

NEW! IAF ENDORSEMENT P. 4
TOP FACILITATION ESSENTIALS PROGRAM P.12

PROFESSIONAL FACILITATION TRAINING

PRACTICAL, AFFORDABLE, HANDS-ON TRAINING FROM CANADA'S TOP® FACILITATORS THAT PREPARES YOU FOR A PROFESSION AS

INHOUSE
ORGANIZATION
FACILITATOR

IAF CERTIFIED
PROFESSIONAL
FACILITATOR

ICA CERTIFIED
ToP™
FACILITATOR

ToP™
FACILITATIVE
LEADER

COLLABORATIVE
TRANSFORMATION
CATALYST



ICA
ASSOCIATES

facilitating a culture of participation

W E L C O M E !



facilitating a culture of participation

ICA Associates Inc. is a social-entrepreneurial facilitation, training and research organization that designs and leads participatory group processes and teaches people how to do it for themselves. We help individuals, organizations and communities across Canada transform their most challenging situations into empowering opportunities.

ICA is on the leading edge of collaborative change providing expertise to hundreds of organizations, and transferring practical skills to thousands of individuals. ICA Associates Inc. shares its mission and values with, and through royalties financially supports, ICA Canada, a not-for-profit organization with forty years of experience in 32 nations.

Please visit our web site: www.ica-associates.ca

OUR MISSION

Our mission is to enhance people's capacity through:

- *Training* in facilitation and leadership methods
- *Consulting* in collaborative organizational development.

TECHNOLOGY OF PARTICIPATION – ToP®

The body of knowledge developed internationally by ICA over the past forty years is known as the *Technology of Participation*. ToP methods include tools, practices and a strong belief in the ability of people to co-create their own future in communities and organizations.

With ToP methods...

- Diversity leads to creativity.
- Complexity generates innovation.
- Polarized perspectives are synthesized.
- Overwhelming information reveals its insight.
- Conflict becomes passion and motivation.

FACILITATION SKILLS TRAINING CATALOGUE

CONTENTS	PAGE
General Services	3
Certificate Programs	4
Professional Facilitator Program	6
Facilitative Leadership Program.....	8
Online Training.....	6, 7, 8
ToP Advanced Facilitator Program	10
Certification	11
ToP Facilitation Essentials Program	12
Facilitation and Consulting Services	14
Toronto course schedule	18
Schedule outside Toronto.....	18
Course sponsors across Canada	19
Prices and discounts	19



ICA Canada, the parent organization of ICA Associates, is a not-for-profit charitable organization committed to developing the leadership capacity of people and communities to contribute to positive social change. ICA's research and community development work over the past 40 years has resulted in the participatory methods that are used in our initiatives and form the core of ICA Associates Inc. curriculum. Currently ICA Canada programming includes language and cultural reclamation work with First Nations peoples in Canada, effective HIV/AIDS education and prevention work in East Africa, facilitation skills training of community development workers in Metro Toronto, and leadership development. For more information, please visit www.ican.org.

PUBLIC COURSES



Learn skills that last a lifetime with Public Courses.

INCREASE LONG TERM STAKEHOLDER COMMITMENT

Get powerful tools in the Professional Facilitator Program, Facilitative Leadership Program, ToP Advanced Facilitator Program and in individual courses. Increase stakeholder involvement, create lasting collaborations, rapidly move to implementation, and sustain everyone's commitment over the long term.

CONSULTING SERVICES



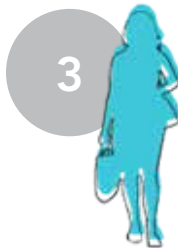
Engage stakeholders productively with Consulting Services.

CREATE COLLABORATIVE INITIATIVES TOGETHER

Whether collaboration is needed inside a team, an organization, or an entire community we lead small and large groups to breakthrough decisions and implementation. Your stakeholders are the experts while our facilitators guide the process. You benefit from:

- Reduced planning time.
- Accelerated implementation.
- Sustainable solutions.
- Increased flexibility.

IN-HOUSE TRAINING



Deepen organizational capacity with In-house Training.

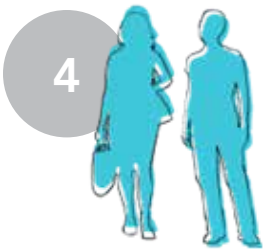
EMPOWER AND ENERGIZE STAFF

Transfer skills and accelerate learning and application. Real organizational case studies create breakthroughs and immediate results. Combine consulting and training to kickstart a creative environment, then solve difficult challenges with a trained, in-house team.

- Improve internal communication.
- Generate commitment and motivation.
- Implement organizational change more smoothly.

All courses are offered In-house. Save up to 50% with a no-risk cancellation policy.

COACHING SERVICES



Embed collaboration practices with Mentoring and Coaching

SUPPORT WITH EXPERIENCE AND INSIGHT

Facilitators from ICA Associates Inc. are certified professionals with years of experience to share. It is amazing what can be learned together. For example, debrief recent events you have facilitated, and co-design upcoming events. Every ICA training graduate is entitled to one hour of free followup coaching to ensure your success.

Coaching is also offered separately.

Combine our services to maximize positive impact and transform your organization into a culture of participation.

GAIN HIGH-VALUE TRANSFERABLE SKILLS AND GET CERTIFIED.

MASTER THE ART OF EVOKING WISDOM.
DEVELOP SKILLS TO LAST A LIFETIME.

PROFESSIONAL
FACILITATOR
PROGRAM
(PFP)

+

FACILITATIVE
LEADERSHIP
PROGRAM
(FLP)

+

PERSONAL
COACHING

=

ToP
ADVANCED
FACILITATOR
PROGRAM
(AFP)

PROFESSIONAL FACILITATOR PROGRAM

THE PFP WILL PREPARE YOU TO BECOME A CERTIFIED PROFESSIONAL FACILITATOR (CPF) RECOGNIZED BY THE INTERNATIONAL ASSOCIATION OF FACILITATORS

Join the Professional Facilitator Program and address all the competencies required to become a Certified Professional Facilitator (CPF). Competencies are:

- Create collaborative client relationships.
- Plan appropriate group processes.
- Create and sustain participatory environments.
- Guide groups to appropriate and useful outcomes.
- Build and maintain professional knowledge.
- Model a positive professional attitude.



The PFP has received comprehensive endorsement by the IAF. You will need the competency-based assessment by the International Association of Facilitators to become a CPF.

FACILITATIVE LEADERSHIP PROGRAM

UNLOCK POTENTIAL AND CREATIVITY THROUGHOUT YOUR ENTIRE ORGANIZATION USING THE TECHNOLOGY OF PARTICIPATION (ToP®)

Today's leaders must be adaptive and facilitative. You are called on for more than superficial solutions to problems. You work with whole systems, leveraging strengths to address root issues, aligning the intentions of individuals and entire organizations, and operate from an empowering paradigm. The facilitative leader challenges and motivates people through difficult times, opens up space for authentic dialogue, and clarifies the group's wisdom in forging solutions and implementing change. Increase your ability to:

- Generate creativity in the entire group.
- Empower the people around you.
- Implement plans and initiatives more effectively.
- Increase commitment to plans and their implementation.

The profession of facilitation has emerged in the 21st century as an essential part of most jobs and a defining characteristic of leadership. Leaders are grasping the importance of trusting in the wisdom of the group in making change happen and getting things done. This takes a new set of skills and understanding of facilitation. ICA Associates Inc. can support you on this journey towards your new image of leadership. Facilitative leaders, facilitators and process consultants know how to develop mutual respect between the members of any group and gain the commitment of all participants to follow through on their plans. This specialized ability revolutionizes work in every initiative, is transferable to every sector and field of endeavour, and can be learned and assessed.

TOP ADVANCED FACILITATOR PROGRAM

PREPARE TO BECOME A CERTIFIED TOP FACILITATOR RECOGNIZED FOR MASTERY IN FACILITATION, PROCESS CONSULTING AND TRANSFORMATION.

This is the most advanced study and practice for facilitators and consultants. It includes the Professional Facilitator Program and the Facilitative Leadership Program and adds intensive mentoring and personal coaching. It is personally designed with you. Increase your ability to:

- Handle any type of team or group intervention.
- Facilitate solutions to problems in almost any field.
- Deal with highly complex situations.
- Lead strategic planning with any group or organization.
- Orchestrate approaches to organizational change.

The AFP prepares you for assessment to become both a Certified Professional Facilitator (CPF) and a Certified Top Facilitator (CTF).

ICA ASSOCIATES INC. PUBLIC COURSE LIST

PROFESSIONAL FACILITATOR PROGRAM

Group Facilitation Methods	6
Meetings That Work	7
The Art & Science of Participation	7

FACILITATIVE LEADERSHIP PROGRAM

Group Facilitation Methods	6
Transformational Strategy.....	8
Advanced ToP Tools.....	8
Organizational Transformation.....	9
Human Development.....	9

TOP ADVANCED FACILITATOR PROGRAM

Group Facilitation Methods	6
Meetings That Work	7
The Art & Science of Participation	7
Transformational Strategy.....	8
Advanced ToP Tools.....	8
Organizational Transformation.....	9
Human Development.....	9

TOP FACILITATION ESSENTIALS PROGRAM

Course Requirements.....	12
Professional Client Collaboration.....	12
Books and Resources.....	13
Online Group Facilitation.....	13

IN-HOUSE COURSES AT YOUR LOCATION

Any ICA course can be held in-house for up to 20 people at a time. Free customization provides specific applications for your group.

PROFESSIONAL FACILITATOR PROGRAM (PFP)

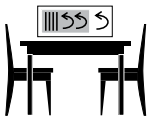
PREPARE TO BECOME AN IAF CERTIFIED PROFESSIONAL FACILITATOR CPF



We support the International Association of Facilitators (IAF) the professional association that networks thousands of facilitators around the world. To obtain IAF certification you need to practice a set of competencies. IAF has comprehensively endorsed the PFP (p 11) to cover all the IAF competencies, necessary theory, practical tools and a variety of well-tested methods. PFP provides peer and master facilitator feedback and up to five hours of personal coaching.

GROUP FACILITATION METHODS

POWERFUL METHODS TO FACILITATE AND BUILD CONSENSUS



Move beyond “seat-of-the-pants” facilitation and reliance on instinct, to use the most powerful facilitation methods and processes available. Learn step-by-step approaches to clear thinking, sound decisions, solid consensus and open dialogue.

Learn how to:

- Facilitate groups more effectively.
- Make meetings more productive and efficient.
- Focus a diverse group’s energy on common goals.
- Create a sense of teamwork and improve staff morale.
- Tap into group creativity to maximize productivity.

Learn the Focused Conversation Method which provides a structure for clear dialogue and reflection, probes beneath the surface to the depth of a topic, encourages a diversity of perspectives and leads to decisions. Learn the Consensus Workshop Method to engage participation of diverse group members and create genuine consensus. Build effective team partnerships and lead large groups effectively.

DAILY STRUCTURE GROUP FACILITATION METHODS

DAY ONE

SESSION ONE

- The Focused Conversation Method
- Demonstration of the Focused Conversation Method
 - Focused Conversation theory

SESSION TWO

- Practice designing and using the Focused Conversation Method
- Practice facilitating in small groups
- Reflection

DAY TWO

SESSION THREE

- The Consensus Workshop Method
- Demonstration of the Consensus Workshop Method
 - Workshop method theory

SESSION FOUR

- Practice designing and using the Consensus Workshop Method
- Practice facilitating in small groups
- Reflection

Toronto course includes *The Art of Focused Conversation: 100 Ways to Access Group Wisdom in the Workplace*.

Insightful learning for experienced as well as novice facilitators, this signature two day course is offered all across Canada. It will make an immediate and dramatic difference in your understanding and practice of facilitation. It is a prerequisite for most other ICA courses.

TORONTO PRICE: \$1,195.00 + HST

COURSE CALENDAR: TORONTO IN 2019-20

Sep. 16-17, 2019	Oct. 15-16, 2019	Nov. 18-19, 2019
Feb. 10-11, 2020	Mar. 17-18, 2020	Apr. 6-7, 2020
May 5-6, 2020	Jun. 8-9, 2020	Jul. 9-10, 2020
Sep. 14-15, 2020	Oct. 13-14, 2020	Nov. 16-17, 2020
Dec. 7-8, 2020		

COURSE CALENDAR: OUTSIDE TORONTO IN 2019-20

Nov. 25-26, 2019 . . . Regina	Apr. 20-21, 2020 Regina
Oct. 9-10, 2019 . . . Victoria	Mar. 30-31, 2020 Victoria
Oct. 15-16, 2019 . . . Edmonton	Mar. 16-17, 2020 Edmonton
Nov. 18-19, 2019 . . . Calgary	Apr. 27-28, 2020 Calgary

Register online at: www.ica-associates.ca/product/group-facilitation-methods/

Group Facilitation Methods ONLINE

Learn the Focused Conversation Method and Consensus Workshop Method online through six interactive 2 hour online sessions over two weeks blended with real-life practice and homework between sessions. High speed internet connection is essential and experience with online learning is an asset.

GFM ONLINE is about effective methods, not online facilitation.
 Nov. 4, 5, 8, 11, 12, 15, 2019..... 1:00 - 3:00 pm EST
 Jan. 27, 28, 31, Feb. 3, 4, 7, 2020..... 1:00 - 3:00 pm EST
 Jun. 1, 2, 5, 8, 9, 12, 2020..... 1:00 - 3:00 pm EST
 Nov. 2, 3, 6, 9, 10, 13, 2020..... 1:00 - 3:00 pm EST

\$1,195 includes book for each method and course manual sent upon registration.

MEETINGS THAT WORK

PRACTICAL TOOLS TO DESIGN AND LEAD
EFFECTIVE MEETINGS



In today's world of truncated timelines, increased workloads and demands for workplace democracy, we need group decisions made quickly, positively and with diminished frustration. We also need to ensure that meetings are effective, efficient and highly productive. This course is designed for the person who needs tools to enhance participation and productivity in various types of meetings. Toronto course includes *The Workshop Book: From Individual Creativity to Group Action* by R. Brian Stanfield.

Learn how to:

- Increase the productivity of the group.
- Focus the purpose and intent of large and small meetings.
- Aid the group in its decision-making processes.
- Handle difficult situations in groups.
- Match process tools to each group's needs.
- Design effective agendas.

TORONTO PRICE: \$1,195.00 + HST

COURSE CALENDAR IN 2019-20

TorontoOct. 17-18, 2019	
TorontoMar. 19-20, 2020	TorontoMay 7-8, 2020
TorontoJul. 7-8, 2020	TorontoOct. 15-16, 2020
TorontoDec. 9-10, 2020	Regina.....Nov. 27-28, 2019
VictoriaOct. 7-8, 2019	Edmonton.Apr. 6-7, 2020
Calgary.....Sep. 30 - Oct 1, 2019	

Meetings That Work ONLINE

Dec. 9, 10, 11, 12, 2019	10am - 12 noon EST
Jul. 27, 28, 29, 30, 2020	10am - 12 noon EST
Dec. 14, 15, 16, 17, 2020	10am - 12 noon EST

ART & SCIENCE OF PARTICIPATION

DEEPEN UNDERSTANDING FOR COMPLEX PROCESS
DESIGN CHALLENGES



This is a six-day, intensive program for people who are passionate about working in a participatory manner. Dramatically improve your ability to facilitate groups effectively in your organization and community. Toronto course includes the book *Getting to the Bottom of ToP* by Wayne and Jo Nelson.

This intensive program includes:

- Practice and feedback in designing your own complex consultations and meetings
- Opportunities for you to facilitate group processes, followed by extensive peer feedback
- Tutoring with master ICA ToP facilitators
- Coverage of many of the competencies measured in the IAF facilitator certification.

Benefits:

- Deep understanding of principles and values of facilitation
- Advice on case studies brought by participants
- Individual tutoring through a high teacher-student ratio.
- Personal network building.

This course is an important component of the Professional Facilitator Program and the ToP Advanced Facilitator Program and can lead to certification as an ICA Certified ToP Facilitator.

PREREQUISITE: Group Facilitation Methods

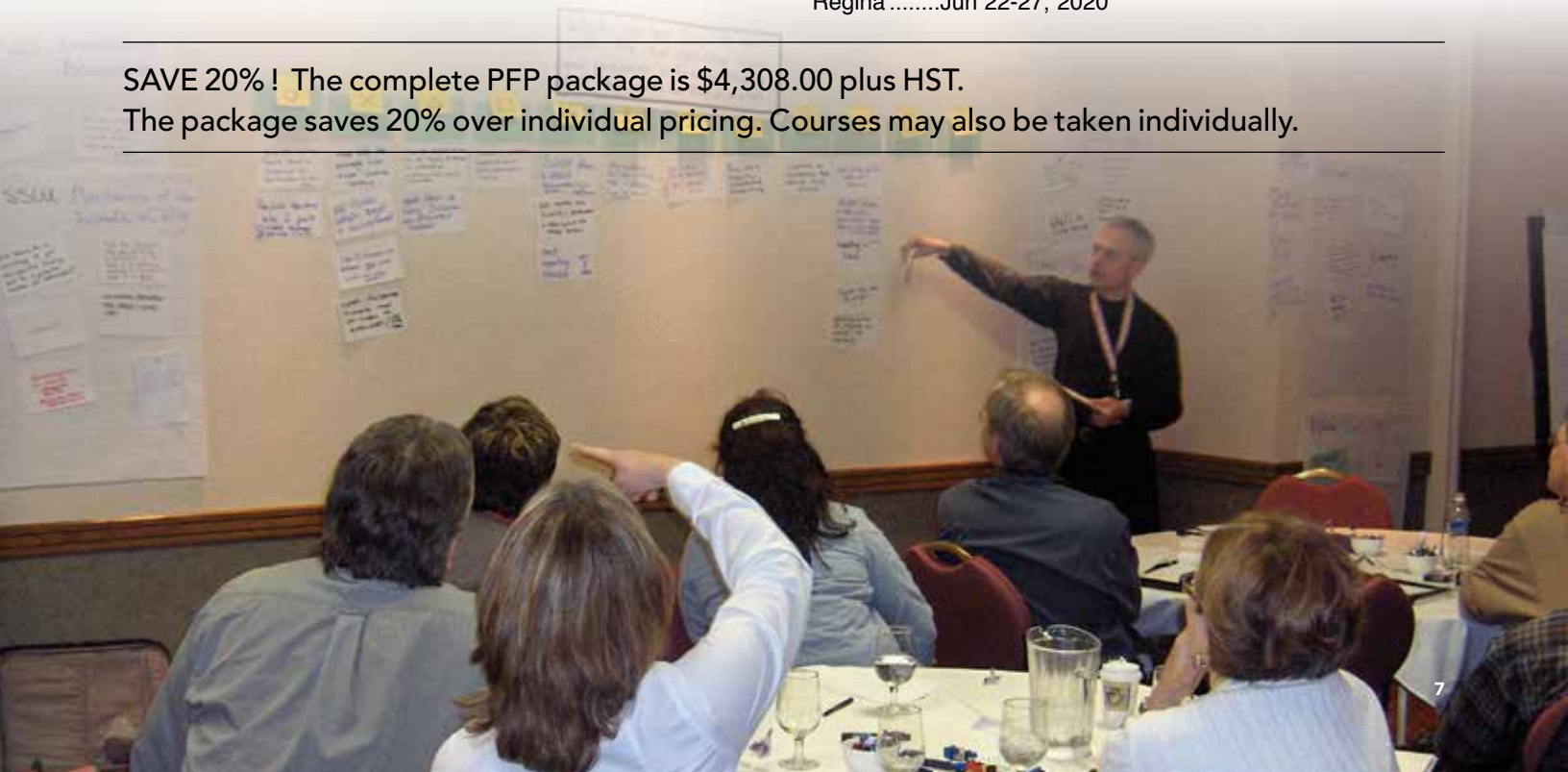
TORONTO PRICE: \$2,995.00 + HST

COURSE CALENDAR IN 2019-20

Toronto.....Aug. 19-24, 2019	Toronto.....Jul. 13-18, 2020
Toronto.....Aug. 10-15, 2020	Edmonton May 25-30, 2020
ReginaJun 22-27, 2020	

SAVE 20% ! The complete PFP package is \$4,308.00 plus HST.

The package saves 20% over individual pricing. Courses may also be taken individually.



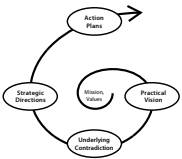
FACILITATIVE LEADERSHIP PROGRAM (FLP)

THE **NEW** FACE OF LEADERSHIP

Facilitation is the major feature of the new face of leadership. Leverage the knowledge and experience of your people to make sound decisions and implement effective action. Become knowledgeable and skilled in the complex task of departmental and organizational development. Transform the culture of your organization. Plant seeds of a culture of participation.

TRANSFORMATIONAL STRATEGY

STRATEGIC THINKING TO PRODUCE BREAKTHROUGH ACTIONS AND COMMITMENT



Executives, managers, and consultants must maximize a group's potential to think and act strategically and find effective solutions to challenges. This course demonstrates practical techniques to get the synthesis of strategic thinking into the analysis of strategic planning. The ToP® participatory process achieves consensus among participants with diverse economic, political and cultural perspectives. For real vision instead of vague slogans, and real action instead of paper plans that gather dust, this course is a must.

Toronto course includes the book *Transformational Strategy: Facilitation of ToP Participatory Planning* by Bill Staples.

Learn how to:

- Create an inspiring and inclusive vision everyone wants.
- Identify underlying issues and systemic blockages safely.
- Shape innovative strategy with group commitment.
- Generate immediate and effective implementation.
- Link vision and action back to mission, mandate and values.

PREREQUISITE: Group Facilitation Methods

TORONTO PRICE: \$1,195.00 + HST

COURSE CALENDAR IN 2019-20

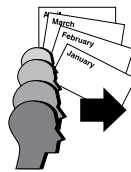
Toronto . . . Sep. 23-24, 2019 Toronto .. Feb. 12-13, 2020
 Toronto . . . Jun. 10-11, 2020 Toronto .. Sep. 21-22, 2020
 Regina . . . Apr. 22-23, 2020 Edmonton...May 4-5, 2020

Transformational Strategy ONLINE

Dec. 9, 10, 11, 12, 2019 2 - 4 pm. EST
 Jul. 27, 28, 29, 30, 2020 2 - 4 pm. EST
 Dec. 14, 15, 16, 17, 2020 2 - 4 pm. EST

ADVANCED TOP TOOLS

COLLABORATIVE PROCESSES FOR TEAM CREATIVITY, ACTION AND ACCOUNTABILITY



Get teams, workgroups, departments and whole organizations working together to ensure success after success. Create collaborations that bring the right people together for the right task, focus their purpose and keep them on track. Use the group's creativity to solve problems, build lasting solutions and learn from mistakes. This course demonstrates how to generate real commitment and empower groups to immediate implementation.

Toronto course includes the book *More Than 50 Ways to Build Team Consensus* by Bruce Williams.

Learn how to:

- Form effective task forces and committees.
- Motivate participation with any size group.
- Generate joint solutions for complex situations.
- Launch programs and campaigns.
- Maximize commitment to any team project.
- Motivate and sustain coalitions and partnerships.

PREREQUISITE: Group Facilitation Methods

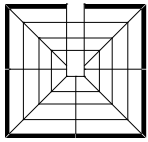
TORONTO PRICE: \$1,595.00 + HST

COURSE CALENDAR IN 2019-20

Toronto..... Sep. 18-20, 2019
 Toronto..... Jan. 22-24, 2020
 Toronto..... Sep. 16-18, 2020
 Edmonton Mar. 18-20, 2020

ORGANIZATIONAL TRANSFORMATION

DIAGNOSE AND LEVERAGE SYSTEM-WIDE CHANGE



Change or transformation is the new norm for organizations. Use the most powerful set of diagnostics and models for analyzing and effectively enabling change in any organizational setting. The Social Process diagnoses drivers of change within whole systems. The Organizational Journey maps out the concrete evolution from one organizational type to another. The Dynamic Screen provides leveraged strategies for structural, behavioural and values changes.

Toronto course includes the *Organizational Journey Map* poster and *The Facilitative Way: Leadership Makes a Difference* by Wilson, Harnish and Wright.

Learn how to:

- Clarify the pressures and drivers forging transformation.
- Map out a concrete journey of change in any organization.
- Clarify alignment between behaviour and values.
- Diagnose systemic problems and leveraged strategies.
- Focus a group's energy for the most powerful impact.
- Learn theory and research in this field.

PREREQUISITE: Group Facilitation Methods

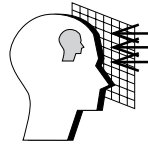
TORONTO PRICE: \$1,595.00 + HST

COURSE CALENDAR IN 2019-20

Toronto..... Oct. 23-25, 2019
 Toronto..... Mar. 25-27, 2020
 Toronto..... Oct. 21-23, 2020
 Edmonton Nov. 12-14, 2019

HUMAN DEVELOPMENT

EMPOWERING IMAGES, VALUES AND BEHAVIOUR



Organizational transformation often requires a values and behavioural change from everyone. Support individuals and group as they turn change from a personal fear into an empowering challenge. Practice the theory, methods and tools that allow success to become the primary driver rather than failure. Learn why ToP methods work so successfully in all situations and why they affect participants so profoundly, using decades of cross-cultural research.

Toronto course includes *The Courage to Lead* by Brian Stanfield.

Learn how to:

- Become a powerful facilitative leader, comfortable with your own struggles and those of your group.
- Apply innovative methods to support behaviour change.
- Enhance motivation to action, and reduce discouragement.
- Equip yourself with deeper insight into the important linkages between philosophy, values, images and behaviour.

The processes in this course are transferable to all disciplines and are essential for supporting change.

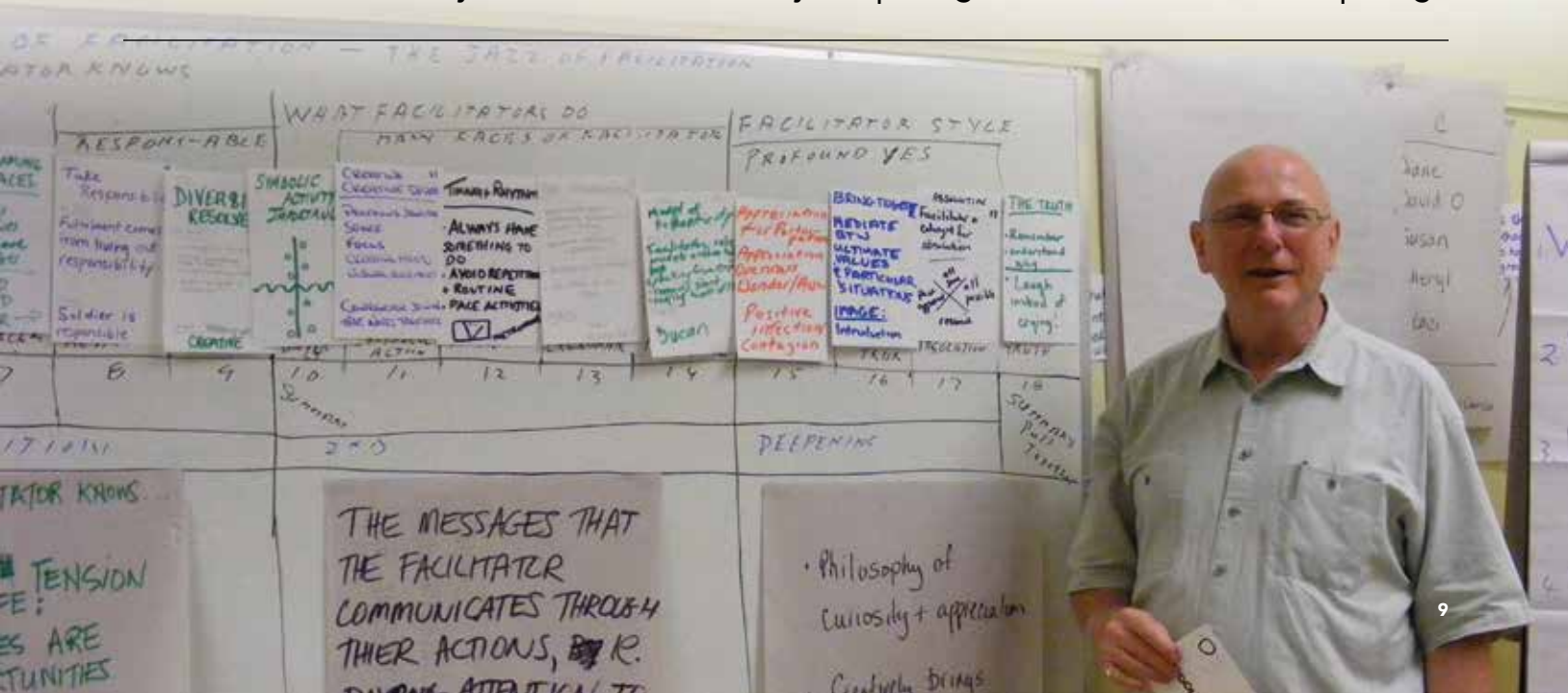
PREREQUISITE: Group Facilitation Methods

TORONTO PRICE: \$1,595.00 + HST

COURSE CALENDAR IN 2019-20

Toronto..... Nov. 20-22, 2019
 Toronto..... May 11-13, 2020
 Toronto..... Nov. 18-20, 2020

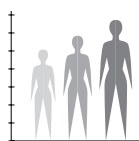
The complete FLP package is \$5,740.00 plus HST and includes Group Facilitation Methods. Courses and modules may also be taken individually. The package saves 20% over individual pricing.



ToP **ADVANCED** FACILITATOR PROGRAM (AFP)

BE THE VERY BEST YOU CAN BE, RESPECTED WORLDWIDE AND CERTIFIED

ToP facilitators and process consultants are well-known around the world for their profound respect for group wisdom. The ToP Advanced Facilitator Program prepares you to create a culture of participation and handle challenging situations in any organization. The AFP includes the Professional Facilitator Program and the Facilitative Leadership Program plus regular coaching from an assigned mentor. It prepares you for IAF CPF certification and ToP CTF certification with methods, theory and understanding, philosophy, coaching and a portfolio which meets many of the requirements to become a Certified ToP Facilitator.



Becoming a Certified ToP Facilitator acknowledges your mastery of facilitation, process consulting and transformation. The ToP Advanced Facilitator Program prepares

you for this and is designed to help you have a deep impact on individuals, groups and entire organizations, enabling you to draw out wise results, motivation and commitment from group work in virtually every sector. At the conclusion of this program you will be able to consult and facilitate at an executive level and to design and facilitate highly participative and transformative initiatives.

The ToP Advanced Facilitator Program begins with a personal learning contract and includes 21 days of course work, frequent practice in your own environment, regular coaching by a master ICA facilitator and intensive feedback. The AFP:

- Addresses all IAF core and all ICA ToP competencies.
- Covers the wide range of ToP methods that produce quality results with the potential to positively transform groups.
- Includes extensive practice with structured self-reflection, peer and master facilitator feedback.
- Provides a personal mentor who will observe, coach, and guide you for improvement.
- Includes mentoring and CTF assessment.
- Join the monthly Community of Practice.

The ToP AFP courses can be taken in any order but Group Facilitation Methods is a prerequisite for all courses except Meetings That Work.

- Group Facilitation Methods
- Meetings That Work
- Transformational Strategy
- Advanced ToP Tools
- Organizational Transformation
- Human Development
- The Art and Science of Participation

Allow one to three years to complete all requirements. Your portfolio from the ToP Advanced Facilitator Program will provide the evidence of competency to become a Certified ToP Facilitator.

The AFP is \$12,092.00 plus HST, a 20% saving over the total of all individual courses. Courses taken before joining will count toward the AFP. 80% of the cost of past courses can be applied toward the AFP.



The ToP Advanced Facilitator Program includes the Professional Facilitator Program which has been endorsed by the International Association of Facilitators at the Comprehensive Level.

CERTIFIED ToP FACILITATOR (CTF)

A CERTIFICATION OF YOUR MASTERY
OF FACILITATION



ICAAssociates Inc. certifies Certified ToP Facilitators (CTF) after a competency-based assessment of advanced facilitation skills in the application of the ToP body of knowledge.

As a Certified ToP Facilitator you will have a powerful set of consulting and facilitation skills that are transferable to many other professions including executive, consultant, manager, trainer, counselor, coach, planner and any situation that requires productive participation and group or team work. Many Certified ToP Facilitators are self-employed consultants while others work in governments, industries and NGO's.

ToP certification recognizes an advanced or masters level of facilitation which includes and goes beyond the core competencies of the IAF CPF requirements. One does not need to be a CPF to become a CTF but we encourage it.

Check our website for details of the assessment at <http://ica-associates.ca>

CERTIFIED PROFESSIONAL FACILITATOR (CPF) IAF COMPREHENSIVE ENDORSEMENT



ICA's Professional Facilitator Program (PFP) and ToP Facilitator Essentials Program (TFE) have received IAF Endorsement at the Comprehensive Level. This is your assurance that the both the PFP and the TFE prepare you for IAF Certification.

The International Association of Facilitators (IAF) certifies facilitators as Certified Professional Facilitators (CPF) with a general competency-based assessment. Consider the 3-stage certification process a valuable personal development opportunity. Prove your competence to prospective clients and employers with your professional designation.

For more information on CPF certification, check the IAF website at <http://www.iaf-world.org>. All facilitators should consider becoming members of IAF.

ICA Associates Inc. provides the best training I have come across. Their decades of learning and development have resulted in methods unsurpassed by anyone else in the field.

Dr. David Burman, Assistant Professor
Faculty of Pharmacy, University of Toronto



TOP FACILITATION ESSENTIALS PROGRAM (TFE)

PREPARE FOR IAF CERTIFICATION



The ToP Facilitation Essentials Program has received Comprehensive Endorsement from the International Association of Facilitators. This program covers the 6 main competencies and the 18 subcompetencies assessed by IAF to become a Certified Professional Facilitator (CPF). The three courses of the TFE program are available in several languages and countries around the world. They are available for inhouse instruction in companies and organizations.

TFE PROGRAM COURSES

GROUP FACILITATION METHODS, MEETINGS THAT WORK, FACILITATING CLIENT COLLABORATION

FACILITATING CLIENT COLLABORATION

DESIGN FACILITATION WITH YOUR CLIENT



Learn the six main competencies of the International Association of Facilitators (IAF) in preparation for certification:

- create collaborative client relationships
- plan appropriate group processes
- create and sustain participatory environments
- guide groups to appropriate and useful outcomes
- build and maintain professional knowledge
- model a positive professional attitude.

After completing the program, you will require a competency-based assessment by the IAF to become a Certified Professional Facilitator (CPF).

The three courses of the ToP Facilitation Essential Program can be taken in any order.

Group Facilitation Methods (p.6)

Powerful methods to facilitate and build consensus

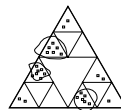
Meetings That Work (p.7)

Practical tools to design and lead effective meetings

Facilitating Client Collaboration (p.12)

Three courses can be taken all at once or spread out over a year or more. We recommend time between courses.

TORONTO PRICE: \$2,868.00 + GST



Learn practical tools including assessment, design and contracting all the way through to evaluation, collaboratively with your client. Prepare to lead longer term interventions.

You will learn skills and practical approaches to assess, design, manage and evaluate these interventions and how to create them collaboratively with your client or team.

This course is for any facilitator or consultant who must engage client or groups in thinking through the challenge of complex interventions.

Facilitating Client Collaboration has IAF Focused Endorsement.

TORONTO PRICE: \$1,195.00 + HST

COURSE CALENDAR IN 2019-20

Toronto.....	Oct. 21-22, 2019
Toronto.....	Mar. 23-24, 2020
Toronto.....	Oct. 19-20, 2020
Edmonton	Nov. 7-8, 2019
Regina	Jan. 29-30, 2020
Victoria.....	Apr. 1-2, 2020
Calgary	Apr. 29-30, 2020

These courses have transformed our company practice and culture. All our sessions are much more authentic, insightful and productive...and even fun! We send all our staff to ICA.

Helen Leask, PhD, President, Journey DX Research Inc., Toronto

BOOKS AND RESOURCES

PREPARE FOR IAF CERTIFICATION

BOOKS AND RESOURCES

We support all our courses with a selection of books.

- *The Art of Focused Conversation: 100 Ways to Access Group Wisdom in the Workplace.*
General Editor R. Brian Stanfield

Available in English, French, Russian, Spanish, Korean and Chinese
- *The Workshop Book: From Individual Creativity to Group Action* by Brian Stanfield

Available in English and Korean
- *The Art of Focused Conversation for Schools: Over 100 Ways to Guide Clear Thinking and Promote Learning* by Jo Nelson

Available in English and Chinese
- *Transformational Strategy: Facilitation of ToP Participatory Planning* by Bill Staples
- *Getting to the Bottom of ToP: Foundations of the Methodologies of the Technology of Participation* by Wayne and Jo Nelson
- *The Courage To Lead: Transform Self, Transform Society* by R. Brian Stanfield

ORDER ONLINE FROM AMAZON.COM OR IUNIVERSE.COM
OR FROM **NEW SOCIETY PUBLISHERS**

ONLINE TRAINING IN FACILITATION SKILLS

Do you want to learn valuable facilitation techniques but cannot travel to a face-to-face venue because of job or personal restrictions?

Now you can get online training in ToP facilitation skills. Up-to-date information is available on our website with detailed course descriptions, schedule and registration.

Take Group Facilitation Methods Online and learn the Focused Conversation Method and Consensus Workshop Method in six interactive 2 hour online sessions over two weeks blended with real-life practice and homework between sessions. High speed internet connection is essential and experience with online learning is an asset. GFM ONLINE is about effective methods, not online facilitation.

For Transformational Strategy Online or Meetings That Work Online contact Jo Nelson

See page 6, 7, 8 or 18 for the complete schedule of Online Courses.

Contact Jo Nelson at jnelson@ica-associates.ca



FACILITATION AND CONSULTING SERVICES

ICA CAN LEAD YOUR TEAM THROUGH CHALLENGING SITUATIONS

TAP INTO CREATIVITY AND INNOVATION.
INVOLVE ALL YOUR STAKEHOLDERS AND STAFF.



FACILITATOR / CONSULTANT

Facilitators are specialized consultants who use the internal wisdom of a group to generate high-impact and sustainable results. ToP facilitators and consultants are experienced with government, corporate clients, health and education sectors, and non-profit groups.

USE A TOP FACILITATOR WHEN:

- Involvement is crucial and commitment is vital.
- Immediate action and follow-through is needed.
- High stakes requires a neutral third party.
- A complex situation needs an immediate solution.
- Impasse has occurred and breakthrough is required.

MAJOR ADVANTAGES

- Save costs with compressed planning time.
- Accelerated implementation and results.
- Generate commitment to sustainable solutions.
- Respond quickly to major changes.
- Empower staff to work with less supervision.

TECHNOLOGY OF PARTICIPATION ToP®

ICA's body of knowledge, the Technology of Participation (ToP), is a suite of transformative methods and processes well-known and practiced by professionals worldwide.

ToP methods provide ways for everyone to work together and contribute meaningfully. The best plans and solutions are created by the people who will carry them out.

ICA facilitators and consultants turn diversity, disagreement and change into assets to be embraced, not problems to be managed. Using ICA facilitation and consulting services you gain the commitment of stakeholders, and that leads to success.

CORPORATE SOCIAL RESPONSIBILITY

ICA Associates Inc. is partially owned by the charitable organization The Canadian Institute of Cultural Affairs. Every time you hire a consultant, facilitator or trainer from ICA Associates Inc. you contribute directly to ICA Canada and its programs. Please join us in addressing the world's deepest needs.

In only three days, we had a way for our managers to move the entire organization toward team-based operations, and an action plan to get it done.

Deborah McLeod, Director, Inuvik Regional Health and Social Services Board

CORE SERVICES

Tap into creativity and innovation. Involve all your stakeholders and staff. ICA delivers high-quality, results-oriented programs for dozens of organisations every year. We specialize in highly engaging and empowering methods for community consultation, idea generation, strategic planning, internal capacity building and organizational transformation.

ICA Associates Inc. is part of a global network of consultants facilitating a culture of participation across many sectors. Finance, energy and information service corporations, health care and education sectors, government agencies from local to national, and Indigenous communities and not-for profit organizations all benefit from meaningful engagement and distributed decision making.

We specialize in highly engaging and empowering methods for community consultation, idea generation, strategic planning, internal capacity building and organizational transformation. We are known for our profound respect for all participants and for authentic participation.

Call us for:

- Strategic planning
- Stakeholder consultation
- Organizational development
- Curriculum design
- Process design

PARTICIPATORY STRATEGIC PLANNING

Launch your staff into sustained implementation immediately with ICA's participatory strategic planning. Technology of Participation (ToP) strategic planning can improve operations, launch new initiatives, focus mergers and transform organizations. ToP planning has led to action and commitment in thousands of organizations around the world. Unlock the wisdom of the group and reduce your planning cycle from months to days.

- Develop clear plans and build authentic consensus.
- Deal with underlying issues preventing positive change.
- Launch a team into immediate implementation.
- Invigorate the whole group.



MEANINGFUL STAKEHOLDER CONSULTATION

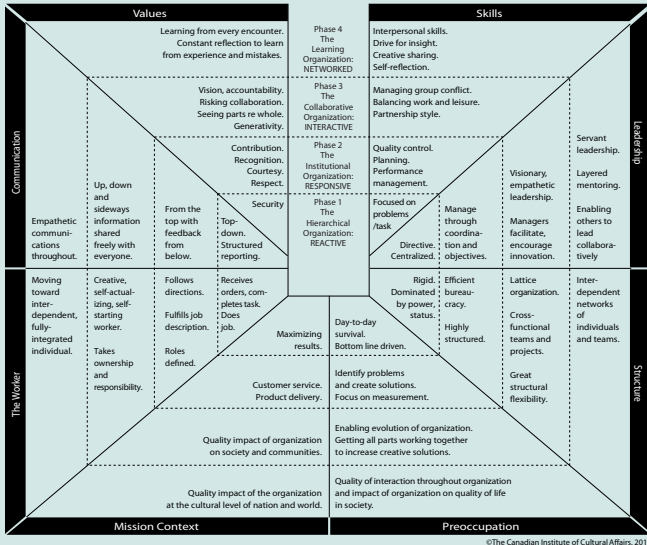
Get better plans, policies and legislation with input from important stakeholders. Stakeholder consultation is insightful and beneficial when people are consulted properly. ICA experience includes city and national consultation on issues including environment, health, housing, drug use, immigration, agriculture, water, education, and more.

- Input on complex topics
- Respectful and safe dialogue
- Lead focus groups and public meetings.
- Insightful quantifiable analysis.
- Participatory values shine through.

RESPECTFUL ORGANIZATIONAL DEVELOPMENT

People can help with change more quickly when fear is replaced with understanding and participation. Our whole-systems approach to change creates a learning organization where everyone has full understanding. Fate becomes a meaningful destiny.

- Analyze trends and drivers as a team.
- Generate creative organizational alternatives.
- Create realistic structural scenarios.
- Imagine the long-range positive future.
- Link values to behaviour.



everyday lives and experiences. ToP facilitators and consultants design powerful learning events.

- Curriculum that focuses your learning objectives.
- Detailed, practical, useable lesson plans.
- Active learning that people enjoy.
- Transfer of skills to real-life applications.
- Clear manuals and materials.

EXPERT COACHING

ICA Associates Inc. has Certified Professional Facilitators on staff who can coach facilitators and facilitative leaders. We can help you:

- Design facilitated events and other applications.
- Deepen your understanding of facilitation methods.
- Explore your questions about applying what you've learned.

CALL FOR ASSISTANCE

Any of our facilitators, trainers or consultants can help you determine how to increase participation and get better decisions and results.

ICA Associates Inc.
 401 Richmond St. W., Suite 405
 Toronto, ON Canada M5V 3A8
 In Toronto 416-691-2316
 Fax 416-691-2491
 Toll-free 1-877-691-1422
 Email: ica@ica-associates.ca
 Website: www.ica-associates.ca

PROCESS DESIGN AND PLANNING

Process design requires a deep understanding of values, motivation, change, outcomes, and most of all, the human element. Use distributed decision making that people want to be involved in, and that seems so intuitive that people feel empowered to implement.

- Comprehensive design
- Bias toward implementation
- Values driven process.
- Behavioural change imbedded in the process.
- Participatory from end to end.

EXPERIENTIAL CURRICULUM DESIGN

You need to transfer vital information, learning and skillsets to a new users. The best training is interactive and participatory, and links the learning to participants'

As the new president of a large, complex health centre, I had to quickly get our whole management team thinking along the same lines. With the help of ICA Associates, it took only two days.

Dave Murray, President, Group Health Centre, Sault Ste. Marie

In a few short years MPAC has transformed from an "unchanging" institution with an assigned mandate and rote routines to an innovative, collaborative, and pro-active organization.

Anthoni Wisniewski, President, Municipal Property Assessment Corporation

IN-HOUSE COURSES

GROUP FACILITATION SKILLS FOR YOUR STAFF

You can achieve substantial savings and organizational benefits by holding in-house Group Facilitation skills training or other courses for your staff.

We will custom design the course to suit the specific needs of your group. In-house courses include demonstrations of powerful methods in diverse situations, theory of how the methods work, practical examples of daily applications, practice sessions for participants, manuals, with optional books and support for participants after the course.

Combine our facilitation and training services to kickstart an organizational transformation. Solve difficult challenges, then support changes with a trained, in-house team.

There is a no-risk cancellation policy for in-house courses. For more information and for scheduling please call ICA Associates Inc.

GOVERNMENT PRE-APPROVALS

ICA Associates Inc. is a Vendor of Record, Reference Number SSB-00536903, to the Ontario Public Service for Learning and Training Services. ICA has security clearance.

ICA Associates Inc. is a Vendor of Record for Public Works Canada for Facilitation and for Organizational Management. Supply Arrangement No. is E60BQ-01ISSA/353/ST. ICA has security clearance, reliability status.

ICA Associates is a Vendor of Record for the Ontario Association of Community Care Access Centres.

ICA Associates is a prequalified vendor for Alberta Education, the City of Calgary, the City of Edmonton, and also for the Yukon Government Public Services.

SERVICES FOR PROFESSIONAL GROUPS

ICA Associates Inc. has a wide variety of specialized courses, programs and services for groups based on extensive experience within the sectors.

HEALTH PROFESSIONALS AND THE HEALTH SECTOR

Bill Staples (416)691-2316 ext 2225
bstaples@ica-associates.ca

EDUCATORS AND THE EDUCATION SECTOR

Jo Nelson (416)691-2316 ext 2230
jnelson@ica-associates.ca

PUBLIC CONSULTATION AND GOVERNMENT SECTOR

John Miller (416)691-2316 ext 2226
jmiller@ica-associates.ca



2019-20 COURSE DATES AND PRICES IN TORONTO

COURSE	TORONTO DATE	PRICE
Group Facilitation Methods	Sep. 16-17, 2019	\$1,195.00 +HST
Group Facilitation Methods	Oct. 15-16, 2019	\$1,195.00 +HST
Group Facilitation Methods	Nov. 18-19, 2019	\$1,195.00 +HST
Group Facilitation Methods	Feb. 10-11, 2020	\$1,195.00 +HST
Group Facilitation Methods	Mar. 17-18, 2020	\$1,195.00 +HST
Group Facilitation Methods	Apr. 6-7, 2020	\$1,195.00 +HST
Group Facilitation Methods	May 5-6, 2020	\$1,195.00 +HST
Group Facilitation Methods	Jun. 8-9, 2020	\$1,195.00 +HST
Group Facilitation Methods	Jul. 9-10, 2020	\$1,195.00 +HST
Group Facilitation Methods	Sep. 14-15, 2020	\$1,195.00 +HST
Group Facilitation Methods	Oct. 13-14, 2020	\$1,195.00 +HST
Group Facilitation Methods	Nov. 16-17, 2020	\$1,195.00 +HST
Group Facilitation Methods	Dec. 7-8, 2020	\$1,195.00 +HST
Meetings That Work	Oct. 17-18, 2019	\$1,195.00 +HST
Meetings That Work	Mar. 19-20, 2020	\$1,195.00 +HST
Meetings That Work	May 7-8, 2020	\$1,195.00 +HST
Meetings That Work	Jul. 7-8, 2020	\$1,195.00 +HST
Meetings That Work	Oct. 15-16, 2020	\$1,195.00 +HST
Meetings That Work	Dec. 9-10, 2020	\$1,195.00 +HST
Art & Science of Participation	Jul. 13-18, 2020	\$2,995.00 +HST
Art & Science of Participation	Aug. 10-15, 2020	\$2,995.00 +HST
Facilitating Client Collaboration	Oct. 21-22, 2019	\$1,195.00 +HST
Facilitating Client Collaboration	Mar. 23-24, 2020	\$1,195.00 +HST
Facilitating Client Collaboration	Oct. 19-20, 2020	\$1,195.00 +HST
Transformational Strategy	Sep. 23-24, 2019	\$1,195.00 +HST
Transformational Strategy	Feb. 12-13, 2020	\$1,195.00 +HST
Transformational Strategy	Jun. 10-11, 2020	\$1,195.00 +HST
Transformational Strategy	Sept. 21-22, 2020	\$1,195.00 +HST
Advanced ToP Tools	Sep. 18-20, 2019	\$1,595.00 +HST
Advanced ToP Tools	Jan. 22-24, 2020	\$1,595.00 +HST
Advanced ToP Tools	Sep. 16-18, 2020	\$1,595.00 +HST
Organizational Transformation	Oct. 23-25, 2019	\$1,595.00 +HST
Organizational Transformation	Mar. 25-27, 2020	\$1,595.00 +HST
Organizational Transformation	Oct. 21-23, 2020	\$1,595.00 +HST
Human Development	Nov. 20-22, 2019	\$1,595.00 +HST
Human Development	May 11-13, 2020	\$1,595.00 +HST
Human Development	Nov. 18-20, 2020	\$1,595.00 +HST

Course dates on our website are always the most current.

See <http://ica-associates.ca>

2019-20 COURSE DATES OUTSIDE TORONTO

COURSE	DATE	CITY
Meetings That Work	Oct. 7-8, 2019	Victoria, BC
Group Facilitation Methods	Oct. 9-10, 2019	Victoria, BC
Group Facilitation Methods	Mar. 30-31, 2020	Victoria, BC
Facilitating Client Collaboration	Apr. 1-2, 2020	Victoria, BC
Meetings That Work	Sep. 30 - Oct. 1, 2019	Calgary, AB
Group Facilitation Methods	Nov. 18-19, 2019	Calgary, AB
Group Facilitation Methods	Apr. 27-28, 2020	Calgary, AB
Facilitating Client Collaboration	Apr. 29-30, 2020	Calgary, AB
Group Facilitation Methods	Oct. 15-16, 2019	Edmonton, AB
Facilitating Client Collaboration	Nov. 7-8, 2019	Edmonton, AB
Organizational Transformation	Nov. 12-14, 2019	Edmonton, AB
Group Facilitation Methods	Mar. 16-17, 2020	Edmonton, AB
Advanced ToP Tools	Mar. 18-20, 2020	Edmonton, AB
Meetings That Work	Apr. 6-7, 2020	Edmonton, BC
Transformational Strategy	May 4-5, 2020	Edmonton, AB
Art & Science of Participation	May 25-30, 2020	Edmonton, AB
Group Facilitation Methods	Nov. 25-26, 2019	Regina, SK
Group Facilitation Methods	Apr. 20-21, 2020	Regina, SK
Facilitating Client Collaboration	Jan. 29-30, 2020	Regina, SK
Transformational Strategy	Apr. 22-23, 2020	Regina, SK
Art & Science of Participation	Jun. 22-27, 2020	Regina, SK
Meetings That Work	Nov. 27-28, 2019	Regina, SK

Group Facilitation Methods Online	Nov. 4, 5, 8, 11, 12, 15, 2019 ... 1 - 3 pm. EST	\$1,195 +HST
	Jan. 27, 28, 31, Feb. 3, 4, 7, 2020.. 1 - 3 pm. EST	\$1,195 +HST
	Jun. 1, 2, 5, 8, 9, 12, 2020..... 1 - 3 pm. EST	\$1,195 +HST
	Nov. 2, 3, 6, 9, 10, 13, 2020..... 1 - 3 pm. EST	\$1,195 +HST
Meetings That Work Online	Dec. 9, 10, 11, 12, 2019..... 10 am-12 noon EST	\$1,195 +HST
	Jul. 27, 28, 29, 30, 2020..... 10 am-12 noon EST	\$1,195 +HST
	Dec. 14, 15, 16, 17, 2020..... 10 am-12 noon EST	\$1,195 +HST
Transformational Strategy Online	Dec. 9, 10, 11, 12, 2019..... 2 - 4 pm. EST	\$1,195 +HST
	Jul. 27, 28, 29, 30, 2020..... 2 - 4 pm. EST	\$1,195 +HST
	Dec. 14, 15, 16, 17, 2020..... 2 - 4 pm. EST	\$1,195 +HST

PROGRAMS		PRICE
Professional Facilitator Program (PFP)		\$4,308.00 +HST
ToP Facilitation Essentials Program (TFE)		\$2,868.00 +HST
Facilitative Leadership Program (FLP)		\$5,740.00 +HST
ToP® Advanced Facilitator Program		\$12,092.00 +HST

TORONTO COURSE LOCATION, TIMES AND DISCOUNTS

Toronto courses are held at 401 Richmond St. W., Suite 405 (at Spadina Ave.) from 9:00 am to 5:00 pm, except for Art & Science from 8:30 am to 5:00 pm. For lunch join other participants at local restaurants or the 401 cafe, or bring a bag lunch on our summer rooftop. We are wheelchair accessible. We are 2 kilometers west of Yonge St. Eaton Centre at the Spadina Ave. stop on the Queen St. W. streetcar line, or 8 stops from Union Station on the 510 Streetcar line. We are accessible to the Don Valley Parkway and to the QEW. Public parking is on west side of Peter St, south of Richmond St. for \$16 per day.

COURSE CANCELLATION

- Cancellation fee is \$100.00 per course. Course fee is not refundable if cancellation occurs within 2 weeks of the course.
- Registration is transferable for a rescheduling fee.
- Rescheduling fee is \$50.00 each time you reschedule.

ABOUT OUR PRICES

All prices are in Canadian funds, however we accept both Canadian and U.S. dollars.

The fees in the catalogue are for Toronto courses only. Prices for other locations are online at <http://ica-associates.ca>. You will receive confirmation of your course registration by mail, e-mail or by telephone.

TORONTO COURSE DISCOUNTS

10% discount if four people or more from the same organization take a course together at our Toronto location.

10% discount does not apply to PFP, FLP, AFP, TFE programs which are already discounted approximately 20%.



CONTACT INFORMATION ACROSS CANADA

FOR TRAINING ACROSS CANADA CALL THE COURSE SPONSOR NEAREST YOU.

ICA Associates Inc.
401 Richmond St. W., #405
Toronto, ON M5V 3A8
Ph: 416-691-2316
Toll free: 1-877-691-1422
Fax: 416-461-2491
ica@ica-associates.ca
<http://ica-associates.ca>

WESTERN CANADA

Janice Weber
Ph: 780-705-0373
info@leadlucid.com

SASKATCHEWAN

Donna Wilchuck
Saskatchewan Polytechnic
4500 Wascana Parkway
Regina, SK S4S 5X1
Ph: 306-775-7481
donna.wilchuck@saskpolytech.ca

Register by phone: 1-877-691-1422 or 416-691-2316

Register by fax: 416-691-2491

Register online: <http://ica-associates.ca>

or by E-mail: ica@ica-associates.ca

Register by mail: ICA Associates Inc.
405 - 401 Richmond St. W., Toronto ON M5V 3A8

COURSES	DATE	COST
1. Group Facilitation Methods		
2. Meetings That Work		
3. Art & Science of Participation		
4. Facilitating Client Collaboration		
5. Transformational Strategy		
6. Advanced ToP Tools		
7. Organizational Transformation		
8. Human Development		
PROGRAMS		
Professional Facilitator Program (1,2,3)		
ToP Facilitation Essentials Program (1,2,4)		
Facilitative Leadership Program (1,5,6,7,8)		
Advanced Facilitator Program (all + mentoring)		
Subtotal		
HST (#860105873) HST Rates: ON, NB, NL-13%; BC-12%; NS-15%; Others-5%		
TOTAL		

SOME OF OUR CLIENTS

Alberta Electric System Operator
Alberta Innovation
Axcsys Corporation/ Interac
Canada Mortgage and Housing Corporation
Canadian Broadcasting Corporation
Canadian Institute for Health Information
Canadian Partnership Against Cancer
City of Calgary
City of Toronto
Credit Valley Hospital
Dene Nahjo
Environment Canada
Federation of Canadian Municipalities
Grand Council of the Crees
Health Canada
Hydro One
Investors Group
Indigenous and Northern Affairs Canada
London Life
Ontario Hospital Association
Ontario Lottery and Gaming Corporation
Ontario Ministry of Natural Resources and Forests
Ontario Ministry of Research and Innovation
Prospectors and Developers Association of Canada
Mackenzie Financial
McKesson Corporation
Mistawasis First Nation
Municipal Property Assessment Corporation
Municipalities of Newfoundland and Labrador
Natural Resources Canada
Northern Development and Mines
Public Health Ontario
Public Health Agency of Canada
Radio Canada
Regina Public Schools
Region of Waterloo Public Health
Regional Municipality of York
Royal Bank of Canada
Saskatchewan Polytechnic
Service Canada
Shepell FGI
Siemens AG
Southern Ontario Aboriginal Diabetes Association
Taylor Hazell Architects
Thunder Bay District Social Services Administration Board
TransCanada Pipelines
Treaty 4 Education Alliance
University of Western Ontario
Workplace Safety and Insurance Board

ICA
ASSOCIATES

facilitating a culture of participation

401 Richmond St. W., Suite 405
Toronto, Ontario
Canada M5V 3A8
Telephone: (416) 691-2316
Toll free outside Toronto:
1-877-691-1ICA (1-877-691-1422)
Fax: (416) 691-2491
e-mail: ica@ica-associates.ca
website: www.ica-associates.ca



Sponsor of
International Association of Facilitators
Conference 2000 Toronto, 2003 Ottawa,
2009 Vancouver, 2012 Halifax, 2015 Banff,
2018 Ottawa.