

## Glossary of Terms in “Diverging Conversations through Facilitation”

Term	Description
Action	From Latin <i>actio</i> ‘putting in motion; doing’; from <i>agere</i> ‘to do’.
Active listening	A way of listening that focuses on both the content of responses in a → dialogue and the underlying emotions. It means asking open-ended questions, seeking clarification, asking for specificity, and confirming your understanding of what the other party has said.
Agenda	A structured list, plan or outline of a → meeting or → conference. The road map or game plan intended to lead to the → objectives.
Appreciative Inquiry - AI	A model for analysis and decision-making based on imagining the future state from “what works”. The 4 steps are: DISCOVER: Identifying organizational processes that work well. DREAM: Envisioning what would work in the future. DESIGN: Planning what would work well. DESTINY (or DEPLOY): Implementation of the proposed design.
Autonomous	From Greek <i>autonomos</i> “having one's own laws”, from <i>autos</i> ‘self’ (see auto-) + <i>nomos</i> ‘law’. Self-government. The capacity of an individual or → group to make an informed, uncoerced decision. The central → paradox of → facilitation.
Brain facilitation	Coherent set of researched → methods, using → rooms, furniture, pictures, light, sounds, food etc. to use all faculties of the brain.
Brain Storming	A group → technique for collecting → ideas and suggestions from → participants. A three-step → method in which <u>all</u> members of a → group contribute ideas. 1. Listing subject items without challenging on a question or statement. 2. Converging the ideas by → clustering them and making them fully articulate. 3. Providing → evaluation or analysis based on criteria like relevance and impact.
Break	Time between → sessions in a → meeting. An important part of a meeting or → conference. During a break, → participants interact more freely and the opportunity should not be wasted.
Breakout Groups	Deciding to break a large → group into smaller ones, of 5 to 20 participants. The groups get the assignment to produce results with a certain → technique and within a certain time. These groups usually report back their → output to the larger group to share the results of their discussion or any → decisions made. → syndicate work.
Brown Paper Session	A visualization → method using a (very) large (brown) paper as its carrier. Sometimes standardized shapes, arrows and colors are used. See also →MetaPlan <sup>tm</sup> Method → Moderation Method.

Term	Description
Coaching	To → train and direct members of a → team. To convey in a coach, to prepare for an exam. From Hungarian <i>kocsi</i> "(carriage) of Kocs," the village where the first carriage was made.
Clustering	Sorting, categorizing, collecting → ideas or material, looking for sets, affinities, → relationships, patterns or commonality. Next step → titles or → epitomes.
Communication	Exchanging → information; consists of syntax, semantics and pragmatics. Syntax is about transmitting data, coding, channels. Semantics is about symbols and meaning. Pragmatics is about how communication affects behavior and vice versa. The latter is also about non-verbal communication or body language and the main interest of → facilitation.
Communication style	Communication styles can be broadly defined as <b>low context</b> (individualistic) or <b>high context</b> (relationship-oriented). In low-context communication, meaning is explicitly expressed and indirectness is considered evasive and potentially dishonest. A listener must figure out the implicit meaning at play within high context communication, being sure to observe the nonverbal subtleties that enhance speech. Directness and confrontation are considered offensive and rude.
Companionship	From Latin, sharing bread: <i>com-</i> 'with' and <i>panis</i> 'bread'. The state of being with someone. A strong, deep, or close association or acquaintance between two or more people. Also fellowship.
Consensus	A position reached by a → group which is satisfactory to everyone in the group. Not all → participants may find the outcome as their ideal solution, but it is not worth arguing about. Does mean agreement about a reasonable approach that reflects the reasonable concerns of stakeholders. Not unanimity, majority rule, or a personal preference.
Conference	From Latin: 'to make together'. Large → group (50 +) of people, getting together to deal with or learn about a specific topic, usually with key note → sessions and parallel sessions or → break out groups. A conference can have its own → agenda or an → Open Space.
Congress	From Latin: 'to walk together (as an army)'. Formal → meeting of the representatives of different nations, constituent states, independent organizations (such as trade unions), or → groups.
Constellation	From Latin <i>com-</i> 'with' and <i>stella</i> 'star'. Position of planets ("moving stars") in regard to another. → Systemic → facilitation, using → participants representing elements of a → situation or → problem.

Term	Description
Conversation	From Latin <i>com-</i> "with" and <i>vertare</i> , turning. Literally "turn about with". A voluntary process in which a → facilitator guides participants in reaching acceptable solutions to the issues they face. Not aimed at erasing what happened, nor to determine who is right or wrong. Providing an opportunity to engage in a respectful→ dialogue.
CPF	The IAF Certified Professional Facilitator™ designation indicates attainment of the core competencies of the → IAF. The assessment is based on peer review of knowledge, experience and demonstration of skills. It offers clients an assurance of being qualified to provide basic group facilitation services, see <a href="http://iaf-world.org">iaf-world.org</a> .
Culture	The shared beliefs, traits, attitudes, behavior, products, and artifacts common to a particular social or ethnic → group. <b>Cross-cultural</b> refers to interactions across cultures; different cultures may have different → communication styles and negotiating behavior. <b>Multicultural</b> refers to the acceptance of different ethnic cultures within a society. <b>Cultural sensitivity</b> means being aware of cultural differences and how they affect behavior, and moving beyond cultural biases and preconceptions to interact effectively.
Decision	From Latin, from <i>de-</i> "off" + <i>caedere</i> "to cut". A conclusion, judgment or resolution reached after consideration. In group facilitation focused on process of making sense of the situation, not any specific decision.
Dialogue	A conversation or exchange of → ideas that seeks mutual understanding through the sharing of perspectives by open-ended → questions. Dialogue is a process for learning about another group's beliefs, feelings, interests, and needs a non-adversarial, open way, usually with the help of a third-party → facilitator.
Difference	Perceived distinction. There cannot be an indication (→ sign) without a distinction. The form of distinction is the form, hence → information. Differences in opinion are needed for agreement.
Discussion	Critical → conversation about a topic, or a range of topics, conducted in a → group and allowing participation by all members.
Epitome titles	Facilitated summarizing → titles, names of → clusters, categories by the → participants.
Ethics	Principles of conduct— right and wrong behavior—governing an individual or a → group. Ethics of → facilitation, see: <a href="http://iaf-world.org">iaf-world.org</a> .
Evaluation	In a → session: attributing values to or ranking of statements or actions by participants. Overall: collection and analysis of data on a → meeting or program, both as to process and outputs (materials and activities) and → outcome (immediate and longer term effects).

Term	Description
Facilitate	From French and Latin <i>facilitās</i> , from <i>facere</i> , to make and <i>li</i> connection (as in liaison). Assisting a client with a → group → participants in a → meeting or → conference to reach desired → outcomes and outputs. Designing an → agenda, conducting, piloting and guiding the meeting(s) to make participants achieve their intended results. To facilitate is to serve a group by encouraging, aiding, and leading group decision-making.
Facilitation	Processes or skills by which a (independent outside) party supports → meeting(s) of participants to move toward improvement or resolution of a → problem. Usually more than two parties are involved. Facilitation can operate at many levels, from providing → meeting space to active intervention as a → mediator, → moderator, → chair, coach, counselor, → MC, manager, teacher or → trainer. Supporting parties to set ground rules and designing agendas for meetings, promoting better communication between parties, and analysis of the situation and possible outcomes—in general, helping the participants keep on track and working toward their mutual goals. It may also mean helping them set those goals. It is procedural assistance provided to enable → participants to → communicate more effectively and move towards agreement.
Facilitation - Basic	Supporting a → group to solve its → problems in a → meeting. With complex problems, likely to involve an external facilitator.
Facilitation – Developmental	Supporting a → group how to improve its own → process skills in solving problems. A group gaining improved abilities to reflect and manage their own (conflictual) processes. Usually together with basic facilitation. Reduces the need for an external facilitator.
Facilitator	Somebody who facilitates, usually an → autonomous person, from outside the → group, supporting effective → meetings. Facilitators have no authority to decide a dispute, nor a stake at any outcome between the parties. Facilitators bring considerable capability to influence the outcome by designing and applying fitting interventions.
Facilitator Business	Business facilitators work in business, and other formal organizations; may also work with a variety of other → groups and communities.
Facilitator Training	Training facilitators are used in adult education. Not always subject experts, attempting to draw on the existing knowledge of the participant(s), and to facilitate access to training where gaps in knowledge are identified and agreed on.

Term	Description
Facilitator conflict resolution	Conflict resolution facilitators are used in peace and reconciliation processes both during and after the conflict. Their role is to support constructive and democratic → dialogue between groups with diverse and usually diametrically opposite positions.
Facilitators Wraparound	Wraparound facilitators are facilitators in the social services community. Outside the → meetings, the facilitator engages team members and conducts follow through. During meetings the facilitator leads and manages the situation by keeping the → participants on track and encouraging → conversations.
Facilitator Small group	Small group facilitator accommodate the engagement of participants of small and medium sized groups, working through a particular → agenda. A facilitator is appointed in place of a chairperson's role.
Facilitative Leadership	Behaviors that enhance the collective ability of a → group to adapt, solve problems, and improve performance. The facilitative leader's role is to foster the involvement of employees at all levels.
Facilities Management	Integration of processes within an organization to maintain and develop the agreed services which support and improve the effectiveness of its primary activities.
Flip Chart	An easel with large sheets of paper for presenting or collecting written lists or → ideas.
Group	<p>1. A group leaves responsibility to someone else and does not commit to accomplishing any goal.</p> <p>2. A group is a <u>group as a whole</u>, when:</p> <p>(1) → <u>relations</u> among group members <u>on the critical issues</u> being examined are <u>different from</u> the relations between those members and <u>members of other groups</u> and</p> <p>(2) other groups in <u>the environment hold the group</u> as a whole <u>responsible</u> for the actions of its members and</p> <p>(3) <u>actions of the group members</u> can meaningfully <u>attributed to the</u> patterns of <u>relationships within the group</u> (and not to unique characteristics of the members themselves). See also → team.</p>
IAF	International Association of Facilitators founded in 1994. A world-wide organization dedicated to promote the art and practice of → facilitation. Organized in local chapters. See <a href="http://www.iaf-world.org">www.iaf-world.org</a> .
Icebreaker	A quick game or exercise designed to get → participants settled, active or mixing with each other. Also known as energizer.

Term	Description
Identity	Identity refers to the way people see themselves, the → groups they feel a part of, the aspects of themselves that they use to describe themselves. A description of who one is, and how one fits into his or her social group and society over all.
Idea	From Greek <i>idéā</i> 'sight, mental image' and verb <i>ideĩn</i> 'to perceive'. → difference. The capacity to create and understand the meaning of ideas is considered to be an essential and defining feature of human beings. To understand an idea clearly we should ask ourselves what → difference its application would make to our → evaluation of a proposed solution to the → problem at hand.
Information	From Latin <i>informare</i> , to give form, or to form an → idea of. The ancient Greek word was <i>morphe</i> and <i>eidos</i> 'kind, idea, shape, set'. Related data. According to Bateson: 'a → difference which makes a difference'. Did this made a difference?
Intake	Initial interview with a client or → problem owner. Very important moment in every facilitated → meeting. The objective is to get to know 'the → presenting problem', 'who is doing what that presents a problem, to whom, and how does such behavior constitutes a problem?' and what is expected of the facilitator. To be taken slowly.
Intervention	Coming in between. Any action or set of actions deliberately taken to improve functioning of the → group. <ul style="list-style-type: none"> <li>• Designed (planned) to reach intended → outputs-and-outcomes.</li> <li>• Interruptive (unplanned) intervention, to resolve a disruptive situation, that threatens reaching → outputs-and-outcomes.</li> </ul> An intervention is about the process (outcome), the relationships between people. As the → facilitator is also in relationships with participants, an intervention also entails meta-communication. <u>Deliberately</u> not intervening can also be an intervention. → No-thing.
Large Scale Interventions LSI	Large Scale Intervention (LSI) is a developing set of interventions and different large group intervention methods (LGI's) such as: Real Time Strategic Change (RTSC), → Open Space Technology (OST), World Café and the Conference model®. It is a → conference based on society as an open system, with 'the whole system in the room', using → dialogue and various creative and interactive workshops techniques with the whole or large parts of the client-system.
LEGO™	The registered trademark of standardized building blocks, used as tools by → facilitators. From Danish, 'leg godt', meaning to 'play well'.

Term	Description
Master of Ceremonies, MC	A Master of Ceremonies (also used in its abbreviated forms MC or emcee) or <i>compère</i> is the official host of a staged event or similar performance. An MC usually presents performers, speaks to the audience, entertains people, and generally keeps the event moving.
Mediation / mediator	A mode of negotiation in which a mutually acceptable third party helps two parties to a conflict find a → solution that they cannot find by themselves. Mediators have no authority to decide the dispute between the parties. Mediators may focus on → facilitating communication and negotiation but they also may offer solutions and use leverage, to persuade the parties to achieve an agreement.
Meeting	Three or more people coming together face-to-face or virtually, to share information, solve problems, create, criticize or praise, make new decisions, or find out what went wrong with old ones. Many types of and purposes for holding meetings: Problem solving, Decision-making, Planning, analysis, or design meetings, Learning and training meetings, ... A meeting usually has an → agenda, consists of a number of → sessions on a topic, is chaired by a person who may or may not → facilitate. A large meeting is called a → congress, → conference, → seminar or → symposium.
MetaPlan™ Method	Name and brand of an enterprise using its own, very sophisticated, version of → Brown Paper Sessions. Dates back from the early '60's.
Method – Facilitation	Structured process or steps of using → techniques to achieve desired → outcomes within outputs.
Mode of change	Problem solving approach, use of → methods aimed at certain → outcomes. May be based on an assessment of the presenting situation using the map developed by Will McWhinney.
Moderation / Moderator	Both an approach and a system for interactive working and learning in groups using a creative, yet structured visual dialogue process. Also known as → Brown Paper Session. Moderation techniques avoid excesses or extremes, especially in people's opinions. Usually requires → participants to → brain storming using cards. → Moderators intervene actively and are most of the times aiming at concrete actions and results.
Netzwerk- vernetzung	Networking networks. Unlocking the potential of diversity within networks.
Neutrality	A deliberate policy of not taking sides, → Intervention.

<b>Term</b>	<b>Description</b>
Nominal Group Technique	The nominal group technique (NGT) is a group → technique involving problem identification, solution generation, and decision making.
No-thing	Deliberately waiting, doing 'no thing', timing an → intervention by not reacting. Making a fundamental choice and continuing.
Objective	Statement communicating the specific → outcomes and outputs to be achieved of a meeting or session.
Open Space (Technology) OST	→ Conference design for convening → groups around a specific question or task or importance and giving them responsibility for creating both their own → agenda and experience. 'Open' refers to sharing, process of agenda setting by the → participants at the opening; and the → sessions. These start when they start, end when they're finished and where people are free to enter or leave. See also → Large Scale Interventions LSI.
Outcomes and outputs	With → sessions and meetings, outputs are the (tangible) products or services delivered (or deliverables); outcomes are the impacts on an organization, culture, well-being, or other indicators arising from the delivery of those outputs. Communicated in → objectives.
Paradox	From Greek ' <i>para-</i> contrary to' and <i>doxa</i> 'opinion', <i>dokein</i> 'to appear, seem, think'. Apparent contradiction, generating tensions. Statement that is seemingly self-contradictory yet not illogical or obviously untrue. In every → group, 12 paradoxes are working at the same time, like → identity, belonging (scarcity), engaging (perception) and expressing (→ power).
Parking Lot	→ Technique using a → flip chart page, labeled P or 'Parking Lot' to store sidetracked → items for later review. Parking lot → questions and concerns need to be followed up, by the → facilitator or (more often) by the meeting → leader.
Participant	Person involved in any → group process, like a → meeting.
Presenting	Largely one-way → communication of facts and figures in a structured, logical way to a → group of any size.
Problem	A problem a difference between the intended and perceived → situation together with a negative emotional tension. Usually a client or → group wants a problem to go away. Problem solving is inherently → paradoxical, as it is the source of (new) problems. (Sevareid's law).
Power	Ability to influence others to get a particular → outcome. May involve coercing them with threats, providing inducements, or coopting them. As facilitators have no stake in any outcome, they cannot use power.



Term	Description
Question	From Latin <i>quaestio</i> "seeking, inquiry, examining, judicial investigation", from <i>quaerere</i> "where to go". Important tool or → intervention of facilitator. <b>Closed</b> or closed-ended questions are directed to limited responses, yes or no, or a questioner biased story. <b>Open</b> questions allow for unique, free answers. The initial answer to a good, open question is "I don't know".
Room	Meeting space, physical environment. Influences group behavior strongly. → Facility Management → Brain Facilitation.
Seminar	From the Latin ' <i>semen</i> ', seed. 'Breeding ground', → Meeting to exchange (expert) information and holding discussions with (special) students, → basic facilitation.
Session	Any single part of a → meeting or → conference dealing with one specific topic, issue or question. From a few minutes to a few days, but usually between two → breaks. A session can be plenary or consist of subgroup work. → syndicate work.
Situation, presenting	From Latin <i>situs</i> 'a place, position,...' <i>sinere</i> 'let, leave alone, permit'. The situation as it presents itself to a → client of a facilitator. The way it is perceived is the way it is enacted. → No-thing. → Constellation.
Simulation	Game, environment or exercise designed to create learning in a (near) real-life atmosphere.
Solution	From Latin, <i>solvere</i> "to loosen, untie, solve, dissolve", liquid containing a substance. A → facilitator offers no solution, but supports a → group to discover their solutions. As the word suggests, it has to do with breaking of patterns.
Symposium	From Greek: 'to drink together'. An academic → conference for researchers (not all academics) to present, exchange of → information and → discuss their work.
Syndicate work	Working in smaller (sub)groups during a → session, usually around 5 → participants. → Breakout Groups.
Systemic	Praxis (= through engaging, as opposed to through theory) seeking to identify stagnant patterns of behavior in → groups and address those patterns directly, irrespective of analysis of cause or diagnosis.
Team	A team represents → participants in attendance and may include those with an excused absence. A team is focused on reaching the goal they have jointly agreed to meet; e.g., a project team. A → group becomes a team when members hold themselves mutually accountable to produce a 'collective work product'.

Term	Description
Team building	A program designed to assist a → group to work together as a → team while learning or achieving goals. See: → Facilitation–developmental.
Technique - Facilitation	Tools and (standardized) procedures applied to attain desirable → outcomes in a → method or → intervention. A technique is more concrete, output oriented.
Theory U	Change management method to change unproductive patterns of behavior. Developed by Glasl and Lemson of the NPI (Netherlands Pedagogical Institute) in 1968 and elaborated by Otto Scharmer early 2000, incorporating also theories of presencing.
Time	From Proto-Indo-European <i>*di-mon-</i> , of <i>*da-</i> "cut up, divide". Limits to create space of time, make an → agenda. Most important resource of facilitation, as pattern develop over time. Time is affected by attitudes or values from a culture, such as a need to cultivate personal relationships before completing a task, a belief in fate or the inability to control one's destiny, or a general focus on the past instead of the future. Can also be understood in terms of <b>monochronicity</b> versus <b>polychronicity</b> — preferring to do one thing at a time versus engaging in several things simultaneously, which often involves a blurring of personal and professional space.
Titling	Core of facilitating process. Creating meaning, making descriptions of → clusters. Summation rather than summary, looking for more meaning rather than less. Expression of an → idea, rather than a label.
Training	To make proficient by instruction and repeated practice, as in some art, profession or work. To discipline or instruct as in the performance of tasks. To prepare someone to accomplish an objective, task or job.
Trainer	Person or media that trains, instructs, teaches or informs.
Trust	From Old Norse <i>traust</i> 'help, confidence, protection, support', to believe. A → group has to trust the facilitator and the process; building trust among → participants is the work of → facilitation. One of the → paradoxes.
Visuals or Visual Aids	Non-written information, like cartoons, drawings. Presented to or made by → participants. To arouse and maintain interest, simplify instruction, accelerate learning, stimulate interactions, trigger 'left brain'-activity and improve aid retention.

Term	Description
Whiteboard	Laminate board with a white glossy finish designed to receive non-permanent marker ink. Used for instruction, collaboration, and visual management, also known as 'dry erase' or 'dry wipe' boards. A digital whiteboard captures markings on the whiteboard digitally for recording and/or transmission. Electronic whiteboards permit multiple simultaneous users to communicate and collaborate locally and remotely.
Working group	Effective → group, producing → outputs-and-outcomes. Usually a smaller (sub)group or → break out group.
Workshop	Meeting design or training program where participants decide or learn by doing and interacting.

### Main sources

- [etymonline.com](http://etymonline.com)  
Etymology: from Greek *etymologia* "analysis of a word to find its true origin", properly "study of the true sense (of a word)", with *-logia* "study of, a speaking of" (see *-logy*) + *etymon* "true sense", which perhaps is cognate with Sanskrit *satyah*, Gothic *sunjis*, Old English *soð* "true".
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### Other important sources

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