



2014 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 organizations around the world. In its second year, the Facilitation Impact Awards-Americas Edition covered North, South and Central America.

In 2014, 14 nominations were received from 10 organizations including large businesses, governmental and not-for-profit organizations of varying sizes and achieving a variety of tangible and intangible results.

A total of 10 submissions achieved the targeted points required for an award level, resulting in two platinum awards, five gold awards, and three silver awards. Six of the awardees were large businesses, two were governmental organizations, and two were not-for-profit organizations.

- [Facilitation Impact Awards Description](#)
- [Examples of Impacts Achieved](#)
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FACILITATION IMPACT AWARDS DESCRIPTION

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 organizations and communities;
- Recognizing excellence in facilitation practices;

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- 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 organizations 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 geographical boundaries of North 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 organization must be a legally recognized entity under the laws of the respective country.

For each successful submission, an organization 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.

Evaluation

In 2014, 14 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, and governance policy can be found at www.iaf-fia.org.

EXAMPLES OF RESULTS ACHIEVED

The award recipients come from the business, not-for-profit, and government. Each recipient achieved significant tangible and intangible results as evidenced by the examples below (for the full listing, see the project summaries):

Organization	Examples of Tangible and Intangible Results
<u>City of Calgary</u>	<ul style="list-style-type: none"> - A workforce focused on outcomes for citizens and working together to make that happen - More than 20 different previously autonomous change initiatives aligned - A new definition of success for staff - More efficient and effective delivery of 500 different lines of business.
<u>Oxford Properties Group (Upper Canada Mall)</u>	<ul style="list-style-type: none"> - A completely overhauled employee engagement program that has netted a 36% increase in UCM's employee engagement score and resulted in 37--- 50% increases in respective elements of the program - Faster integration of new employees - Better communication and cooperation across teams
<u>Calgary Transit</u>	<ul style="list-style-type: none"> - Input from CTAG has been used to improve the customer experience and build better policy and process decisions. - 100% of client employees have been impacted by results of the CTCAG meetings. - CTCAG contributed to the inclusion of a client project in a Mayor's initiative, "Transforming Government".
<u>KLA-Tencor Corporation (Benefits Changes)</u>	<ul style="list-style-type: none"> - Increased employee understanding of how healthcare reform impacted them, what changed in KLA-Tencor's plans, and how this affected their families and their choices. - Employees/their families able to make more informed and positive enrollment elections. - A record 92% "active" plan enrollment (10% higher than any previous years) thus minimizing "default" coverage.
<u>Nationwide Insurance</u>	<ul style="list-style-type: none"> - Gained Program Leadership consensus on problem definition, scope, technical approach, delivery approach and expected business value - Created Capability Road Map outlined in system development releases - Secured stakeholder alignment from the impacted areas of the five different product areas including subject matter experts, IT leadership, business partner leadership and executive management

<u>Oxford Properties Group (Square One Shopping Centre)</u>	<ul style="list-style-type: none"> - A completely redrafted, strategic and detailed Maintenance Program - Knowledge from an aging workforce documented - A 16% increase in SQ1 employee engagement scores •
<u>York University Development Corporation</u>	<ul style="list-style-type: none"> - A community-led vision for the future of the York University Keele Campus - The University has begun using the decision-making framework of the Master Plan to assess and develop new on-campus projects
<u>KLA-Tencor Corporation (IP Facilitation)</u>	<ul style="list-style-type: none"> - Continued excellent track record in protecting customer IP - Creation and delivery of the Protecting Customer Sensitive Information workshop to 611 participants in 13 regions in nine months.
<u>KLA-Tencor Corporation (Level 5 Certification)</u>	<ul style="list-style-type: none"> - Identification of key criteria for Level 5 certification - User-generated definitions of Level 5 criteria - Acceptance/approval of program by key stakeholders
<u>University of Pennsylvania</u>	<ul style="list-style-type: none"> - The first facilitative model of market engagement established for the DOE Building Technology Office, the division that works on the buildings sector in the US. - The engagement model fostered key projects from early prototyping to piloting and launched tools and approaches for the market - Facilitative approach engaged over 800 retrofit market stakeholder participants in 18 months.

AWARD RECIPIENTS

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

Platinum Award Recipients

[The City of Calgary](#)

[Oxford Properties Group \(Upper Canada Mall\)](#)

Gold Award Recipients

[Calgary Transit](#)

[KLA-Tencor Corporation \(Benefits Changes\)](#)

[Nationwide Insurance](#)

[Oxford Properties Group \(Square One Shopping Centre\)](#)

[York University Development Corporation](#)

Silver Award Recipients

[KLA-Tencor Corporation \(Level 5 Certification\)](#)

[KLA-Tencor Corporation \(Intellectual Property Facilitation\)](#)

[University of Pennsylvania](#)

PLATINUM AWARD RECIPIENTS

The City of Calgary, Corporate Cultural Transformation Project

Calgary, Alberta, Canada



Client/sponsor: Beth Gignac, Project Lead; DJ Kelly, Strategy Lead; David Plouffe, Engagement Lead; Trish Neufeld, Project Manager

Facilitation team: Ken Cameron, Lead Facilitator; Beth Gignac, David Plouffe, DJ Kelly, Co-facilitators

With changing citizen expectations; a shifting workforce; and a new, change-driven, Mayor all pushing The City of Calgary to be more citizen-focused organization, a team of four City staff, and one playwright, were put in place to revamp the organization's culture.

But how do you even begin to change the foundational habits of 16,000 government employees? The team decided to start with the obvious: ask the employees. The result was 10 months of facilitation, 186 engagement sessions, 3,300 engagements with everyone from the Mayor to front line workers to citizens, and one government well on its way to being fundamentally transformed to better serve citizens.

Key results achieved include:

- A workforce focused on outcomes for citizens and working together to make that happen
- More than 20 different previously autonomous change initiatives aligned
- A new definition of success for staff
- More efficient and effective delivery of 500 different lines of business.

Oxford Properties Group (Upper Canada Mall)

Toronto, Ontario, Canada



Client/sponsor: Robert Horst, General Manager
Facilitation team: Tamara Eberle, Shawn Eberle,
Traction Strategy (Creative Track Inc.)

After launching a new brand and marketing campaign, Upper Canada Mall wanted to bring its new identity and brand qualities to life throughout the day-to-day operations of the shopping centre, sustain the actions and momentum with meaningful employee engagement, and ultimately create an internal culture and a customer experience that aligns with the brand promise.

Based on the notion that, “if they build it, they will own it”, a facilitated process that included all employees was chosen as the approach. To make the experience meaningful, highly participatory and creative techniques were used that allowed the team to share their ideas and perspective through consensus building methods, story telling and image making.

Key results achieved include:

- A completely overhauled employee engagement program that has netted a 36% increase in UCM’s employee engagement score and has resulted in 37--- 50% increases in respective elements of the program
- Equal involvement from all departments
- Faster integration of new employees
- More active voicing of ideas and concerns by employees
- Better communication and cooperation across teams
- A more positive experience of the brand and,
- Contributions to the conditions that make UCM more competitive in the marketplace

GOLD AWARD RECIPIENTS

Calgary Transit, a business unit of the City of Calgary

Calgary, Alberta, Canada



Client/sponsor: Andrea Adams

Facilitation team: Tracy L. McCabe,
Lyndia Peters, Serena Shane

The facilitation process aimed to deliver a transparent and collaborative process that ensured the success of the Calgary Transit Customer Advisory Group (CTCAG) and provided the client with candid input that could be used to improve Calgary Transit service for its customers.

Key results achieved include:

- Input from CTCAG has been used to improve the customer experience.
- Input from CTCAG has been used to build better policy and process decisions.
- 100% of client employees have been impacted by results of the CTCAG meetings.
- The role of CTCAG contributed to the inclusion of a client project in a Mayor's initiative, "Transforming Government".
- The process has demonstrated the client's collaborative and innovative approach to customer relations.

KLA-Tencor Corporation (Benefits Changes project)

Milpitas, California, USA



Client/sponsor: Carol Hastings Jones

Facilitation team: Michael Gilbert, Glenn Hughes

In July 2013, Carol Hastings-Jones approached Mike Gilbert of KLA-Tencor's Corporate Learning Center to facilitate a change management initiative for the annual U.S. benefits open enrollment initiative she was leading.

The impending U.S. Healthcare Reform law significantly impacted healthcare plans offered by U.S. companies; requiring employees to “actively” select from a choice of entirely new plans or risk “defaulting” to suboptimal coverage.

Effective enrollment implementation is a strategic goal for KLA-Tencor. It affects all 2,800+ companywide U.S. employees and their families, making success a top priority. Carol, Mike, and Glenn Hughes facilitated multiple sessions with key stakeholders to develop a change plan to drive awareness, knowledge and adoption/enrollment of the “optimal” plan for each employee.

These efforts resulted in:

- Increased employee understanding of how healthcare reform impacted them, what changed in KLA-Tencor's plans, and how this affected their families and their choices.
- Employees/their families able to make more informed and positive enrollment elections.
- A record 92% “active” plan enrollment (10% higher than any previous years) thus minimizing “default” coverage.
- Extremely positive feedback from company executives and employees regarding the process and communication.

As a result of this facilitation, all goals were accomplished – even exceeded, within tight time constraints.

Nationwide Insurance

Columbus, Ohio, United States



Client/sponsor: Brian Smith, Vice-President Delivery Services

Facilitator: Jennifer Bentley

Jennifer Bentley conducted multiple facilitated sessions for geographically scattered stakeholders for a data management program. The program's goal was to consolidate operational and reporting information for five different brands of specialty insurance products that had been put on hold due to schedule and cost overruns.

Problems were blamed on poor collaboration among brand owners and lack of technical alignment with the corporate data management strategy. Operational costs continued to increase without a data solution and business losses continued to slip away.

Leveraging facilitation techniques, Jennifer re-aligned the stakeholders and impacted areas to become supporters and champions of the initiative.

Key results achieved:

- Gained Program Leadership consensus on problem definition, scope, technical approach, delivery approach and expected business value
- Identified and prioritized business capabilities
- Created Capability Road Map outlined in system development releases
- Estimated funding levels per release
- Secured stakeholder alignment from the impacted areas of the five different product areas including subject matter experts, IT leadership, business partner leadership and executive management

Oxford Properties Group (Square One Shopping Centre)

Toronto, Ontario, Canada



Client/sponsor: Claire Santamaria, Property Manager
Facilitation team: Tamara Eberle, Shawna Eberle,
Traction Strategy (Creative Track Inc.)

The Maintenance team at Square One is responsible for maintaining 127 acres of shopping centre facilities and surrounding tenant pad units. When SQ1 launched a new vision to secure its position as a First Class Shopping Centre, and undertook a massive \$320 million dollar renovation, expectations were set high - “that every corner of Square One be consistently pristine clean”.

As such, the maintenance team was called upon to overhaul its program and achieve this goal. When other approaches had not worked, the SQ1 leadership team decided a facilitative approach was the missing ingredient.

But with only five weeks to produce and launch a new program, a lot at risk, and with multiple obstacles blocking the way, this was a very high---stakes and complex project that required a lot of creative flexing of the facilitative process.

Key results achieved include:

- A completely redrafted, strategic and detailed Maintenance Program
- Knowledge from an aging workforce documented
- A relatively quick and smooth arbitration hearing
- An increased understanding by other departments of what the maintenance team does
- A sense of ownership by participants over the outcomes
- A 16% increase in SQ1 employee engagement scores
- SQ1 being seen as an innovator and leader by senior management and peers

York University Development Corporation

Toronto, Ontario, Canada

Client/sponsor: Christopher Wong

Facilitator: Donna Hinde, The Planning Partnership

The York University Keele Campus Master Plan is a long-term planning framework document that will guide the future development of the Academic Core of the campus.

The Planning Partnership (TPP), in collaboration with Greenberg Consultants Inc., was retained by the York University Development Corporation (YUDC), on behalf of York University, to develop the York University Keele Campus Master Plan Update. This followed on the heels of the 2009 York University Secondary Plan, which was also prepared for YUDC, on behalf of the University, by The Planning Partnership. The initial stages of the Master Plan focused on setting a strategic framework based on conversations with senior University administration and key stakeholders, and review of key issues and directions. With a base understanding of opportunities, constraints and the goals of the University, The Planning Partnership then designed and facilitated a comprehensive two-year consultation program that aimed at engaging students, faculty and staff in the master planning process. The consultation program included months of focus groups with faculty and staff that allowed for dedicated, issue-specific conversations with interested members of the York U community.



Key results achieved include:

- A community-led vision for the future of the York University Keele Campus
- Broad-based support for the Final Master Plan
- Support for the Master Plan from the York University Board of Governors
- The University has begun using the decision-making framework of the Master Plan to assess and develop new on-campus projects

SILVER AWARD RECIPIENTS

KLA-Tencor Corporation, Customer Group (IP Facilitation)

Milpitas, California, USA



Client/sponsor: Keith Bartholomew

Facilitators: Glenn Hughes, Ken Wells

In an environment where intellectual property is a company's most valuable asset, its customers have long seen KLA-Tencor as a trusted partner. In view of growing global concerns regarding the protection of IP, KLA-Tencor established a "Protecting Customer IP" initiative for all employees that handle customer information. The initiative had two goals:

1. Continue to insure the protection of customer sensitive intellectual property by identifying and standardizing best practices; auditing and enhancing key processes and educating all employees that handle customer information.
2. Raise awareness of the importance of customer intellectual property and align all behaviours with KLA-Tencor's core value: *Honest, Forthright, and Consistent*.

A facilitated session held October 2, 2012, brought together 60 customer-facing engineers, the internal legal team, the project manager, and two facilitators. Participants formed teams and used an "Intellectual Property Canvas" to identify challenges, processes, and best practices that were then shared and refined. This output triggered the formation of a task force that facilitated "Protecting Customer Sensitive Information" workshops around the world.

Key results achieved include:

- Continued excellent track record in protecting customer IP
- Creation and delivery of the PCSI workshop to 611 participants in 13 regions in nine months.

KLA-Tencor Corporation, Customer Group (Level 5 Certification)

Milpitas, California, USA



In 2013, an internal talent assessment identified a small number of exceptional KLA-Tencor employees who were regarded as ‘Super’ Applications Engineers. Recognizing that our current training programs do not systemically define or develop to this level, Keith Bartholomew was assigned to create a new Level 5 certification program.

On November 5, 2013, a facilitated session brought together 47 key stakeholders from applications, management, marketing, and other functions, with two goals:

1. Create a repeatable model for defining, developing, recognizing, and rewarding Level 5 application engineers.
2. Create buy-in and engagement from key stakeholders to facilitate a rapid rollout of the program.

At the session, participants reviewed the first draft of the Level 5 standards and formed teams to identify criteria that were missing or required revision. Participants then formed triads and wrote definitions for each criterion. The criteria were challenged in lightning rounds and were subject to review and revision by four teams. Definitions were then collected and approved. The program will be released on July 1, 2014.

Key results achieved include:

- Identification of key criteria for Level 5 certification
- User-generated definitions of Level 5 criteria
- Acceptance/approval of program by key stakeholders

University of Pennsylvania
Philadelphia, Pennsylvania, USA



The project launched the engagement platform program at the Energy Efficient Building (EEB) Hub, an innovation cluster sponsored by the Department of Energy (DOE) comprised of 27 contributing organizations from across the academic, for-profit, and NGO sectors. The EEB Hub is focused on supporting the DOE goal of reducing building energy use 20% by 2020 for small- and medium-sized commercial buildings (less than 250,000 ft²).

This program was created to be a market interface for content, tools, and approaches developed by Hub researchers to test market relevance and utility and to build a path for market adoption of Hub means and methods.

Key results achieved include:

- Cross-sector, interdisciplinary project team launched a program that served a core research function of the EEB Hub- to incorporate market feedback into research design and execution of the EEB Hub's portfolio of applied research.
- The first facilitative model of market engagement established for the DOE Building Technology Office, the division that works on the buildings sector in the US.
- The engagement model fostered key projects from early prototyping to piloting and launched tools and approaches for the market, www.eebhub.org/retrofitroadmaps is one example.
- Facilitative approach engaged over 800 retrofit market stakeholder participants in 18 months.