conflict transformation with ToP and community development

Another would be

76. Being invited by colleagues to facilitate
77. getting everyone participating
78. People demanding to participate
79. The capacity of these methods to handle increasing complexity of our time
80. How many ideas people have given a push
81. Increase in interest in 'systems thinking' but only as a fad maybe. Cuz it's hard.
82. the prospect of using these skills to help strengthen health systems in developing countries on an experimental basis
83. mentoring others in training and facilitating
84. Real sincere interest from the participants
85. Vendor of Record status with several levels of government
86. my clients willingness to take time to carefully implement strategic plans
87. The key components of the discussion are up on the wall and allow each group member to have a shared understanding of the conversation.
88. The work I have had the opportunity to do with district leadership and school leadership.
89. variety of design opportunities

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90. working with multiple stakeholder groups, having consumers involved,
91. interdisciplinary work
92. how might I include "off-track" or unintelligible answers as a gift to the ongoing conversation
93. Positive promotion of Troy is being done by neighborhood groups that I have worked with
94. The constant personal growth of both parties. facilitator and facilitatees (if that word exists)
95. I enjoy the work.
96. our young community leaders training of trainers project
97. When I see a group move publicly forward to implement their commitment to collaborative advocacy (with a PSP for an after school tutoring program)
98. several coalitions that are growing rapidly and poised to make a big difference
99. group participation where a few people usually dominate
100. every body participates and gets involved
101. acquiring more skills
102. Nutrient management practices for farmers to protect water quality
103. seeing the implementation plan involve people (in planning and participation) in ever widening circles -- training events are being co-developed with community stakeholders
104. Excellent trainees in the Year long Mastery program- MToP
105. spreading the word - people I've worked starting to use facilitation skills
106. having been paid for facilitation after many volunteer opportunities
107. Designing facilitation approaches to deliver high quality work
108. The colleagues that I train or co-facilitate with give me such a great opportunity to continue to learn and grow
109. COMMUNITY MEMBERS
110. great evaluations of programs
111. A possibility to meld to tenant/management associations and help them achieve a strategic plan.
112. People are increasingly able to talk about how personal values, experiences and perspectives have shaped their view of the world---rather than THE right view of the world. This emerging self awareness makes dialogue much more possible and productive.
113. Gift of the spiral dynamics model in targeting both immediate and sustained implementation
114. That most everyone who has participated still remembers the event.
115. Good results
116. ToP systems in large granting organizations
117. conversation among team members are more focused, transparent, and consistent
118. The development of the Australian course and the growing teaching thereof
119. I will not have an organization to hold me back or make me do the things that I don't like.
120. team building techniques and practices (Cool Mandala exercise I use)
121. the unexpected learning is happening
122. Using ToP/Imaginal education in addressing HIV/AIDS
123. Team spirit
124. Teaching the ToP Methods
125. to see a group continue to work together without my further involvement
126. My knowledge and practical work with the methods
127. I enjoy having the confidence of going to a meeting 'cold' and bringing with me the skills and process that helps the people with finding their solutions. It secretly makes me feel a bit like 'super-girl'.
128. using ToP methods in developing countries
129. the untapped energy that is unleashed
130. group's creativity
131. Brooklyn- orchestrating a new ToP center
132. People are using this process as a way of working
133. integrating ToP understandings and methods as part of a McKinsey led leadership development program for senior leaders/managers in India
134. Indicators project with Durham Quality of Life Project in Durham
135. Participatory monitoring and evaluation.

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136. Use of Images & Metaphors
137. Learning to do implementation planning quicker
138. being at the same level in a group
139. Working on leadership development programs

I should also mention

140. Watching the journey of a group through the process
141. using movement, music and other senses in facilitation, e.g. ORID conducted using different learning styles
142. The high rate of implementation of our strategic planning process
143. I am finding more similar minded folks regarding group awareness and empowerment.
144. seeking to build a larger client base within my organization
145. how long but entertaining this survey is
146. (sometimes) the opportunity to train participants to make a decision
147. My, our facilitation practice sends large royalties to ICA Canada to sustain its core funding.
148. The Sticky Wall!
149. helping client realize their goals
150. working with organizations that I respect
151. intergenerational work
152. Civil dialogue is the norm rather than the exception in discussing issues
153. our peer researchers training projects
154. When my consulting practice participants attend a training because they want more grounding in the methods to sustain the change in how they make decisions
155. relationships aimed at developing the capacity for youth-serving agencies to deliver Youth as Facilitative Leaders training and initiatives through their own staff
156. planning output
157. the possibility of getting certified
158. Biodiversity management, though not much of my work is currently in this field
159. team members are talking to others about how exciting the process has been -- council meetings
160. Arranging for 30 facilitators to work with 300 people on a special project
161. Becoming a CPF!
162. being a part of a public health network with contacts to work with
163. Since I work with individuals and organizations for several years I get the opportunity to continue to see the changes
164. LOCAL GOVT AUTHORITY
165. Upcoming training process for a corrections association
166. Addition of having groups develop conceptual frameworks prior to implementation planning
167. Creation of hope for future
168. mentoring and training others in ToP
169. project gets done more effectively
170. However, I won't have the support of the organization either.
171. change management
172. creative idea of new design that works
173. Using ToP in organisational development
174. Confidence
175. The ways I documented the process
176. That people become unafraid to present previously unspoken truths.
177. introducing these methods to US management professors
178. the joy of it all
179. group and individual confidence
180. Africa Self Help Groups
181. more people I work with want to learn facilitation skills

182. promoting facilitative leadership as an alternative leadership model
183. Just starting work with Food Relocalization Project, Sustainable Dev't Program, Appalachian State University in Boone
184. A focus on senior (phase 4) engagement.
185. Spirit of Facilitation - seeing how my personal mastery can affect the space I create.
186. smooth flowing conversations that bear results all the time
187. Finding ways to use online tools like this to aid in ToP applications

In your facilitation work, what are you currently most CHALLENGED BY or CONCERNED about?? (EXPRESS)

One challenge I am facing in my practice is

1. I do it so occasionally I am very rusty
2. people who question the question sequence in ORID
3. Everyone has some facilitation experience; it is not always the best and may not always fit the situation as well as ToP would do.
4. Cash Flow
5. Getting more people trained as trainers in this market
6. Dealing with large groups - more than 50
7. Finding work (yet I'm in school). I want to work with a facilitation team.
8. managing multiple competing demands for my time, focus and energy
9. being internal
10. participants are not familiar with the concept of participatory approaches
11. Too much work for our staff, bringing new staff on board at a high level.
12. I find there are very few colleagues I totally "trust" to take on my clients and give them what they have received from me. This has nothing to do with my ego, but I have little confidence in the so-called Tops trained folk. They don't seem to deliver the high quality we (the creators of the methods) demanded.
13. Inter-cultural dialogue; ToP is probably too Western and individualistic. How can it be modified to enable a non-western form of participation, and how can a mixed group (western-eastern) participate together with the same method?
14. physical exhaustion
15. I could probably use more tools to add to my "bag of tricks."
16. sustaining change
17. over working, how to find space and time to be
18. stuck organizations
19. working with a short time limit with clients who are "reluctant" to spend too much time clarifying the issues
20. Recognition of facilitation as a valuable resource - we have been so transparent that people don't recognize facilitation when they see it.
21. Lack of practice
22. Having the time to do more facilitation
23. brining people up to speed with enough depth to deliver the methods well
24. People are quite skeptical about ToP
25. How to do strategic FOLLOW-UP, FOLLOW-UP after a client event that is meaningful to both me & client. On this same level is Pricing the facilitation consulting product & a fee structure which allows me to stay engaged with a group in a supportive role after planning to produce sustained change
26. Biggest challenge was my boss tends to take over meetings and he did it at the meeting I was facilitating, but I did manage to gently get us back on track.
27. scheduling participants
28. Get concrete result at the specified schedule
29. dealing with though clients/participants
30. continual improvement of skills
31. high politics ad security logic is dominant

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32. Honouring Maori perspectives in an authentic way
33. How can I make the process work with a dysfunctional team in a broken organization?
34. Enabling others to focus more on the group - it's needs and decisions - and less on their own skill, validation
35. Recruiting new participants in our training programs
36. time for reading and thinking
37. too many priorities take away my attention from doing more facilitation
38. Remember to utilize the ToP methods when facilitating a group...additional advance preparation
39. Making the personal connection with the individuals
40. You asked about succession - I do not think that is the issue but comprehensively developing other facilitators is very difficult - the methods are the easy part but the spirit and ethic of service is much harder
41. BUREACRACY INPUSHING THINGS MOVING
42. people who resist participatory activities
43. Marketing, Marketing, Marketing
44. Time management, self care and balance! Taking the time to reflect, share and learn in community with others
45. time spent training co-facilitators
46. Narrowing down the focus questions with clients
47. We did an action planning workshop and it was good start but I don't know how to get everyone moving forward now.
48. People (Facilitation training participants) teach others to form group, but they destroy the group.
49. economic reality for those needing to learn methods
50. difficult to be accepted in Chinese traditional authoritarian culture
51. The traditional culture in China is authoritarian style, takes long time to convince people to try.
52. getting more people trained from my agency
53. Going out on my own and having to "sell" what I do.
54. political leadership issues
55. creativity of particular design for every new program
56. Participation (we ask, you decide) vs. Consultation (we ask but we decide) debate
57. How to have others use this approach more frequently and fully
58. where the economy is going
59. how to deal with those who are self-centred and unreflectively hungry for power and recognition
60. The ICA Guatemala is not being moved in the last years. So, I need to get more in my own
61. I can only take the process to a limited level, I need more exposure with the planning methods and beyond,
62. Americans do not seem to be very interested
63. getting attention and time from senior leaders
64. my employer does not value group participation
65. cost
66. people who need and want facilitation cannot afford it or think they cannot afford it
67. In situations where I am facilitating alone to operate as if I have access to another colleagues eyes and hears and thinking.
68. Marketing at the regional level
69. Declining willingness for international development projects to engage consultants from abroad (while this is a concern for me and my work it is not necessarily an issue for those projects!).
70. finding equally competent facilitators within my location
71. Explaining ToP Strategic Planning to a new client in a way that they understand it - lots of new language
72. creativity, being able to adapt the system for varied scenarios

73. How to get at the deep motivation and alignment of individuals in the group so they hang together to make something happen

A challenge I see for ToP as a whole is

74. Maintaining currency with hi-tech methods coming forward
75. workshop method a bit 'clunky' for some and some people have difficulty designing focus questions to suit their situation
76. Name recognition needed.
77. Communicating the value. Simplifying for communicating our message
78. marketing our products
79. Looking at how to use the methods when the time given is not sufficient as described in the method
80. Publishing successes.
81. incorporating deeper dialogue into our processes that seem to me to be too busy with posting and clustering
82. working with the ICA
83. Sometimes it's really difficult to use the Consensus Workshop method in our conditions- for example; we may not have a surface available to use a sticky wall or other materials, or may not have tables and chairs for participants (in poor and remote communities).
84. Sharing ToP around the world. Facilitators, are, by and large a single horse pony.
85. How to avoid the "lock step" process mind-set that does great disservice, How to ground new facilitators in the "spirit" depths of our methods
86. addressing national and international conflicts
87. serious financial crisis in community, US and world
88. Being inclusive and the courage to incorporate alternative processes
89. How to continue to financially support facilitation and trading in facilitation in the economic climate that we are in and going to be in for a while./
90. In Chile facilitation in small and medium companies, schools, etc. is not seen as necessary and/or too expensive.
91. Getting the work out and include more diverse populations in the facilitation training.
92. it can be somewhat middle class
93. Publicizing its BRAND, & being acknowledged as a critical, foundational method in the facilitation field
94. Making ToP-centered services available and/or affordable for communities and community-based organizations
95. Introduce a culture of participation
96. continued advancement of the methods - staying current
97. deal with identity based conflict
98. Working in appropriate ways for local contexts - adaptability and flexibility
99. sometimes the pieces get too complicated -- there is elegance and power in simplicity
100. I am concerned about the prospect of ICA International becoming the vehicle for ToP international
101. Developing ToP as a presence or brand that is sought after
102. slowing economy
103. keeping up with technology - young people are not enthralled with our low tech teaching methods
104. Facilitators and trainers who know and can almost instinctively apply ToP methods
105. It has not evolved over the years.
106. Determining how integration with other methods will deepen or grow top and which will block its uniqueness
107. STILL NEW METHODOLOGY IN OUR SOCIETY
108. Being able to sell the process so that people will buy into the time commitment
109. How to use the kernel of the methods and not get hung up in doing it perfectly or even completely. I do a lot of customizing to suit the needs of the group and culture.
110. Adding authentic and real depth to its processes

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111. ToP is not growing, repeating the same few tools
112. a weak USA ICA National Office that is not doing national marketing
113. The original ToP is very difficult to be accepted in corporate world.
114. Convincing folks that this is the way to go.
115. reputation as an agency, reputation of methods as not business practical
116. blending them with other methods to adapt to different situation
117. Limited to "we" groups?
118. letting people know what it offers and how and why it works
119. Allowing new ideas in and keeping updated for changing newer generations
120. how to be more sensitive to conflicts within the community and how to overcome hidden agendas within the group
121. How I get the investment I need it to go with confident into the market. Fees
122. training enough people to meet the needs
123. The book, Leadership Made Simple, emphasizes a more positive approach.
124. getting people not be discouraged as they practice
125. and an opportunity - virtual group facilitation (i.e. MS Live Meeting)
126. growing/marketing-putting name out there --advertising
127. to market methods as a the facilitative way of working
128. to focus on how that which integrates the various ToP methods is aligned with innate human effectiveness
129. Publicizing applications of ToP
130. Institutional relationships with ICA.
131. copyright issue
132. The language - not accessible
133. How to learn from our "customers" and share that learning so we can evolve a ToP 2.0

Another concern for me is

134. Rigid facilitation without proper context
135. not enough critical mass across NZ in this
136. I am in government, and there are many fascination companies on contract with my agency.
137. simplifying and communicating the message about the impact of "culture"/ contradictions on implementation
138. marketing
139. Better marketing.
140. the ethics of facilitation where the facilitator is the powerful person in the group and manipulates group outcomes
141. these methods surviving intact
142. Our methods are sometimes misunderstood when we facilitate, especially for government- participants may not understand why they are being asked to write on cards, or may not consider the workshops to be "serious work".
143. ensuring the ToP helps make money for ICA International and other ICA's
144. Keeping it fresh for folks who have been led through several sessions.
145. deepening and broadening the understanding of the ToP methods locally and internationally
146. There is little money in the public sector for projects and it is very bureaucratic.
147. I don't have enough time with groups to complete the work.
148. Field publications on evolving ways that ToP effectively blends with other processes & methods
149. Disseminate and market ToP methods
150. developing new methods and expand the potential
151. just getting to yes
152. The education community is not used to playing with outsiders -- how can authentic community relationships be built and sustained (when it's so easy to say no)?

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153. I am concerned that RS1 principles have almost become cultic beliefs amongst some ICA folk, and now question how much these are the 'depth' behind ToP when ToP values diversity of beliefs, cultures, and styles
154. staying together and working with other Facilitation organisations and communities
155. wondering if local TFM grads are using the methods - they aren't getting asked
156. The same challenge I see for myself I see for ToP as a whole how do we develop facilitators comprehensively not just as a skill set
157. MORE PEOPLE NEED TO KNOW ABOUT THESE METHODS AND THEIR APPLICATION
158. Working with clients who go through the process; come up with a plan and then don't implement; or cannot seem to follow the group instructions
159. Co-facilitators focus on the money over competency in delivery
160. Not enough materials
161. ICA USA office has lost its' sole around values of participation
162. The economy and if nonprofits have the \$ to pay people like me to help them.
163. too much work right now, need more admin support
164. facilitate effectively in English
165. Most ToP sites market products, they do not really explain it, or help people know what they will experience in a tangible way
166. The trainings for the TFM are marketed well so we can keep teaching them
167. how to overcome communication failure
168. How to get clients
169. time, cost of training
170. I think I should do formal evaluations after each one.
171. the general stress levels around the world
172. like new course on Human journey
173. move to internet communication and we are not up to speed on how to facilitate internet groups
174. how we organise globally to promote and project ToP methods as an alternative model for good management and leadership
175. Training the next generation that will stick around
176. An unhealthy pre-occupation with labels and brands.
177. Lack of clarity about how TOP methods are being refined, differences in TOP training offered around the world.
178. How to add in benchmarks and measurable outcomes into the process
179. I have to think on my feet, getting involved in the present but also thinking about the next step
180. How to bring up younger facilitators

Oh, I almost forgot . . .

181. people using it badly, without being properly trained
182. marketing
183. Increased networking for us familiar with ToP. Where is everybody?
184. the importance of challenging ourselves to confront the limitations of consensus decision making
185. how much I appreciate my ToP colleagues
186. How to focus my experience and skills in areas where I have passion and commitment - conservation, children....
187. Continued research by those committed to blend these methods with other approaches when used in collaborative & community transformation efforts
188. How can political agendas and turf-building be set aside?
189. elitism and closed minds
190. I'm getting older and have less energy???
191. Sharing deeply what is being done by facilitators globally as top is still not being done well

192. REFRESHER COURSE FOR THE PAST ITOP CANDIDATES IF NECESSARY WITHING THEIR LOCALITY TO REDUCE COSTS
193. Can be an issue when the person who is supposed to be the group leader cannot see the vision or group or doesn't know how to show leadership skills during the implementation process
194. We need this approach so much in the world - will we get it?
195. keep long-term relationship with the client
196. Really documenting how it has helped people in various situations, and especially why ToP made the difference.
197. simple human tendencies such as envy, greed and lack of self confidence: how they affect a group and how I respond to them constructively
198. Skills of be flexible with the methods, depending the clients needs
199. my ecological footprint as I fly around the world
200. Africa
201. Making participatory monitoring and evaluation work in daily work of projects.
202. trainers claiming to do facilitation when they are not
203. Getting through mission statement realignment quickly
204. The plethora of other methods and the preoccupation with tools and not results

What 2 or 3 insights or learning's from your work with groups and leaders have been significant for you and need to be shared with others using ToP? (EXPRESS)

One key recent insight for me has been

1. If a group is very vested in outcome ToP methods are difficult - patience is not there for process
2. Structure releases creativity by providing a foundation to support the process.
3. It took me 6 years to REALLY get the impact of "Culture" / Contradictions on implementation
4. In TFM we need to tell people why the shift in leadership style is happening NOW
5. When people work together there is much more willingness to accept leadership in small ways
6. Groups should spend more time using facilitation.
7. people value connecting with others in novel ways
8. That ground rules created by the group through consensus are essential. Starting each meeting reading them is also important. When I don't refer to them at the start of the session, I find people will forget to follow them, but when we do review them the sessions are much more manageable.
9. Enjoy your clients and participants
10. Participants from non Eng speaking backgrounds respond differently to the questions and it is just the way they express in limited English
11. Timing and story are key.
12. There is always, in the end, a positive experience for the group
13. I very much appreciate the training and the consensus that it builds
14. the group facilitator needs to be an integral part of a leadership team, rather than a "fixer" called in when conflict flares up
15. never promote yourself and never work with or for those you don't relish being with
16. even doing the process well, with good participation, doesn't necessarily lead to desired results
17. Trust participants and the method
18. Homework! Homework! Homework!
19. trust in your colleagues
20. Greater familiarity of the history of the ICA and its global work, through getting to know the Australian ICA members
21. that I get the best results when I'm the most transparent about the process -- people like to know the journey they've embarked upon

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22. Even in deeply held bureaucratic groups/organizations, when people are invited to create and decide openly and honestly - they know what to do if I (the facilitator) get out of their way
23. Collaborating with others on projects expands our capacity to serve the clients needs
24. Comparing solutions focus to 'root causes' - which gives more energy!!!
25. successful facilitation requires internal (journey of consciousness) as well as external (skills) preparation
26. ToP methods can enhance other approaches. Use of ToP facilitation and the social process triangles made for a very effective scenario planning workshop for a major provincial education project.
27. The methods continue to be profound - I had a client call for the ORID method reminder since she was getting ready for the next day. Simple elegant process
28. VERY CONFIDENCE WITH MY WORK
29. Some participants in consensus sessions may not really be on board; especially in the political arena
30. That ToP is a mindset of engagement rather than just a set of tools and skills.
31. Targeting which facilitation method and tweaking it to be more appropriate to the actual values and dominate belief systems of the group as a whole
32. I haven't done this for a few months, but it might be that when there is a large difference in group ages, like 10 year olds with elders, it's a challenge to address the audience.
33. Creating a safe and fun environment for building community is the most important ingredient to success I think.
34. ToP is dynamic and powerful
35. Most people need a guide to help them apply the ToP methods at first after the course
36. ToP must be reengineered to be fit into the corporate world.
37. people will change themselves after experiencing our very carefully designed workshop
38. Absolute trust in the group that they know their situation and can come up with the answers
39. Learning this skill has enlightened and refreshed me.
40. I need to deepen my skills and work with the methods.
41. change needs to happen top down in some instances - minimally you need leadership buy in
42. always look at what works
43. even though the demand is often for the rational outputs, people often appreciate the experiential aspect more
44. Some people appreciate the "logical" understandable structure
45. a facilitator needs to be neutral but ought not to be detached: a group may need ongoing commitment beyond the terms of contract
46. Dealing with the Action Plan, how to do a phase of a project? or I need to do a project profile, anyway..
47. That the O level question can be so simple.
48. human energy is our most precious resource
49. High quality documentation
50. youth are key and its manifestation in our work
51. you can never do enough planning
52. methodological prowess is not an end but the means to human effectiveness in daily situations
53. Difficult to keep the "soft" and "hard" aspects of an ongoing project going at the same time
54. This is hardly a ground breaking insight, but there needs to be ongoing reinforcement and use of participatory methods in daily work AFTER the completion of training events. No training is ever really completed until a realistic plan on this has been created.
55. Framing of questions for non-native English speakers - the syntax issues come up pretty often when I train groups. People are clear about their intent but struggle to verbalize or frame the questions.
56. Naming criteria for the group's decision making before strategic directions are named
57. There is a specific skill set a leader needs to incorporate ToP and facilitation into the work of a team

Another is

58. Consensus is always possible. Consensus is not always easy.
59. When a plan is formulated people develop a confidence that leads to leadership. People who otherwise would not volunteer readily offer themselves.
60. Resistance to change using anticipation is less popular than reaction.
61. ORID works reliably to promote discussion, insight and sometimes action
62. Guiding the group to create ground rules that are crafted in positive statements without any negatives. And I am starting to call them Agreements instead of Ground rules.
63. The methods do work across sectors and levels
64. the use of visual stimulants to jumpstart conversations and to set the tone for participation
65. I have needed to develop other arenas of expertise in addition to facilitation in order to address the community's needs.
66. The "Wisdom of the Group" is often very powerful
67. Even though Board value facilitation when they are "in trouble", they default to Robert's Rules of Order for "ordinary business"
68. the opportunity for social change exists in many situations one might not suspect, but not in every situation
69. Combine ToP methods to adequate to the client's needs
70. letting go of my ego and need to be successful and consider what is success for the group
71. better not to have worries on your own mind
72. I like to use individual 'heartbeat lines' for the reflective stage of looking at a group's history, so everyone can see how others found the experience
73. the process can work in an educational setting
74. we need to be constantly moving forward and exploring
75. people enjoy participating in a well-led facilitation, but few will participate in the journey to themselves becoming good facilitators
76. PSP can only be taught by those who have done the planning process with themselves as individuals and with real people dealing with real lives otherwise the question of contradiction becomes problem solving not transformational life choices
77. PARTICIPATORY
78. It is important to have a leader that can guide the group during an action plan; if the person who had the idea isn't a leader I've seen things flounder.
79. ToP can be customized and should be used to support the emerging and existing culture of the organization and group.
80. As a facilitator, there is no need to provide the "process" details. The client is only interested in the results or outcomes
81. It has a good future worldwide
82. ToP methods are advanced and people without facilitation experience do not appreciate them fully
83. wisdom is from the group as a whole
84. Thorough preparation, especially when working in another language and working through interpreters
85. The various programs in the agency think that I am "brilliant" when using these methods.
86. My belief in them convinces others.
87. It takes a very long long time to learn and master TOP as it's taught.
88. learn from your experience
89. All appreciate the effective participation
90. time management is crucial
91. Follow up
92. How important that level is.
93. that this resource is often wasted
94. An enthusiastic, committed, sponsor, participant
95. how do we reach out to the poorest of the poor in our work and not just the fat cats
96. helpful to give "homework" before groups meet
97. we could all expend our entire lifetimes in ToP facilitation/training and there'll still be a big need out there for participatory process

- 98. It is difficult to get the breadth and depth of ToP methods into people's being
- 99. The important of mission clarity before embarking on strategic planning

Oh, and I should also mention

- 100. The physical environment of facilitating is HUGE when it comes to effectiveness.
- 101. The strategic planning process is a gem!
- 102. Collaboration with others improves my practice
- 103. People tend to want to teach when at the front of a group - it is a hard one to let go!
- 104. A group's cultural change to "trust group wisdom" requires longer term infrastructure support - would love for ToP to publish on ways facilitators have engaged to accomplished these cultural changes
- 105. facilitation is not mediation
- 106. that I need to do my own assessment of where the group's at and start from there -- my best results come from setting the timetable and process according to tangible evidence
- 107. ToP blends well with many other methods
- 108. there is a longing to learn the facilitative leadership skills and/or style
- 109. People can have new life through ToP
- 110. I think I am pretty smart also, for learning, practicing and implementing these methods.
- 111. If I can follow up with organizations more than they will be more effective in learning the methods and using them.
- 112. Top can limit peoples thinking - people need to see more variations, adaptations, and play with the methods more
- 113. facilitate what's happening, not what should happen
- 114. Most people notice that there is something more, "spiritual" "inspiring" about the approach and method
- 115. a healthy mind needs a healthy body
- 116. When I am using an example for an Action plan; fiction or real, people get so involve and like the real, but,
- 117. same for creativity
- 118. facilitation as a movement that addresses societies issues
- 119. examples help people who are in the planning process understand how and why this works

I almost forgot . . .

- 120. I believe more facilitation will be used in the future...but maybe not with human facilitators.
- 121. Follow-through on implementation plans remains the weak link in strategy
- 122. Intuition matters
- 123. Facilitation is not negotiation
- 124. When everything works properly, it is effortless and rewarding for all
- 125. Do what works!
- 126. Consciousness, intentionality, and "acting on behalf of" or for the "benefit of fellow human beings" all immediately resonate with individuals in EVERY group
- 127. We must work to improve ToP
- 128. I can do it, I just need to get out there and take the plunge.
- 129. As a consultant I'm in a different role than a facilitator - content expertise is needed with my clients and I balance the two roles very cautiously
- 130. Don't forget breathe
- 131. Many people think ToP is for "special" situations, even though we put some attention into naming how it is useful in the everyday.
- 132. Authority is important but is a double-edged sword: how to maintain it while giving space for others to exercise it as well
- 133. The manual
- 134. ...and fun
- 135. Finding our niche in society

In the spaces below, nominate 2 or 3 groups you have worked with that are good examples of what can happen when ToP is applied skillfully and spiritedly in an organization, team or community. NAME the group or organization proposed as an illustration. Use the actual name, or, for confidentiality, you can use a fictitious or generic name: (i.e., "a 30 year old international NGO", "a community collaborative in Ecuador", "the info systems department in a leading biotech company", etc.) DESCRIBE BRIEFLY (30 words or less) what makes this group or organization a good example and how ToP (and your efforts) played a role in its success.

1 Name, Description

1. Work Program development The Strategic Plan provided a road map that has lasted 4 years
2. Timor Aid - an East Timor NGO - ICA Australia teams trained several staff in ToP methods and the CEO uses the methods with other groups also
3. Slavica Bradvic: In her first GFM (which I taught in Bosnia) she caught the vision of ToP and has never let go of it. She inspires others.
4. California Department of Corrections and Rehabilitation; sent 4 people through all our ToP Courses. Facilitated organizational strategy
5. PERC San Bernardino County-all trainers are trained in ToP methods and use them throughout County Departments
6. Meningitis Vaccine Project of PATH, an international NGO; used as an example in the Change Handbook by Peggy Holman
7. Valencia Integrated Water & Wastewater Master Plan; part of a CDM-led team to conduct a county-wide master plan
8. An international NGO
9. Toronto United Way. Full training of facilitator and CD workers throughout Toronto
10. Culver City High School, we developed a mission statement, strategic plan and action plans. Then the school leadership stepped up and included the entire faculty in the implementation of the action plans.
11. CalSAC - communicated and followed strategic plan more than any group I have worked with
12. Agency in Vietnam, Highly energised by the participative approach of workshop method and talked about to another consultant
13. Collaborative of ICA, RPI and Osgood Neighborhood Association Produced an Alley Improvement Guide and "Up Your Alley" project that has been picked up and replicated.
14. PELP programme, Chile. Programme for Training Participative Leaders. Leadership training for mixed groups of handicapped and non handicapped youth.
15. City of Fremont's Human Services Department. ToP methodology has been utilized to develop strategic plans for many of its divisions. It been used successfully to expand our partnerships to include multiple ethnic and faith groups in delivering needed services to people who had previously been significantly underserved in our community.
16. Broadheath plan it yourself day
17. Fifteen 25-35 year old scholars at GWU + distant group of approximately 200 people
18. Holy Cross Neighborhood Assn in New Orleans, LA lower 9th Ward - integrating ToP methods into re-vitalizing a U.S. community post-disaster using inclusive participation in community revisioning with urban planners; celebrating of minor successes in every association meeting & eventual collaboration with national entities (HGTV; Clinton-Bush Fund; Global Green; Brad Pitt; etc.) to rebuild community resiliency & affordable homes post-disaster in an historic neighborhood
19. The City of Scottsdale has a core of 12+ ToP-trained facilitators whose task is to deliver Participatory Strategic Planning with every department of the city and assist with ongoing monitoring and implementation
20. Small community foundation that has been having its "first year" for 15 years
21. Cooperativa Coban, Realized the importance of participation and how it helps to become an organization excellence oriented

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22. Working with World Vision Bosnia and Herzegovina and using ToP methods for facilitation of community development workshops
23. VOCSA, see dialogue lab
24. Enviroschools facilitators all learn that reflection is a very valuable part of learning, and they experience deep reflection using the focused conversation when we train them (even though they don't know that this is the method we are using). This gives them a commitment to facilitating deeper reflection when they work in the 500 schools that are part of this NZ programme.
25. Las Virgenes VAPA Task Force: independence of team members who are highly valued by their district, enjoy thinking creatively in a participatory setting. When I set up a solid process they ran with it.
26. American Academy of Medical Acupuncture has used ToP 3 times (each about 10 years apart). The first planning was to establish the association, then to deal with incredible growth and recently to deal with the need for transition to new leadership. Each time the organization was prepared to meet their challenges and willing to gather the insights and perspectives of their whole membership.
27. A 40 year old state association participated in an action planning process to organize for a very successful state conference
28. Sophia, Corning - We have both facilitated processes within the organization and trained internal facilitators that have continued using the processes
29. TWV BY USING THESE METHODS THEY MANAGED TO REACH MANY COMMUNITY MEMBERS AND WORK WITH THEM TO PLAN FOR THEIR DEVELOPMENT
30. State wide retired teacher associations - use tools in their local areas to develop membership
31. Healthy New Orleans - a partnership of 80 organizations related to physical, mental, and economic health
32. The villages of Savoonga, Shishmaref and Teller Alaska that helped the college determine what courses were important in their village.
33. Jane Stallman, Center for Strategic Facilitation
34. Downtrodden community: changing their life
35. First 5 Placer uses the Focused Conversation for grant review & in every aspect of their work
36. Too complicated to share examples because ToP is only part (25% or less) in our work.
37. Too complicated to describe such examples because we combine ToP as only part of our work with clients
38. Various Timor Leste - I believe ToP can and has begun to contribute to the development of this new country
39. South Bay Community Services - a youth agency in Chula Vista, CA. They were one of the first groups to start with our CYD teams and have since evolved into a group that actively involves youth and the participatory methods in their work. Erika Johnson has been the leader with the full support of her boss Mauricio Torre. His participation and support was crucial.
40. An international charity operating in more than 40 countries, exciting and practical vision
41. A small Diaspora organization has adopted ToP and its principles to make it more representative of its members and to play a more facilitative role in enabling and supporting members to take their own initiatives forward
42. Ozanam Industries, First strategic Plan, enabled teamwork across the organisation
43. Fairly new community group in Denver which is engaging a wide range of neighborhood groups, business and the city in improving one of the main Boulevards in Denver. The City is intrigued by the process we are using and the model it can be
44. The "core group": almost selfless commitment to their cause and capacity to overcome internal contradictions - so far.
45. Indigenous Groups in the West Side of Guatemala: One of the organizer did not believed that these youth can give ideas, then, the youths were so proud to be at front, reflecting on their Action plans, using the ORID and plan again the next month
46. See www.gwu.edu/~umpleby/ptp.html
47. A 30 year old African training institute that followed the strategic planning process and achieved financial autonomy

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48. 2005 DHHS - IHS - SFC I used most of the ToP methods to help them develop their strategic plan
49. GROOTS NYC
50. State health department
51. The GMR group of companies in India where ToP methods are slowly but steadily being established as the tool for group collaboration, discussion, problem solving and decision making.
52. Southwest Central Durham (SWCD) Quality of Life Project working with the Duke Office of Community Affairs - see their website
53. Participatory monitoring and evaluation of community projects in Serbia and Republic of Georgia. Again, these are based on ToP principles but are not ToP branded
54. Environment Africa in facilitating management retreats to share and learn from activities being implemented
55. Core Group of the Facilitators for Peace effort. They have held together for 5 years, evolving a significant project from nothing, and are an inspiration to be around

2 Name, Description

56. A Hawaiian trained facilitator is using ToP methods in working with groups to preserve the Hawaiian language
57. University of New Mexico Rapid Redesign of the IT Reporting System
58. Local NGOs
59. Durham Region Health Department,
60. Project Angel Food: with board I developed a mission statement, strategic plan and action plans.
61. City of Fremont, Human Services - total commitment to stakeholder involvement, inclusive participation, and values aligned with practice
62. Homeownership promotion project that led to a partnership with a local non-profit to provide leadership training for neighborhood associations.
63. Community Ambassador Program for Seniors - A partnership between City of Fremont Human Services Department and 7 ethnic and faith communities. ToP has been used to develop curricula, program design and evaluation.
64. LIK:T priorities consensus workshop
65. START the Adventure in Reading (STAIR) - an after-school tutoring program that expanded its Board focus to help make literacy a top community priority in the changing charter & recovery school landscape in post-disaster New Orleans. Has jump started a huge collaborative group focused on this goal.
66. Az. Call-a-Teen Youth Resources is pioneering Project-based Learning in its charter high school, using ToP methods in its workforce development programs and has its board and staff deeply involved in the implementation process of a comprehensive strategic planning process
67. Small theatre company making a transition from all-volunteer staff to paid managing director
68. Tec Landivar Guatemala, in short time they got a realistic plan and gave follow up to make reality those plans
69. A volunteer association participated in a consensus workshop to develop their focus for their annual work plan
70. TWV-2 MANAGED TO EMPLOY THE METHODS TO THE ORGANIZATIONHELPS TO BUILD CONFIDENCE TO STAFF WHCHI HELP THEI ORGANIZATION WIN TRUST FROM DONORS AND COMMUNITY MEMBERS SUPPORT THEIR WORK SINCE PARTICIPATORY APPROACH IS FULL USED IN ALL PLANNED ACTIONS
71. Central/St Mathew Partnership - two congregations (one black on white) deciding to become a covenanted Partnership after Katrina
72. Program partners at Northwest College, who wanted to collaborate on designing an occupational endorsement course.
73. Mary Anne Mendal, Ray Grimm and Asha Chandri: Pathways to Positive Aging, Human Services Department City of Fremont.
74. Youths after graduation: they get hope for future
75. United Way Capital Region using ToP methods for Community Input into priorities

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76. Several other youth organizations have been effected by their CYD teams using the methods "back home". It has been particularly helpful in getting youth included in the decision making.
77. A software enterprise behemoth, closer working relationship as a team
78. West African regional office of a large international NGO has developed a facilitation resource within their network which uses ToP and has led to better relations with partners, more realistic proposals and stronger programmes
79. Finlay Preece Alliance, enabled helped the company to work together, and they had us facilitate their clients which enabled FPA to do a better job
80. A local nonprofit board which has a very high degree of synergy and is creating events which are creative, successful and bringing in more and more funds.
81. With groups of disables peoples and their families and organizations, they happiness and integration. With ICA Chile
82. A 20 year old West African research organization that folded because of its success
83. ICA Zimbabwe
84. The APM Group in Bangkok where ToP facilitation processes are being integrated with their consulting and training programs.
85. Planning department of a mid-sized city in NC piloting the PDM program in 2009
86. Zimbabwe Union of Journalists in drawing up a Strategic Plan and assisting their associate members to do the same

Name, Description

87. CRWRC Christian Reformed World Relief has trained numerous people around the US and uses ToP in community development
88. Associated General Contractors-NM Building Branch--annual Program of Work planning
89. Local rural authorities and communities
90. CCUSD, identified leadership components to create a district of heightened achievement and actions needed to make it happen
91. Rare - uses methods in conservation efforts around the world
92. Old City Building Centre -a deconstruction & building materials salvage project of the Mid-City Neighborhood Assn - I worked with them at initial step of exploring a WorkForce Development Collaborative, and later on, to realize common ground with private-public partnerships in opening a warehouse for (a) youth training in green technology & (b) saving & selling salvaged building materials to help residents rebuild in post-disaster New Orleans
93. The PASSAGE Coalition for the successful transition of foster youth to independence is finishing its second year of planning and implementation (convened by Casey Family Programs, youth-driven, 45 and growing charter member agencies
94. Holy Cross Neighborhood Association - local residents determined to become a model community following Katrina
95. State of Alaska Dept. of Labor and Kawerak, Inc., that wanted to determine ways in which they could deliver client services more seamlessly.
96. Small business: Gaining more than before.
97. A major internet portal site company, effective working model generated by collaboration of it and its supplier
98. Recycled Organics. The facilitation resulted in a composting industry association which has been quite successful in furthering the industry
99. Banswara Textiles where ToP facilitation is underpinning the transformation at their mill in Rajasthan
100. Heifer International in coming up with a decision to expand their activities in Zimbabwe

How can we involve these groups and organizations (and others we all work with) in this conversation?

Open-Ended Response

- Ø ICA case studies
- Ø Already have
- Ø We provide a list of training available to these organizations which we share through email, mass media.

- Ø You may contact me. My work with clients is confidential.
- Ø If you're interested, contact me and I'll arrange
- Ø Use international conference as a way to engage them. To do so have to have engagement and planning done much earlier and inclusively.
- Ø I currently do not has access to the group
- Ø By contact through ICA Chile
- Ø Invite these groups to trainings and involve them in opportunities to use local facilitators in their work (pro bono, esp. for our ethnic and faith communities).
- Ø I could send them a follow-up request to rate their experiences with application of ToP methods (via my firm) and its impact on their subsequent success, using several of the questions you posed in this survey! If a good example emerges, ToP could conduct a phone conference with group leadership & facilitator involved to record a verbal discussion of the impact of Top & their insights/ learning's. This could form the base of a series of research articles involving diverse sectors on successful application of ToP methods! Perhaps these "research articles" become a component of re-certification in ToP methods with support & publication review by ToP research staff members to generate quality publications for the field!
- Ø Ask them to share a (very brief) story/case study
- Ø Asking for their experience after being facilitated by ToP
- Ø I don't think they would really want to focus on this conversation.
- Ø Not sure -- perhaps they could be a case study for other school districts planning on working with ToP methods.
- Ø Nominate organizations who embrace ToP methods and recognize them among their peers in a celebration
- Ø PROVIDE TRAINING MATERIALS AND ANY OTHER SUPPORT WHICH WILL MAKE THEM LEARN MORE ABOUT THE METHODS
- Ø Good question. In all the above situations only a few of the leadership who requests my facilitation see, or understand these invisible processes. For them it is simply conversations, decisions, plans, working effectively and in concert with one another, and experiencing a sense of profound engagement with their organizations
- Ø Yahoo group, providing more information
- Ø Not likely in the near future
- Ø Not likely in the near future yet
- Ø ICAA are planning to continue training those Timorese which have shown up well so far in our programs
- Ø You can contact Erika Johnson (ejohnson@csbcs.org) at South Bay or Mauricio Torre (mtorre@csbcs.org).
- Ø I'm happy to share my work, methods, variations on TOP and models, but I do not want to list my clients here
- Ø Ask us to do it.

AND THE VISION QUESTION: Looking ahead 5, 10 years or more, what do you see? What is going on now that is fueling your deep passion? What is the future of ToP in all this? (EXPRESS)

Open-Ended Response

1. A full social curriculum will be offered to struggling communities trying to regain footing after climate, governmental or economic disaster.
2. Enabling authentic dialogue among communities that builds the ability of humans to look beyond just themselves and awakens in them a calling to exercise humanity towards others and the planet and its natural resources Most people aren't natural strategic thinkers - we need communication skills that enable people to make connections and links and realise they have the ability to create their own solutions - the ToP methods enable this.
3. I see ToP as a tool which can build the capacity of East Timorese to take charge of their own development.
4. I hope to re-engage with ToP over the next few years. My time as a trainer of ToP methods was a hugely rewarding period in my life.

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5. Solving protracted problems with process that connects people. Integration of technology into the delivery of ToP methods or be left behind.
6. Top methods become essential tools for leadership in our society, including governing.
7. "Without a vision, the people perish." Our American culture has floundered with no vision and thus no direction. Individualism has taken over more completely. When I work with groups the challenge of creating a vision is difficult. ToP helps that process, opens possibilities, let's us dream a bit.
8. In escalation terms, the 'baddies' will still be strongly against folks who want to improve overall humanity. Generations not familiar with the types of trade-offs needed to succeed will recoil. The sense of urgency fuels my passion.
9. Creating the foundation for organization-wide learning.
10. We will continue using ToP methods, which are really great. The methods need further development. We need some adaptations to make ToP relevant in our conditions as well as in others, and identify common approaches. We need some common structure for all national contexts to support our activities and keep the ToP methods consistent throughout the world.
11. No time to finish. Too much all at once.
12. Renewing K-12 public education, to which I have given my professional life. I am unsure how ToP can affect this, because I know little about what those trained are able to deliver.
13. My passion is being fueled by the idea that the 21st century skills needed to create a healthy empathetic society are directly related to infusing, including and increasing the arts in education. With the new president elect and his philosophical approach to problem solving I think we are uniquely poised to shift education from being content based to being context based and process oriented. ToP is a process oriented way to solve problems or engage in questions, so ToP could play an important role in this. I would be interested in trying this approach to problem solving in the classroom, perhaps addressing some global issues such as the environment, poverty, etc...
14. More involved in organizational transformation
15. I particularly want to support others in design and development of their facilitations and their personal facilitation skills. I'd like to be working with groups that are attempting to improve their facilitation capacity and movement toward more inclusive processes.
16. I see an over-populated, over-consuming world where more people need to be thinking critically, imagining and enacting sustainable futures, and tapping the power of communities and networks. I think ToP methods will come in handy!
17. As the world moves into an economic depression, people will feel the need to exercise more control over themselves and their way of life as global forces appear to be overwhelming them. There will be more opportunities to use this method to promote grassroots, bottom up efforts to help people take personal ownership of their communities and lives
18. Many of the problems facing our society need a local component in designing solutions. Helping people to work together to create local initiatives requires a much more sophisticated leadership.
19. Seeing a greater acceptance of facilitation/mediation within education. (In Chile) Seeing facilitation skills (in the broadest sense) become an integral part of the school curriculum. Seeing this become "the way things are done" in the world
20. Need to address issues of social justice throughout the world. ToP could be utilized to address technologies to address these injustices.
21. We will use ToP technologies on-line.
22. I hate to say it, but I really don't see me using my facilitation training very often. If I did see a need I'd probably have to brush up again.
23. Every organization around the world knows that ToP exists and is a successful tool to plan and get consensus
24. Health equity globally and nationally. The high rates of preventable diseases and the lack of basic health care for people with limited resources. ToP can assist in the national and global discussions that are necessary to change this value base.
25. Communities are re-localising and finding sustainable solutions in a resource-constrained world facing environmental feedback that our current ways of living don't work. ToP can help these communities to self-organise, as the history of the ICA demonstrates.

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26. Being able to involve disenfranchised urban dwellers the opportunity to participate in authentic, community-based projects that directly impact their lives.
27. Focusing on the "spirit" of TOP approach that distinguishes it from many other planning/meeting processes
28. My vision is that ToP International is a self-organising group of global ToP practitioners and ToP trainers which is not governed by ICA International and/or those who are not themselves ToP practitioners and ToP Trainers, so that those who play the game make the rules, and the diversity of experiences since ICA International was formed in 1988 are authentically honoured. Additionally, it will be important to honour a diversity of cultures, age, and gender and encourage authentic participation in decision-making.
29. I see a connectedness with people who are acting as ToP practitioners as trainers and facilitators. I think this may be a primarily a virtual network but I think it would be great to create opportunities for gatherings as well. I see the continued evolution of the use of ToP methods in multiple fields and arenas of social concern.
30. More widespread use of facilitation to make the world a better place to live. More meaningful participation at all levels.
31. With Barack Obama as President of the US, organize a dialogue among young adults (under 40) about their hopes and dreams for the future of our country. Hope that he would revitalize a national youth corps that provides stipend service opportunities to build housing for low income and homeless families across the nation.
32. Taking personal responsibility for results....we need to see more of this. Improving healthcare access and more efficient utilization.
33. I can begin to see a real surge in places that encourage genuine participation in planning and decision making. In the near term, I believe that collaborative, participatory patterns will be a firm expectation in the workplace. I believe that public consultation will become the norm and will be more widespread. Use of facilitative approaches on line will produce a societal leap in citizen based, participatory democracy. I believe that formation of consensus will become much more of an expectation
34. The archives will be available to people doing research on ToP methods such as the town meeting documents and the Consult reports
35. Integration of ToP with other methods Training and development of spirit based facilitators covering the world
36. INVOLVE MANY PARTNERS IN THE WORLD. HAVING MANY EXPERIENCED TOP GRADUATE MAKE USE OF THE TOP METHODS FOR THE DEVELOPMENT OF THE WORLD
37. I have a passion for a unified community where everyone can express ones needs and be heard. Special interests become a thing of the past and common interest comes to the forefront. Common sense and compassion supersede the bureaucratic machine. ToP has the framework to create an arena where everyone is heard.
38. I believe that we are at the cusp, a cross roads in human potential---we are going to be tested and forced into a very difficult set of conditions. My hope, and what I work for, is that humans can be more in touch with each other at multiple scales (community, region, country, globe) and multiple disciplines and perspectives so that we may address challenges that are coming into view (AKA that we have helped create). My hope is that we engage fully with each other to help each other explore and discover answers that can develop us as individuals, communities and global citizens.
39. Enabling people to be their full potential using their natural gifts to bring health to this cosmos. ToP interactive dialogue and decision making methods when placed in the hands of facilitative leaders who genuinely and authentically affirm the diverse values, beliefs, and capacities of their fellow human beings is required to realize and sustain the cosmic health.
40. Nonprofit organizations and communities are all about partnerships. This method helps strengthen our solidarity as program partners in many ways. Our village community members seem to feel more comfortable discussing their opinions with each other when these methods are used, like their differences are aired.
41. With any luck, next week we will have the promise of a new force for positive change in the USA and in the world. Does Barak Obama know about ToP methodologies? It seems to me

that his campaign is all about the same participatory principles that ToP is built on. Wouldn't it be amazing if there could be a coming together of the ToP methodology and the government's approach to solving the significant problems that face us.....?

42. Transforming the global society
43. The need for people to work together to address societal issues.
44. Keep redeveloping and testing ToP methods with various other OD methods.
45. Keep redeveloping and testing various combinations of ToP and other OD methods.
46. ToP will become more main stream methodology. Ways of our doing this should be a thrust of the GA and following on.
47. The wealth of young people that are interested in their world and want to improve it. I have trained many young people in the methods and they love them. I think ToP can be a force with them.
48. A world focused more on working together and a deep commitment to embrace all of our humanity. I would like to see a USA less concerned with material consumption but rededicated to affirming a character of protecting the planet and our fellow man.
49. A dominant culture of participation in which people can make decisions for themselves and influence decisions made by others, in which sovereign local organisations support groups and individuals to realise their vision
50. Our planet, humanity and society are moving into a great ecological, economic and social crisis. The elites seek to deny this at worst, and apply band aids at best. Fortunately many million people see through all this and are doing what they can to make a difference. However the actions are often fragmentary and the way of working is traditional. The challenge for ToP Practitioners is to enable a more widespread use of participatory methods to help this global citizens' movement, and wherever possible to influence the elites to accept more widespread participation in decision making, stop worshipping "growth" and expand the sharing of benefits.
51. The use of ToP methods is continuing to grow throughout the world and is known as the premier methods for engaging people in working together. The ToP trainings are offered world wide and being sought by all levels of business, government and the nonprofit sectors. ToP trainers and facilitators are enjoying successful businesses and partnerships as the demand for their services is very high.
52. There is growing dissatisfaction with the way the world is governed. A new type of politics is needed, one that reflects and makes use of new technologies of communication. ToP can play a crucial role in enhancing the capacity of groups of concerned individuals to make a difference, locally and globally.
53. n/a
54. In some how; the world today is passing a chaos of its economy base, so, in times of crisis we need to come back to trust each other and building on this earth that each day is being more vulnerable, but with a new kind of technical.
55. Plan to keep doing what I am doing.
56. Seeing dormant seeds burst into flower, especially at lower disempowered levels of society
57. An increase in the value of group participation in large for profit corporations
58. Release of local initiatives that engage the people of Africa so that the next generation sees a bright future
59. I see a need for integrating the facilitation process into every organization. Facilitation helps build effective relationships and effective relationships are key to making things happen!
60. People as individuals and collectives claiming what is perhaps their last remaining human freedom - their right to authentically participate in decisions affecting every aspect of their independent and inter-dependent lives where they experience being switched on to their intrinsic/innate sense of effectiveness. In this scenario ToP showcases: The congruence between the practice, deep understanding and underlying values involved. An approach to facilitation that exhibits the underlying function and dynamics of collaborative dialogue processes made visible through the use of methodological formats. A set of methodologies consistently and uniformly, no matter the culture, context, individual or situation in which they are applied, demonstrating how the foundational power of authentic participation contributes to innovations in solutions. A brand of facilitation while proudly pointing to its rich heritage and ongoing evolution,

sits collegially alongside other schools of facilitation and world renowned institutions of leadership development.

61. As practitioners of ToP we have the ability to enable people to think in an integrated way, to process and interpret information, to make sound, consensus - on decisions. All of the so called technology in the world will do no good, without the responsible human decisions to guide it.

62. Enabling "contradictional" thinking by a group to be a practical experience of collective confession and redemptive grace.

HOW DO WE HELP THAT FUTURE COME INTO BEING? ToP methods were developed and formulated in the last century. As ToP practitioners around the world, where do we need to put our collective energy and creativity to ensure that ToP continues to grow and make a significant contribution to the human development of organizations, communities and initiatives over the next decade or so?

One thing we need to work on is

1. Expanding curriculum to increase understanding how fundamental change happens
2. Visibility and 'brand'
3. Refresher courses for former ToP trainers who have been "away" for awhile.
4. E-learning of ToP methods
5. Marketing
6. As groups of people be willing to take the time to do what is needed for vision and developing a sense of the new.
7. Academic evidence of our successes.
8. The limitations of consensus
9. Identify common approaches
10. Keep those of us who created (and documented) these methods in the first place, informed.
11. As I just mentioned, how about working on global issues in the classroom - even at the university level?
12. Use our methods with others to help address the most critical conflicts of our time
13. Developing participatory leaders
14. Identify key people who will continue to demonstrate the spirit of what ToP is and nurture them to be a leading light of the practice
15. Recognition of facilitation as a valuable resource.
16. Including TOP methods in schools and college curriculums
17. We need to have good theoretical background for ToP to convince others
18. A Web site that involves all ToP facilitators around the world
19. Conduct research to strengthen and expand ToP methods
20. Conflict transformation models
21. Being active in our local communities
22. Simplifying the methods
23. Modules on "spirit of TOP" that are shared globally
24. Having a global meeting of ToP practitioners and ToP trainers to decide what the implementing vehicle for ToP International will be
25. More volunteer opportunities
26. Developing user-friendly vehicles of interchange
27. Developing manuals and courses to blend in leading edge thinking
28. Extend deep ToP training to more ICA staff
29. The further development of the methods - they are becoming stale.
30. Deepening the practices of facilitators not only in our own country but across the world
31. TO TRAIN MORE PEOPLE ABOUT THE METHODS
32. Bringing all walks of life together
33. How to develop systems that engage people across cultures, geographic distance and basic needs
34. Intentionally putting more depth into the methods

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35. Developing new modules
36. Meetings over the internet
37. Perhaps we can share our redevelopment experience back with ICA when time is ripe.
38. Perhaps we can share our development experience back with ICA when time is ripe.
39. Cross pollination between global ICA's for sharing knowledge. Strategies for achieving same.
40. Find ways to reach out and connect with younger people.
41. Continue to teach collaboration skills at all levels
42. Clarifying what ToP can contribute (as opposed to other participatory methodologies)
43. Visioning what the future can look like in the long term (50 years minimum)
44. Strengthening and updating the TFM
45. To strengthen our network as "people of the question"
46. Making sure that some clients give enough time inside of their organization for ToP development
47. More training
48. How to affect change at the top
49. Public relations and communication of business results
50. ToP as part of larger systems in proposals and initiatives
51. Marketing the idea of facilitation as a way of practice within organizations
52. A worldwide and growing connection between the self-organising regional, national and sub-national networks of practitioners bound together externally by the promise made by the ToP brand of facilitation, and internally by recognisable standards for content and style.
53. Getting beyond "ToP" branding and preoccupation with a label. While many of the questions in this survey are interesting to me in the context of the profession of facilitator, I find the unstated assumptions about the "ToP" brand (or at least my images of it) to be a drag.
54. Building the Bridge/Connection between non-ICA TOP practitioners with ICA TOP Practitioners
55. Popularizing the methodology
56. What will replace the Consensus Workshop method?

Another would be

57. Be more overt in helping others explore spirit deeps
58. Getting more people into the network especially good quality trainers
59. Ease of certification for trainers/facilitators who were "there" from the beginning of ToP method development.
60. Web tools and training to implement ToP methods via web meetings in between in-person meetings
61. spiffing up the courses
62. Train more people in simple processes to encourage their use in more situations - the Focused Conversation in itself is something people find most helpful.
63. Forming active ToP networks for support, etc.
64. Using ToP virtually
65. Develop other ToP methods
66. This, indeed, will depend on the above.
67. Maybe aligning with the PeaceJam program (<http://www.peacejam.org/>), the Nobel Peace Prize Laureates have challenged high school students to do something through a Global Call to Action
68. Pilot projects with documentation of impact to help us make the case
69. Employ online technologies to bring the ToP global community closer
70. Finding ways to meld facilitation with other arenas of expertise.
71. Scholar journal
72. Get written experiences of clients and publish them at the web site
73. Encourage and conduct participatory methodologies wherever possible
74. Modeling environmentally sustainable practice ourselves
75. Involving other learning modalities in the process -- i.e., visual and kinesthetic

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76. Having mediation between ICA and ToP folk so that diversity of perspectives can be heard in safety
77. Involve young people
78. Strengthening the presence of the ToP brand locally and globally
79. Cut out the jargon
80. Engage more ICA's in ToP Certification
81. Share what we are doing so that we can see the diversity of current practice and determine new areas of research that are needed
82. CENTRALIZE AND LOCALIZE THE TRAINING PACKAGE
83. Understanding our commonality
84. Develop programs that connect us to others in creative ways---e.g. take one month with others across scales and countries to experience what is possible in groups
85. Write and make available online the philosophy and how each step works within the whole process to accomplish the results.
86. Developing and sharing new manuals
87. Rebranding ToP away from ICA USA which has lost its credibility
88. Be sure there is diversity in the groups including more men.
89. Encourage more citizens to act in the world beyond their jobs
90. Put the clients/participants first and respond to their needs and aspirations
91. Really take the social and environmental and values contradictions into account
92. Making the process to become a qualified trainer easier but still effective
93. To join forces in creating a major success on a world-wide scale
94. What kind of flexibility we can have in some countries were the original ICA went almost off of functions for their management situation, and some of us we still have the passion to go ahead...
95. Experimenting with variations on the methods, evaluating the experiments
96. Keep expanding the numbers
97. Africa ToP project
98. Teaching parents how to facilitate would improve parenting skills with children learning this as a way to communicate (focused conversation)
99. Crossing-Sharing of evolving/adaptation of the methods for different cultural or organizational contexts
100. Describing the result in an organization of the application of ToP and how that is attractive and how to install it

And a third would be

101. Gaining a corporate 'presence' so that ToP facilitators are called on at political events, summits, UN peace missions as well as community development at the grassroots.
102. A way to join others on projects where a second or third trainer or facilitator is needed.
103. Ensuring more and better trained trainers
104. Admitting our blind spots.
105. Wrestling with the problems of participation: Avoidance of accountability, difficulty in imposing unpleasant consequences on participant groups, stifling individual creativity
106. Combining ToP with other methods to find new technologies
107. How does this translate to grassroots organizing or community organizing?
108. Stimulate conversations on topics that matter and write about them.....
109. Be open to accept that alterations will be made to the processes originally designed and there are only better ways getting participation not the best
110. Finding ways to stimulate creativity to use available resources to make a difference in a climate where people are tempted to think in deprivation mode.
111. ToP facilitation website
112. Terms and conditions on training to those that has inactive ICA's
113. Train more and more people in using ToP methods
114. Honouring indigenous and local people by being flexible and humble in our approaches
115. Developing a dynamic menu of facilitation methods that can be used

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116. IAF Code of Ethics and Statement of Values is applied, and those involved in the content of the ToP International & ICA International debate do not facilitate as this could bias the outcome. I believe it will be important and even ethical to have an independent facilitator called in regarding ICA International's involvement with ToP International
117. Continue modes of developing standards that strengthen the tools and their usefulness
118. Best practice shared
119. Create approaches to training teams of in-house facilitators
120. Work and play together so that we find more opportunities to learn and grow
121. MORE TECHNICAL SUPPORT TO THE GRADUATES OF ITOP
122. Make common goals that benefit all and execute those goals
123. Developing additional methods that enable individuals and groups to focus. This will require further work on how our "thoughts" sustain or change our environments and more awareness that 90% of our "thoughts" are really just our "emotions" or desires and are not originated or created using our noetic and/or rational or intellectual capacities
124. Organising international ToP training in developing countries
125. Hanging together as a network
126. Find ways to involve them in decision making that affects others.
127. Keep things simple
128. Place a high priority of social transformation towards the values of personal fulfillment, human solidarity and ecological sustainability.
129. Joint marketing efforts around the world for both the trainings and facilitators
130. To never stop learning
131. Celebrate (keep on)
132. A marketing team that works in 10 non-ToP cities to introduce ToP
133. Sharing the values underpinning the methods
134. What is the spirit behind ToP (passion, world view, values) and how are these communicated?

Where are you focusing your energy and attention in your own practice to ensure it remains a vital and significant contribution to the human development of organizations, communities and initiatives over the next decade or so?

1

1. As opportunities arise
2. In my new job - with the team to ensure good processes and thinking and coaching etc of them
3. In East Timor
4. Just getting ready to re-engage.
5. Economic Development
6. Mentoring
7. I work in church groups to keep people focused on the broader message, the issue that touches the common good.
8. Families
9. Renewing my commitment to engage with clients
10. Jonathan Schick
11. We will continue using ToP methods in our activities
12. Maintaining currency re: ed policy
13. I am in a masters program, Masters of Arts in Education with an Emphasis on Leadership and Change
14. Going to the ICAI conference in Japan to learn and share
15. Supporting nonprofit sector leaders
16. Continue to explore how peoples of the non English speaking actually regard participative decision making
17. Training local leadership
18. Internal refreshment

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19. Bringing the underserved communities into our project so they have a voice in directing how services are delivered.
 20. See above
 21. Marketing ToP as a method that helps to get involved everyone and helps to become a better organization
 22. Continue practicing and improving on ToP skills
 23. Help out those who want to meet in the context of conflict
 24. Keep doing it
 25. Broadening my focus to include working with groups that are facilitating economic development
 26. Training local TOP trainers
 27. Collaboration with others
 28. Participatory research, planning, action and evaluation
 29. Designing new approaches
 30. Teaching young people facilitation
 31. Taiwan continuing to work with ICA to support other organizations, communities and individuals
 32. CONTINUE WITH THE APPLICATION OF THE METHODS
 33. Restorative Practices in the community
 34. Exercises in focusing and de-focusing
 35. I am available free of charge to any regional agency or community that needs a consensus building workshop.
 36. Changing the lives of ordinary people
 37. My community - young children care
 38. Privately owned corporations in China
 39. Privately owned corporations in China
 40. Youth development
 41. Conflict transformation
 42. Supporting environmental, human development and reconciliation organisations with facilitation, training action and finances
 43. Helping organizations engage their people and unleash passion and purpose in the work they do
 44. To find a common ground between methods and methodologists
 45. Here in Guatemala, still offering this services to any organization
 46. Trying not to be discouraged by uninterested colleagues :-)
 47. Top leadership shifts in attitudes
 48. I have only professional associations to practice ToP methods in
 49. My church as an example of a ToP center
 50. I critically evaluate my work and seek feedback from participants
 51. Integration of methodologies (ToP and others) such that the underlying territory of facilitation practice is made visible to participants and practitioners alike
 52. Helping people start new projects
 53. See above comments about "vision."
 54. Spirit work
 55. Internal tool for management of development activities
 56. Building stronger feedback relations with clients and grads I am associated with to find out from their end what works
- 2**
57. In my continued training business with Helen - to mentor some new people into roles as trainers
 58. With Indigenous organisations in Australia
 59. ToP training
 60. succession planning
 61. Schools
 62. Being open to outcome even as I deliberately pursue new insights
 63. Mentoring

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64. I continue to work with groups, orgs within the school district and other NPs on mission statement, strategic planning, etc
65. Working and being in my local community - grounded in reality
66. understanding and bridging cultural differences (many kinds)
67. Explore the explicit use of storytelling tools to get participants to provide thicker and deeper descriptions
68. Organizing appropriate demonstration projects that give hope and spark participation.
69. Networking - TOP regroup
70. Collaborate and support national and regional activities to eliminate health disparities and consider health equity
71. Empowering parliament(s)
72. Keep reflecting on it
73. Would love to do some bi-cultural work in South America with US
74. Developing a next generation of facilitators and trainers
75. Working with people with learning difficulties
76. Promoting ToP approaches through the web
77. Other ICA organizations to interchange and develop ToP and facilitation (currently my wife Evelyn and I are hoping to take groups from Taiwan to 2 countries a year)
78. ENCOURAGE OTHER TO LEARN ABOUTH THE METHODS
79. Understanding the culture of poverty
80. Bringing more awareness to the "process" of creating thoughts
81. There are other individuals at Kawerak, Inc. who use these methods, and they are also available to communities.
82. Motivating youths
83. Team coaching for First Five
84. NGO in China
85. Organizational development including how nonprofits can "take a breath" and not just react to their situations but actually plan for the future.
86. HIV/AIDS
87. Sharing our energy with our national ICA, our region (esp. Bangladesh) and internationally, through participation in ICAI
88. Helping people work together successfully and effectively
89. To focus on conflict, as a catalyst for social change
90. I need to get smarter in the way to offer our service that is a great contribution to society.
91. Seeing the unused potential everywhere
92. Brooklyn ToP Center
93. I offer services to churches
94. Shadow work
95. Developing online tools for us as a community of practice
- 3**
96. Forming a community of practice
97. Myself
98. Finding opportunities to use ToP in small, impromptu ways
99. Spotting next generation leaders
100. A friend and colleague is planning to develop a Cultural UN for HS students and it would be great to do consensus building there as well
101. Collaborating with others to stretch my ideas and experience
102. Helping individuals and organizations see and appreciate their strengths and gifts
103. Keep strong within the ICA network
104. Learning more ToP methods
105. Working in different cultures to develop the idea of facilitation
106. Work with ICA facilitators around the world to strengthen ToP facilitation and training
107. Working with the IAF to continue the growth of facilitation as a transformative profession.
108. PARTICIPATE IN DIFFERENT EVENTS

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- 109. Restorative practices in business and industry
- 110. Sharing more of my experiential knowledge/wisdom
- 111. Building civil societies
- 112. MToP marketing and training
- 113. Use the methods to help them design what they want and not what others want for them.
- 114. organisational development
- 115. Extensive and intensive study of the economic, political and cultural issues, and developing vision and strategies for our personal action and moves of the larger society.
- 116. expanding my own network of ToP facilitators around the world and seeing them at work
- 117. Africa ToP capacity building
- 4**
- 118. Innovation
- 119. Reading on topics of interest
- 120. Writing
- 121. LEARN MORE ABOUT THE METHODS
- 122. Learning ever more details into "who I really am" and what I am truly about
- 123. documentation of results
- 124. Stanford's University facilitation in their Living Well

What support or assistance would you most appreciate in moving forward? (EXPRESS)

Open-Ended Response

1. Need a corporate group to work with in developing a mission
2. collegial network to tap into; strong brand with international presence and up to date web information to reinforce sense we are part of something 'bigger' that is significant.
3. See above "How do we help?"
4. Success examples and benefits data. Marketing and communication simplifying and clarifying value of ToP methods for those brain types who don't value process. How we will communicate with the millennium cohort.
5. Marketing system that fills courses and makes it more financially viable for trainers
6. Meeting others that want to do the same.
7. My boss
8. The last stage in the PSP process is the weakest.
9. We need new training on ToP, visits from training facilitators from the ICA network who are familiar with new ToP methodologies. We would like to have more up-to-date training in ToP.
10. An update on how you are promoting (and in what form) the "methods" I helped to develop and field test -- in short, to assess whether this organization is
11. I would love to partake in more, deeper training, but as a consultant the school district probably wouldn't cover the cost so my hands are tied right now. Areas to address in future workshops: advocacy, empathy, implementing change and checks and balances One might say that the future is in the hands of our teachers and if our teachers were skilled in this approach and would implement it, the output would be more leaders and collaborators in the next generations.
12. I think that the preconference for Japan was very valuable to me personally - one getting to work with Jim and Kathy AND the stimulation of the conversations around a topic that is important to me. Figuring out how to have these conversations that matter would be a gift
13. Keep me in the loop of the developments.
14. Recognition of and sharing of work that people have done in local communities, especially in the USA
15. Contact for information and advice when needed. The current Group is very interesting to "lurk" on!! It keeps me connected.
16. Further training
17. Research support

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18. I appreciate being on the e-mail list, should the need arise for brush-up training.
19. Networking and have contact with organizations at Latin America to use ToP
20. unsure at this point
21. please keep me informed
22. I have found the Australian ICA is a strong and supportive network and also appreciate having others visit us from further afield.
23. an opportunity to assist in ToP facilitated meetings having a mentor buddy how to make a more lucrative living doing this work
24. Support in developing marketing tools and stories of excellence
25. sharing on list serves, support of colleagues,
26. A national training network that would be a wiki-based job bank of facilitation opportunities around the country and the world.
27. Occasional email reminders to use ToP. Perhaps some interest success stories or "Best Practices".
28. Integrating and driving research.
29. READING MATERIALS, DISTANCE LEARNING COURSES, REFRESHER COURSES, TOOL KITS AND ANY OTHER SUPPORT IS AVAILABLE IS ENCOURAGED
30. I think that it is very important that we all begin the process of understanding poverty culture and doing something to change it.
31. I can provide ideas and experience from the field (on the ground) as a practitioner here in the US. Our organization is attempting to address complex problem solving, global citizenry, sustainability and other important challenges and our "findings" may have some value to you.
32. Working with others interested in adding depth and breadth to the ToP curriculum
33. I think Kawerak, Inc. could provide some more training to all the new employees that might use these methods in their everyday work.
34. Certifying facilitators worldwide
35. I think those of us in the ToP network should write a book - each of us with a chapter that we can use for our own PR and marketing of ToP
36. If ICA could really become inclusively supporting our work in China. We got excluded from initial development team for the ICA 2008 Japan conference.
37. If ICA could really become inclusively supporting our work in China. We got excluded from initial development team for the ICA 2008 Japan conference! :(
38. The ToP network of trainers is very helpful. The local group near me is always ready to support me and I know where to go when I need them.
39. I gain a huge amount from working with others in all the above
40. Sharing on vision, issues and directions. Sharing of how people have moved ToP into work on national and international issues, especially on social justice, human rights, ecological living, and what some of the encouraging or discouraging results have been
41. marketing
42. Good friends and working partners.
43. How to do a good marketing, dealing with all kind of clients, and how we can operate in Guatemala 4 people who have certification. Meanwhile ICA Guatemala is not function but still being legal here. The 4 of us do not have recourses to take the responsibility to resolve the management situation of ICAG.
44. stay in touch
45. Please thank Gordon Harper for me as he has been a great colleague over the years and keeps me informed of ICA and ToP.
46. Questionnaires, friends, newsletters and a revitalized ICA USA! Would like to see a positive strategy that helps build the Institute's ToP support system...they need to become believers rather than hanger-oners.
47. Tips from others who are successful in this work
48. Leverage the richness of learning and development within ToP that has taken place these last 20 years of dispersion.
49. Help with regional marketing
50. Remain abreast of this dialogue.
51. Connecting with people globally who have similar interests

What changes or improvements would you recommend for the next time we do this survey?

Open-Ended Response

1. a few more drop down menu choices, e.g. sole practitioner seemed only option for small companies, yet Helen and I are joint directors... we are a company, and not a network of colleagues.
2. Thank you Jim! Bill Davis
3. Streamline it and omit redundancy and make it shorter
4. Give us more time before you need the results.
5. shorter
6. Make some questions appropriate for NGOs. Our aims and objectives are specific and we need different questions than consultants. I prefer a shorter survey.
7. The ability to save and come back to it would be great. 2. Some surveys let you know how much more you have left to complete and that would be useful. 3. The questions with the range that are intended to add up to 100% was problematic. It was pretty confusing - am I adding the first number or the second number? There might be a more effective way to get that data.
8. Shorten it - less in one survey, do more surveys periodically...
9. I actually enjoyed the way the questions were asked. It was a tad long though.
10. A space for comment when pull down answers might not fit ones case.
11. way too many questions--you should at least let us know how long it will take to complete
12. I loved it, congratulations!
13. review redundancy in some of the questions provide more focus to some of the questions - very broad scope so difficult to respond but thank you for taking the time to do this - it was a useful activity
14. It is a fine survey.
15. It's pretty long!!! Can you shorten it? Maybe a place to talk about where the process worked and why as well as where it didn't and why not.
16. Thanks!
17. it was done well
18. Make it shorter. Do different parts over several months.
19. KEEP THE SURVEY QUESTIONS AS FEW AS POSSIBLE. THI KIND OF SURVEY SHOULD BE DONE ATLEAST EVERY THREE YEARS SO AS TO LEARN IMPROVEMENT FROM THE PREVIOUS SURVEY. (I wish to know, do we have the alumnae association of IToP.) THANKS
20. It asks good questions -- I just don't have the opportunity to do as much work in the field to respond to many of them
21. I liked the opportunity to reflect at this global scale--the express portion of the survey was very helpful, great idea. You may try to consolidate some the questions and responses as some of them seemed similar.
22. Maybe put the page & number of pages in the survey somewhere...
23. It is fine.
24. I just noticed that those of us that have several certifications were limited to choosing one item. Thanks for doing this Jim - You are terrific
25. Hi Jim, are you really reading this stuff??
26. Way too many questions and parts to questions. It would be nice to know how far you are through the survey when each page is completed.
27. It is too long. I need to think a bit about things and it was too much for the short time I like to sit at the computer. Maybe break it up into 2 or 3 surveys. Note: I am currently in transition from my job as ED of a network to being a private consultant. So my answers are a bit of the past and a bit of the future.
28. more open ended qualitative questions
29. Too many questions. I felt I could never finish this survey at the middle of it. You can: 1) provide a short version for those who really don't have much time for it; 2) indicated at the beginning how many questions are in this survey.

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30. Good survey a little long. Would have liked to take more time and answer all questions.
31. It feels too long and, as a result, I am not sure if I have really done it justice- perhaps break it down into shorter, more focused bits and ask us to concentrate on those, spread over a period of time
32. Allow people to download or easily copy their own answers. Allow people to come back later and edit or add to their answers.
33. was OK
34. Would be helpful to have a questionnaire that pulls together our experiences in different areas-frustrations, what works, how we did it last time in areas such as marketing courses, reaching out to low income participants, course prep, etc. Great work! I will copy a great article about setting up share fairs on the web.
35. Hey Jim, this works well. I see your personality in the questions and love it! Connie
36. My facilitation practice is not entirely ToP related neither is my facilitation training. Trying to attribute how much business or income or.... is ToP related can be misleading.
37. A lot more time is required than 10 min., otherwise excellent!
38. This took me about 30 minutes to complete -- not the 10 minutes I was led to believe. I don't see how a serious respondent could do it much faster. I think the opening context should be more straight forward about this.
39. it is perfect, the best I have seen . . .