



## 2013 Facilitation Impact Awards Americas Edition

The IAF Facilitation Impact Awards are the most prestigious international awards honouring excellence in facilitation and its positive, measurable impact on organisations around the world. In this inaugural year, the Facilitation Impact Awards-Americas Edition covered the continents of North and South America.

In 2013, there were 36 submissions from 30 organizations of varying sizes covering business, government and non-profit sectors and achieving a variety of tangible and intangible results. Twenty-four of the submissions were from organizations based in the US, seven from Canada and 1 from Brazil. While most submissions were in English, one was submitted in French and one in Portuguese.

A total of 32 submissions achieved the targeted points required for an award level, resulting in the following: seven platinum awards, seventeen gold awards and eight silver awards.

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# Facilitation Impact Awards Description

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## Purpose

The overall purpose of the International Association of Facilitators (IAF) Facilitation Impact Awards initiative is to provide a vehicle for:

- Promoting the awareness of the role of facilitation in achieving positive, impactful results;
- Rewarding the use of facilitation within organisations and communities;
- Recognizing excellence in facilitation practices;
- Acknowledging outstanding contributions by IAF members; and
- Promoting IAF and its conferences as vehicles for advancing the profession of facilitation.

## Non-Competitive

In keeping with the spirit of the International Association of Facilitators, the Facilitation Impact Awards is a non-competitive, inclusive awards program. All submissions meeting a given threshold of points receive an award at one of three levels: platinum, gold or silver.

## Eligibility

For the Americas edition of the Facilitation Impact Awards, any for-profit, not-for-profit, or government organisation that met the following conditions was eligible:

- The business unit, division, branch, agency, or department must have a presence (e.g. offices, facilities, manufacturing plant, permanent staff, etc.) within the geographic boundaries of North America and South America.
- At least one facilitation activity related to the submission must have taken place within the 24 months immediately prior to the submission deadline.
- The submitting organisation must be a legally recognized entity under the laws of the respective country.

For each successful submission, an organisation and its primary facilitator are recognized. Facilitators could be internal or external to the organization.

Members of the Facilitation Impact Awards Planning and Evaluation Teams are ineligible to apply for or receive an award. In cases where an organization served by a member of the Facilitation Impact Awards Planning and Evaluation Teams applies on its own and is awarded, no facilitator award will be made.

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## Evaluation

In 2013, 36 applicants completed a submission form, providing detailed information in response to eight core questions. Three evaluators independently reviewed each application and scored each section based on a weighted-criteria design. When significant scoring discrepancies occurred, the three evaluators were encouraged to discuss their findings and make adjustments in their individual scoring, as desired. The final score is an average of the three evaluations.

Additional information about the application process, submission guidelines, evaluation methodology, governance policy and project charter can be found at [www.iaf-fia.org](http://www.iaf-fia.org).



## Examples of Results Achieved

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The award recipients come from the business, non-profit and government sectors. Each recipient achieved significant tangible and intangible results as evidenced by the examples below:

Organization	Examples of Tangible and Intangible Results
<a href="#">Defense Intelligence Agency, Human Resources</a>	<ul style="list-style-type: none"><li>• 230 employee facilitated events exploring workplace issues generating a savings of nearly \$500K</li></ul>
<a href="#">Foremost Farms, USA</a>	<ul style="list-style-type: none"><li>• Reduced turnaround times from a highly variable 5 hours to a consistent 3 hours</li><li>• Several million pounds of additional product sales, reduced per unit costs of production</li></ul>
<a href="#">Hydro One</a>	<ul style="list-style-type: none"><li>• Management commitment to develop a core of full time, trained facilitators</li><li>• 117 issues addressed with 300 employees directly involved</li><li>• Heavy equipment utilization increased from 28% to 92% resulting in increased productivity due to a drop in wait times</li></ul>
<a href="#">KLA-Tencor Final Wafer Inspection Roadmap</a>	<ul style="list-style-type: none"><li>• 19 innovative ideas generated and shared</li><li>• Computing design improvements resulted in greater than 25% increase in performance</li></ul>
<a href="#">KLA-Tencor Swift Division</a>	<ul style="list-style-type: none"><li>• Created greater than 30% compound annual growth rate</li><li>• Received KLA-Tencor's Operational Excellence Award</li></ul>
<a href="#">Nationwide Insurance</a>	<ul style="list-style-type: none"><li>• Estimated to achieve 40 to 45% reduction in time and effort spent on initiating projects, netting a significant savings in 2013</li><li>• Shortened project lead time enabling businesses to start realizing benefits earlier</li></ul>
<a href="#">Newport City Renaissance Corporation</a>	<ul style="list-style-type: none"><li>• Over \$200 million dollars in new investment and over 2,000 new jobs</li><li>• Significant transformation in collaborative culture and civic pride</li></ul>

<a href="#">Northwest Territories Dept. of Finance</a>	<ul style="list-style-type: none"> <li>• Lego blocks used as an interactive tool to engage community and foster discussion.</li> </ul>
<a href="#">Oxford Properties Group</a>	<ul style="list-style-type: none"> <li>• Employee grievances down 50%</li> <li>• 13 internal staff promoted or advanced in their career paths</li> <li>• 79 new recognition awards given to staff for showing initiative</li> </ul>
<a href="#">Tata Consultancy Services</a>	<ul style="list-style-type: none"> <li>• Accelerated the pace of growth on all fronts including revenue, number of customers and development of intellectual capital</li> <li>• Built buy-in and commitment of team towards a common vision</li> </ul>
<a href="#">The United Illuminating Company - Move Captains</a>	<ul style="list-style-type: none"> <li>• Relocated the company's 1100+ employees and 400-600 tractor trailer loads of inventory from six locations without a safety incident</li> <li>• Vice President reported 95% of employees back to 100% by noon on the day of the move</li> </ul>
<a href="#">The United Illuminating Company – Safety</a>	<ul style="list-style-type: none"> <li>• 44% reduction in lost time accidents</li> <li>• 43% reduction in at fault motor vehicle accidents</li> <li>• 79% reduction in the frequency of motor vehicle accidents</li> </ul>
<a href="#">University of Toronto</a>	<ul style="list-style-type: none"> <li>• “Uncontentious structural change” in a major institution</li> <li>• Shift from top-down decision-making and silos toward a collaborative culture</li> </ul>
<a href="#">York County Economic Alliance</a>	<ul style="list-style-type: none"> <li>• 9 school districts established business advisory committees</li> <li>• 8 districts defined new processes to expand their outreach to the employer community</li> </ul>



## Award Recipients

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The award recipients appear below, in alphabetical order by award level, followed by a summary with a link to the award submission. In some cases, the submitters gave approval for the summary information only to be available for viewing.

➤ **Platinum Award Recipients**

- [Defense Intelligence Agency, Human Resources](#)
- [Hydro One](#)
- [KLA-Tencor Wafer Inspection Division](#)
- [Newport City Renaissance Corporation](#)
- [Northwest Territories Dept. of Finance](#)
- [Oxford Properties](#)
- [The United Illuminating Company – Safety](#)

➤ **Gold Award Recipients**

- [AkzoNobel](#)
- [City of Mississauga](#)
- [Commissariat aux langues officielles](#)
- [Foremost Farms, USA](#)
- [KLA-Tencor Global Customer Operation](#)
- [KLA-Tencor HR](#)
- [KLA-Tencor Swift Division](#)
- [Mercy Corps](#)
- [Montessori Leaders Collaborative](#)
- [NASA](#)
- [Nationwide Insurance](#)
- [Penn State University](#)
- [SchoolWorks](#)
- [The United Illuminating Company - Diversity](#)
- [The United Illuminating Company - Move Captains](#)
- [University of Toronto](#)
- [York County Economic Alliance](#)

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➤ **Silver Award Recipients**

- [4-H Youth Development Programs of Macomb, Oakland and Wayne Counties](#)
- [Bobby Dodd Institute](#)
- [KLA-Tencor Wafer Inspection](#)
- [Ministério do Desenvolvimento](#)
- [Tata Consultancy Services](#)
- [The Denver Foundation](#)
- [US Army Corps of Engineers Civil Works Directorate](#)
- [Winnipeg Child and Family Services Resource Program](#)



## PLATINUM Award Recipients

### **Defense Intelligence Agency, Human Resources**

Washington, DC USA

Client/Sponsor: Connie Morrow

Facilitator: Connie Morrow

The DIA 2011-2012 Organizational Collaboration Competence Initiative resulted in major contributions to the effectiveness and success of the Agency mission and the achievement of a highly skilled and engaged workforce. Facilitated group interventions soared from 4 to 31; 600 employees participated in 43 facilitated workshop projects consisting of 3-6 sessions each producing consensus action plans to achieve previously "unworkable" objectives. Facilitators led 230 employee events exploring workplace issues generating a savings of nearly \$500K; more than 1000 supervisors (30%) completed experiential training to achieve collaboration competence with an overall positive impact on employee satisfaction with communications and leadership effectiveness.



### **Hydro One**

Brampton, ON Canada

Client/Sponsor: Jim Rankin

Facilitator: Jim Rankin

The success of an initial facilitated intervention on centralizing local work scheduling led to management's commitment to the formation of a growing core of full-time facilitators. Using a "pull strategy" approach has led to 117 issues addressed with 300 employees directly involved.

Results include:

- Change in local work scheduling from 60+ locations to 8 central locations
- 43% of contractors citing improvement in the service provided by the centres
- 88% of schedulers cited increased confidence in their new role
- Heavy equipment utilization increased from 28% to 92% resulting in significantly higher productivity due to a drop in wait times.



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## **KLA-Tencor Final Wafer Inspection Roadmap**

Milpitas, CA USA

Client/Sponsor: Anatoly Romanovsky

Facilitator: Ken Wells

A product division requested assistance from technical minds within KLA-Tencor to help define next-generation technical product architecture. Making correct technical decisions today could enable 10+ years of market success.

At stake were millions in R&D funding, years of dedicated research, and a win-or-lose market opening. A one-day facilitated event led to a decision to focus on one technology while de-selecting others.

Four measurable benefits were: 1. Research scientists are now focused on one core technology, 2. Nineteen innovative ideas were generated and shared, 3. Computing design improvements resulted in >25% increase in performance, and 4. Employee engagement survey results improved.



## **Newport City Renaissance Corporation**

Washington, DC USA

Client/Sponsor: R/UDAT Steering Committee Chair

Facilitator: Joel Mills, American Institute of Architects

In 2009, Newport, VT applied to the Center for Communities by Design for assistance through its Regional and Urban Design Assistance Team (R/UDAT) program. Newport was seeking help in developing a revitalization strategy that could address unemployment, its struggling downtown, and waterfront. The Center implemented a multi-phased charrette process that involved the entire community in addressing its vision for the future, resulting in over \$200 million dollars in new investment, over 2,000 new jobs, and a significant transformation in collaborative culture and civic pride.



## **Northwest Territories Dept. of Finance**

Yellowknife, NT Canada

Client/Sponsor: Kelly Buck

Facilitator: Leanne Tait Tait Communications and Consulting

In the fall of 2012, the Government of the Northwest Territories decided it needed to examine its budget priorities in response to slowing economic growth. The Minister of Finance set out to engage residents in a series of discussions about tough spending choices the government was facing.

The government contracted Tait Communications and Consulting to plan and facilitate a series of "Budget Dialogue" meetings across the territory. Tait recommended, planned and facilitated a modified town hall format, using Lego blocks as an interactive tool to engage participants and foster discussion.



### **Oxford Properties**

Mississauga, ON Canada

Client/Sponsor: Claire Santamaria

Facilitator: Tamara Eberle Traction Strategy

Change. Diversity. Division. This summarizes the challenge and the opportunity faced by Traction Strategy when invited by Square One Shopping Centre to actively engage all employees in a facilitated process aimed at fostering unity, and collectively developing a plan to make Square One a “First Class Place to Shop and Work”. Earning the trust of this very diverse group was crucial to succeeding in this 15-workshop process. Benefits include: a strong sense of responsibility by management to implement the ideas; active collaboration practices; new value on the knowledge of front-line staff; and ultimately, increased employee engagement and improved customer service.



### **The United Illuminating Company - Safety**

Orange, CT USA

Client/Sponsor: Dorothea Brennan

Facilitator: Dorothea Brennan

United Illuminating held a series of facilitated sessions to measurably improve safety performance which led to company-wide initiatives including the creation of a facilitation toolkit to support each business area in holding their own safety sessions to identify, prioritize and implement local initiatives. The effort was a joint collaboration with UI's union.

Improvements over a three-year period included:

- 44% reduction in lost time accidents
- 43% reduction in at fault motor vehicle accidents
- 54% reduction in the frequency of lost time accidents
- 79% reduction in the frequency of motor vehicle accidents



## GOLD Award Recipients



### **AkzoNobel**

San Francisco, CA USA/Sweden

Client/Sponsor: Magnus Fransson

Facilitator: Trevor Durnford, Lorensbergs

Facilitating teams in a complex manufacturing organisation in China with a need for clarity on vision, roles and responsibilities, reduction in process bottlenecks and help with human interaction. The facilitation interventions helped create a leadership team with a sense of purpose and an organisation that engaged in process improvement and role clarity.

Some 12 months later the site, which is part of a multi-national chemical group, is now seen as one of the best performing and with workplace climate metrics showing a positive shift in attitudes too.



### **City of Mississauga**

Mississauga, ON Canada

Client/Sponsor: Karyn Stock-MacDonald

Facilitator: Karyn Stock-MacDonald

Facilitation has revolutionized the culture at the City of Mississauga! Over the past two years facilitation has steadily become the way of work. The impacts on the Corporation, its employees and the community have been significant. As an organization, we have chosen to be intentional about facilitation and collaboration, putting in place a model that encourages the use of facilitation to solve problems, build relationships, and drive innovative change.

We are so proud that through facilitation, we have achieved a cultural shift and are growing a culture of innovation and collaboration that has "gone viral" in its success.



## **Commissariat aux Langues Officielles**

Ottawa, ON Canada

Client/Sponsor: JoHanne Verrier

Facilitator: Dominique Dennery

Dominique Dennery a été engagée par JoHanne Verrier, Directrice GI/TI au Commissariat aux langues officielles (CLO) pour préparer son équipe à une transition majeure touchant aux rôles et responsabilités ainsi qu'aux processus de travail de chacun, sans interrompre le service aux clients. La transition dans l'équipe était aussi liée à un déploiement de nouveaux systèmes informatiques à l'échelle du Commissariat.



L'animation compétente en gestion du changement dispensée au groupe de GI/TI a permis aux employés et gestionnaires de gérer leurs propres changements internes, de transmettre leurs connaissances et de devenir eux-mêmes les acteurs du changement pour leurs collègues et clients.

Dominique Dennery was engaged by Johanne Verrier, Director IM-IT of the Office of the Commissioner of Official Languages (OCOL) to prepare her team members for a major transition in their roles, responsibilities and work processes. This transition was compounded by the need to introduce new systems OCOL-wide, with no interruption to client service.

The skillful facilitation of this change management process enabled IM-IT employees and managers to address their own internal changes, transfer their knowledge, and become themselves change agents for their colleagues and clients.

## **Foremost Farms, USA**

Baraboo, WI USA

Client/Sponsor: Tom Curtis

Facilitator: Donald Kerper Misty River Consulting

The Foremost Farms HCV Cheese Production Process Turnaround Project engaged front line employees in a formal improvement project using the SMED methodology to reduce turnaround times from a highly variable 5 hours to a consistent 3 hours.

The team was facilitated by a professional facilitator over a 7 month period.

The team's activity led to several process improvements that significantly increased plant capacity, led to several million lbs. of additional cheese sales, reduced the per unit costs of production, that collectively increased the profitability of the facility.



## **KLA-Tencor Global Customer Operation**

Milpitas, CA USA

Client/Sponsor: Bobby Bell

Facilitator: Brent Bloom

On April 11, 2011, KLA-Tencor's Executive VP of Global Customer Operations, Bobby Bell, requested facilitation support from Brent Bloom as he pulled his executive staff together to strategize on continued efforts for the development of General Manager (GM) Business Unit leaders worldwide. A specific focus was on how to more effectively enhance an internally designed process for engaging customers through executive conversations on strategic topics while also driving more operational discussions in a separate forum.

The end result includes increased employee engagement (7%), increased customer satisfaction (7.7%), and established competencies, skills, and experiences for the GMs being developed.



## **KLA-Tencor HR**

Milpitas, CA USA

Client/Sponsor: Julie Little

Facilitator: Mike Gilbert

In September 2011, Julie Little from HR Operations approached Mike Gilbert of KLA-Tencor's Corporate Learning Center to develop a series of facilitated events leading to the development of an effective Change Management strategy for a PeopleSoft upgrade initiative.

Goals included:

- Flawless execution
- Positive user experience

The upgrade affected the entire organization, 6,000+ employees, across 17 countries.

The launch went extremely well with all objectives met. In addition the HR Strategic Goal associated with the implementation was successfully achieved. The team also received a prestigious "Team Excellence" award from the company's CEO for service excellence and organizational contribution.

## **KLA-Tencor Swift Division**

Milpitas, CA USA

Client/Sponsor: Lena Nicolaides

Facilitator: Glenn Hughes

In July of 2011, Lena Nicolaides initiated a top-to-bottom "Divisional Alignment" program to stimulate and execute growth for her more than 100-employee product division.

Facilitated by Glenn Hughes of KLA-Tencor's Corporate Learning Center, the program began with clarifying the missions, roles, and responsibilities for the five groups within the division. Further facilitations eventually covered all levels of the division. The resulting clarity and alignment enabled this division to win KLA-Tencor's Operational Excellence Award, by creating growth of >30% compound annual growth rate, while meeting shipping demands and maintaining customer satisfaction.

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## **Mercy Corps**

Portland, OR USA

Client/Sponsor: Anna Young

Facilitator: Anna Young

Since 2012 Mercy Corps' internal cohort of facilitators has been spreading the value and utility of facilitation across the agency, challenging the status quo with each facilitated session. The cohort's influence has inspired increased efficiency in matrixed-team meetings, strengthened the organizational culture, and motivated innovative testing of methods for online collaboration. Trained facilitators concluded that it adds tremendous value to individual work – and demand for more training is growing. Cohort members have designed and delivered consensus workshops for regional gatherings, led team strategic workplan sessions, facilitated creative brainstorming through a hybrid focus conversation, and delivered context-appropriate trainings using facilitative methods.



## **Montessori Leaders Collaborative**

Weston, CT USA

Client/Sponsor: Stephanie Miller

Facilitator: Michael Randel Randel Consulting Associates

The Montessori Leaders Collaborative are leaders and advocates from the Montessori movement working together to reform education and bring Montessori to more children in United States. The MLC came into existence because of a facilitated meeting 18 months ago. Professional facilitators worked over multiple face-to-face and virtual meetings with twenty courageous leaders ready to work in new ways and committed to making a difference together.

Leaders from divided organizations now have a shared vision and are clear on how they can positively influence education reform in the United States. For the first time, they are working together on specific projects.



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## **NASA**

Washington, DC USA

Client/Sponsor: Seth Statler

Facilitator: Cynthia Miller Purposeful Solutions, LLC

Through three dynamic retreats for NASA's Office of Legislative and Intergovernmental Affairs (OLIA), the organization developed their strategy and achieved significant measurable results including: establishing a monthly internal report relaying information on Capitol Hill contacts which enabled them to focus on the most important Congressional Committee Members with more focused messaging; improving office internal and external communication which resulted in broader dissemination of communication throughout OLIA, the elimination of duplicative effort and increased collaboration. Employees also indicated in their retreat evaluations that practicing and sharing ideas about elevator speeches and how to communicate about NASA was motivating and idea generating.



## **Nationwide Insurance**

Columbus, OH USA

Client/Sponsor: Hari Krishnan

Facilitator: Hari Krishnan

Rapid Alignment is a structured, facilitated, process that provides a consistent, scalable approach to effectively elicit information and generate consensus among multiple stakeholders quickly so that IT projects do not stall at later stages due to information disconnects.

Based on a Lean Six Sigma project conducted, Rapid Alignment is estimated to achieve 40 to 45% reduction in time and effort spent on initiating projects, netting a savings of about \$1.3 Million in 2013. Additional benefits include identifying and resolving issues early in the project life cycle as well as shortening project lead time enabling businesses to start realizing benefits earlier.



## **Penn State University**

University Park, PA USA

Client/Sponsor: Barbara Sherlock

Facilitator: Barbara Sherlock

Penn State University began using facilitators in 1991 with the start of its continuous quality improvement (CQI) journey. As Penn State then moved into University-wide strategic planning, many units recognized the value of facilitation in activities related to plan development and execution of planning initiatives.



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In the over 20 years Penn State has been using facilitation and facilitators in its improvement initiatives and planning, over 1000 innovation teams have been formed, approximately 1000 volunteer facilitators have attended training, and numerous units across the University, as well as the University-wide planning teams, have incorporated facilitation and facilitators into their efforts.



### **SchoolWorks**

Beverly, MA USA

Client/Sponsor: Spencer Blasdale

Facilitator: Tierah Chorba Leadership Strategies

SchoolWorks worked with approximately 50 different school and leadership teams throughout the country helping them prioritize actions for improvement. The process allows for school and district leaders to use evidence from outside parties, as well as their own internal evidence and judgment, to create action plans. By improving their own facilitated processes and skills, consultants for SchoolWorks have been able to help their client schools be better poised to meet the needs of thousands of students through their skilled facilitation of the prioritization session process.



### **The United Illuminating Company - Diversity**

Orange, CT USA

Client/Sponsor: Dorothea Brennan

Facilitator: Dorothea Brennan

The Diversity Planning Session was a facilitated session with 40+ representatives from UIL Holdings Inc. to identify what supports or hinders its diversity mission. Preparation included 5 facilitated sessions with representatives from the Human Resources department and UIL's Diversity Advisory Team (DAT).

The small group sessions were to gain agreement on the purpose and approach for the Diversity Planning Session. The corporate session led to several initiatives including the creation of a video of UIL employees discussing their experiences with diversity in the company. The CEO showed this video to all employees at his annual State of the Business meetings.



### **The United Illuminating Company - Move Captains**

Orange, CT USA

Client/Sponsor: Dorothea Brennan

Facilitator: Dorothea Brennan

Ten facilitated sessions with representatives from all of The United Illuminating Company were used to define the role of move captains and develop an approach to relocating the company's 1100+ employees and 400-600 tractor trailer loads of inventory from six locations.

The goal was to design an approach to moving that caused minimal disruption to operations and minimal impact on customers. A Vice President in the largest move group reported that 95% of his employees were back to 100% by noon on the day of the move. In addition there were no safety incidents throughout the entire move.



### **University of Toronto**

Toronto, CA Canada

Client/Sponsor: Julia O'Sullivan

Facilitator: Jo Nelson ICA Associates

Massive stakeholder participation in strategic planning at the Ontario Institute of Studies in Education of the University of Toronto, involving approximately 500 faculty, staff, administration, and students over a 6-month period.



This project resulted in "uncontentious structural change" in a major institution, and a shift from top-down decision-making and silos toward a collaborative culture. Action plans are being carried out, with public progress reports at regular intervals.



## **York County Economic Alliance**

York, PA USA

Client/Sponsor: Ellie Lamison

Facilitator: Lynda Randall New Level Advisors



There has been a divide in York County between the employer and education communities regarding the development of the workforce pipeline. The Business and Education Partnership Roundtable was developed to bring the community together in support of the development of a high quality, relevant workforce through facilitated conversations between employers and educators. Outcomes from the roundtable have affected students across York County's diverse education system and have included: 9 school districts establish Business Advisory Committees, 8 districts defined new processes to expand their outreach to the employer community, and a regional job shadowing fair involving 5 districts.



## SILVER Award Recipients



### **4-H Youth Development Programs of Macomb, Oakland and Wayne Counties**

Pontiac, MI USA

Client/Sponsor: Thomas Schneider

Facilitator: Christy Hicks

The 4-H Volunteer Training Development Project was a multi-layered, 18-month facilitated process that helped 4-H Youth Development Programs of Macomb, Oakland and Wayne Counties create comprehensive workshop modules for their new volunteers. The success of the project resulted in a four-fold increase in the number of volunteers being trained, a substantial expansion of the organization's capacity to deliver high-quality youth programs, and significant cost savings by eliminating redundancies in training initiatives across the three counties. The process was collaboratively designed by the client organization's team, and Christy Hicks, an IAF Certified Professional Facilitator.



### **Bobby Dodd Institute**

Atlanta, GA USA

Client/Sponsor: Wayne McMillan, Lisa Kennedy

Facilitator: (Not awarded)

Leadership Strategies facilitated Bobby Dodd Institute's strategic planning initiative through a year-long process that engaged diverse stakeholders in developing a shared vision and plan for fulfilling BDI's mission.

Through job training programs and social enterprises, BDI empower people with disabilities and disadvantages to maximize their potential by securing economic self-sufficiency, independence and integration into society. *[Note: Since this organization's facilitator was a member of the FIA Planning Team, no facilitator award was made.]*

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## **KLA-Tencor Wafer Inspection**

Milpitas, CA USA

Client/Sponsor: Satya Kurada

Facilitator: Glenn Hughes

Starting in June 2008 and running through August 2011, Satya Kurada initiated a “High Performance Team” initiative for his 38-member applications engineering group. Goals of this initiative were:

increased customer satisfaction, development of top-notch talent, and increased engagement. Satya partnered with Glenn Hughes to create a three-year series of events covering mission creation, goal setting, customer presentations, values exploration, and a redesign of onboarding processes. As a result, the team received recognition from external customers and internal partners, won KLA-Tencor’s

“Outstanding Talent Achievement Award”, and saw 84% of the team members be promoted to key roles throughout the company.

## **Ministério do Desenvolvimento**

Campus Universitário Darcy Ribeiro Brazil

Client/Sponsor: Fábio Santos Pereira Silva

Facilitator: Joao Orlando

O projeto emerge das discussões e propostas do Fórum Permanente de Microempresas e Empresas de Pequeno Porte e dos seus correspondentes Fóruns Regionais que clamam por medidas de governança e de simplificação dos processos nos quais estão envolvidos diretamente os empreendedores brasileiros. O principal benefício do projeto foi gerar subsídios para formulação de diretrizes da Política Nacional de Empreendedorismo.

Tendo por princípios a mobilização e a construção coletiva, o projeto foi desenvolvido a partir da cooperação entre o Ministério do Desenvolvimento, Indústria e Comércio Exterior – MDIC, por meio da Secretaria de Comércio e Serviços – Departamento de Micro, Pequenas e Médias Empresas, e o Centro de Apoio ao Desenvolvimento Tecnológico da Universidade de Brasília – CDT/UnB.

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The project emerged from the discussions and proposals of the Permanent Forum of Micro and Small Business and their corresponding Regional Forums that called for government measures and simplification of procedures which directly impact Brazilian entrepreneurs. The main benefit of the project was to provide subsidies for the formulation of guidelines for a National Entrepreneurship Policy.

Using principles for mobilisation and collective construction, the project was developed through cooperation between the Ministry of Development, Industry and Foreign Trade - MDIC, through the Department of Trade and Services - Department of Micro, Small and Medium Sized Enterprises, and the Center of support for technological development of the University of Brasilia - CDT/UnB.

**Leia mais (Read more)...**



### **Tata Consultancy Services**

Naperville, IL USA

Client/Sponsor: Serge Perignon

Facilitator: Nidhi Srivastava

The IT Process and Service Management Leadership team of Tata Consultancy Services embarked on a business acceleration initiative to fuel all-around growth for the business.



Using a combination of facilitation techniques and processes, the team was able to accelerate the pace of growth for the business unit on all fronts including revenue, number of customers and development of intellectual capital for new offerings/services. Facilitation also helped to build the buy-in and commitment of the team towards a common vision. This was the biggest payback of using facilitation as an integral binding process.

### **The Denver Foundation**

Denver, CO USA

Client/Sponsor: David Miller & Pamela Kenney-Basey

Facilitator: Larry Dressler Blue Wing Consulting

What are the factors that contribute to people having opportunities for a high quality of life in our community? This question guided the Denver Foundation's year-long strategic planning effort which involved over 800 community stakeholders, the Foundation's entire staff, and its Board of Trustees.

During 100+ hours of facilitated conversation, task force members combined rigor and imagination to develop a 10-year strategic plan. The process used consensus as the primary decision-making method. As a result of this work, The Denver Foundation has committed itself to an unprecedented level of focus on achieving three community impact objectives.





## **US Army Corps of Engineers Civil Works Directorate**

Vicksburg, MS USA

Client/Sponsor: Ada Benavides

Facilitator: Julie Marcy

The Civil Works Directorate, U.S. Army Corps of Engineers, recognized a need for training in the fundamentals of facilitation and conflict resolution as part of its "Building Strong Collaborative Relationships for a Sustainable Water Resources Future" initiative.

The initiative includes aligning objectives across disparate water agencies, stakeholders, interests, sectors and all levels of government. In 2012, 135 employees were trained from numerous disciplines including: Contracting, Counsel, Emergency Management, Engineering, Human Resources, Operations (office and field sites), Planning, Project Management, Public Affairs, Regulatory Functions, and Resource Management. Subsequent activities include: additional fundamentals training, an executive curriculum and a facilitators forum learning exchange.



## **Winnipeg Child and Family Services Resource Program**

Winnipeg, MB Canada

Client/Sponsor: Carolyn Eva

Facilitator: Angela Chotka, Chotka Consulting

The Winnipeg Child and Family Services Resource Program contracted with Chotka Consulting to implement a development process to help improve morale, internal processes and relationships to support our challenging work with some of Winnipeg's most vulnerable children and families.

This process has helped us grow as an organization: we are more accountable to each other, we communicate better, we are more hopeful about ongoing improvements and, most importantly, we all learned so much. The middle management team has made great strides in leadership and management, and uses more collaborative, facilitation-type techniques. We experience the benefits of this process every day.