



The Large Group Facilitator's Manual

A Collection of Tools for Understanding, Planning and Running Large Group Events

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Most organizations are adept at using small groups - witness the widespread use of teams. Yet, how do you work with 20 to 500 people at a time? How would you involve all stakeholders in a critical issue or the organization's future? How can you generate contributions, consensus and commitment from the bottom up?

People want to contribute but often are frustrated through a lack of opportunity or means. Large Group Processes allow people to participate over things that matter to them. Participation leads to commitment and commitment to ownership. Working with large groups is relatively new, but these processes are proving very effective with positive outcomes.

Audiences can be customized with stakeholders who might be inside or outside the organization, such as employees, customers, suppliers, shareholders, the general public and any other interested parties. Applications are wide-ranging, touching on almost every aspect of organizational life.

The Large Group Facilitator's Manual offers you a blueprint for planning, preparing, running and reporting successful large group events. The authors walk you through six different processes from concept to step-by-step facilitation with sample invitations, checklists and even scripts. It is the first facilitator's guide to cover so many processes with such detailed instructions.

Contents

Part One: Introduction to Large Group Processes?: What are large group processes?; What is the impact of large group processes?; How do large group processes work?; Why use a large group process?; The facilitator. Part Two: The Processes: Open space; Future search conference; Vision search; Strategy search; Giant mind mapping; The Perth process; Other processes; Looking at the past; Dealing with the present. Part Three: Appendices: Planning checklist for open space: sample invitation; Open space: logistics; Open space script; Reporting format; Future search: sample invitation; Future search: script; Future search: workbook; Vision search: sample invitation; Vision search: script; Vision search: workbook; Strategy search: sample invitation; Strategy search: workbook; Process notes; Bibliography.

About the Author

Kerry Napuk is an American who has lived in Scotland since 1973. After various careers in research, he became a professional non-executive director in 10 SMEs. Kerry's interest in strategy led to a book entitled *The Strategy Led Business* (McGraw-Hill, 1996), presenting a universal planning model for all sectors. After binding senior teams around an agreed future, Kerry shifted to getting the 'whole system in one room'. Kerry has a BSc in business administration and an MA in economics from the University of California at Berkeley.

Eddie Palmer has worked extensively in the public and voluntary sectors. As a trainer and consultant, he also worked in the NHS. Since the early 1990s, Eddie has developed a long-standing relationship with the voluntary sector in Scotland, working for the Scottish Council of Voluntary Organizations. Eddie has a MSc in Human Resource Management from the Sheffield University Business School.

Kerry Napuk and Eddie Palmer are directors of Open Futures Limited in Edinburgh, Scotland. Since 1997, Open Futures has facilitated 57 events involving 4,020 people.

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