

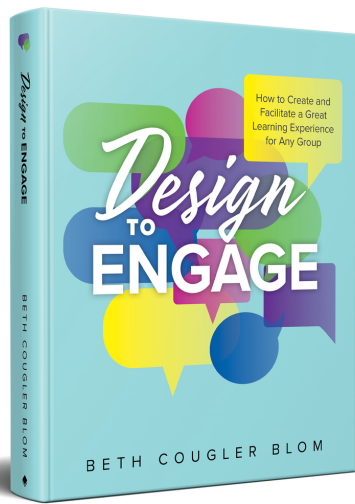
AUDIO BOOK COMPANION PDF

How to Create and  
Facilitate a Great  
Learning Experience  
for Any Group



*Design*  
TO  
ENGAGE

BETH COUGLER BLOM



## ABOUT

### **Design to Engage: How to Create and Facilitate a Great Learning Experience for Any Group**

By Beth Cougler Blom

This document gives you the remaining items from the book that we couldn't put in the audio book version, including:

- All of the book's Notes and References
- Chapter "Takeaways" page items that include a URL
- A sample lesson plan
- An image of typical room set ups
- Biographies of the facilitators Beth interviewed while writing the book
- Beth's bio and social media contacts

Paperback, hardcover and ebook versions of the book can be purchased either from the author or a number of online retailers worldwide. Visit [designtoengagebook.com](http://designtoengagebook.com) to learn more.

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## AUTHOR

### BETH COUGLER BLOM

Beth Cougler Blom has over 20 years of experience in the field of education, having worked in post-secondary institutions, municipal government and community organizations, and now as an entrepreneur. Beth is a learning designer and facilitator who, through her business, Beth Cougler Blom Facilitation, works with clients across all sectors to design and facilitate effective learning experiences, both face-to-face and online. Beth holds a Master of Education in Adult Education from The University of British Columbia. She lives outside Victoria, BC, Canada with her husband and daughter.

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Chapter 8: **Grow Your Facilitation Practice**

Setting goals, learning from others, getting feedback, and celebrating achievements.

# CHAPTER NOTES & TAKEAWAYS

## *Chapter 1*

### **Notes**

1 Palmer, Parker J. The Courage to Teach: Exploring the Inner Landscape of a Teacher's Life. Jossey-Bass, 2017. p. 3.

2 Merriam-Webster Dictionary. Facilitate. <https://www.merriam-webster.com/dictionary/facilitating>

3 Godin, Seth. Linchpin: Are You Indispensable? Portfolio, 2011.

## *Chapter 2*

### **Takeaways**

Research the Pomodoro Technique for time management if you need help getting started on a design project: [https://en.wikipedia.org/wiki/Pomodoro\\_Technique](https://en.wikipedia.org/wiki/Pomodoro_Technique)

## *Chapter 3*

### **Takeaways**

Download the lesson plan template available at [designstoengagebook.com](https://designstoengagebook.com) to design your next learning experience.

Download sample Bloom's verbs lists at [designstoengagebook.com](https://designstoengagebook.com).  
Begin to draft the learning outcomes for your next session.

Watch Learning Styles & The Importance of Critical Self-Reflection, a TEDxUWLaCross talk by Tesia Marshik: <https://youtu.be/855Now8h5Rs>

## Chapter 3

### Notes

4 Biggs, John. Constructive Alignment. <http://www.johnbiggs.com.au/academic/constructive-alignment/>.

5 Adapted from materials at Western Kentucky University. Components and Objectives – School of Teacher Education. <http://www.wku.edu/ste/objectives/components.php>.

6 While the Instructional Skills Workshop handbook where BOPPPS is officially described isn't available to non-ISW facilitators, you can find more details about the model in hundreds of other resources by searching for the BOPPPS model online.

7 Land acknowledgements are an important part of the truth and reconciliation process here in Canada and may also be in other parts of the world.

8 ISW Community. Instructional Skills Workshop Handbook. Beta Version. 2018.

9 Brown, Peter C. et al. Make It Stick: The Science of Successful Learning. Belknap Harvard, 2014. p. 63

10 Brown, Peter C. et al. Make It Stick: The Science of Successful Learning. Belknap Harvard, 2014. p. 65

11 Lynda.com. The Neuroscience of Learning. <https://www.lynda.com/Higher-Education-tutorials/Neuroscience-Learning/188434-2.html>.

## Chapter 4

### Takeaways

Visit [designtoengagebook.com](http://designtoengagebook.com) to download the participatory activities checklist. Complete the checklist as you design the lesson plan for your next session.

Look up [native-land.ca](http://native-land.ca) or another resource you are familiar with in your location to determine the traditional Indigenous territory you might live on. Research how to make meaningful (rather than token) territory acknowledgements and spend time journaling about how you could do this.

Browse *The Surprising Power of Liberating Structures* by Henri Lipmanowicz and Keith McCandless to find Impromptu Networking, 25/10 Crowdsourcing, 1-2-4-All and other activities. Find the same activities on [liberatingstructures.com](http://liberatingstructures.com) or the Liberating Structures app.

Browse *Gamestorming: A Playbook for Innovators, Rulebreakers, and Changemakers* by Dave Gray, Sunni Brown and James Macanufo, or visit [gamestorming.com](http://gamestorming.com).

Explore [Sessionlab.com](http://Sessionlab.com) for its library of facilitation techniques such as energizers and opening and closing activities.

## Notes

12 Find more information about six-word memoirs at <https://www.sixwordmemoirs.com/>.

13 The word “meta” is defined by [urbandictionary.com](http://urbandictionary.com) as “about the thing itself; seeing the thing from a higher perspective instead of from within the thing, like being self-aware.” <https://www.urbandictionary.com/define.php?term=meta>.

## Chapter 5

### Takeaways

Read the Universal Design for Learning Guidelines on the CAST website at <http://udlguidelines.cast.org/>.

Learn more about group agreements (including sample agreements) at the Seeds for Change site at <https://www.seedsforchange.org.uk/groupagree>.

View the First Peoples Principles of Learning: <http://www.fnesc.ca/wp/wp-content/uploads/2015/09/PUB-LFP-POSTER-Principles-of-Learning-First-Peoples-poster-11x17.pdf>

Explore [Gamestorming.com](http://Gamestorming.com) for many visual facilitation-based activities, such as Squiggle Birds, Draw Toast, and Cover Story.

## Notes

14 Facilitator's Toolkit: Action for the Rights of Children.  
<https://www.refworld.org/docid/4b55de552.html>. (Note: This link has been updated since the publication of the book.)

15 Shrader, Dawn E. "Intellectual Safety, Moral Atmosphere, Epistemology in College Classrooms." *Journal of Adult Development*. 11(2). April 2004.

16 CAST website, UDL Guidelines. <http://udlguidelines.cast.org/more/frequently-asked-questions>.

17 Languages suggestions in this section have been gathered in part from the following sources: Joseph, Bob. *Indigenous Relations: Insights, Tips & Suggestions to Make Reconciliation a Reality*. Indigenous Relations Press, 2019. United Nations Guidelines for Gender-Inclusive Language in English. <https://www.un.org/en/gender-inclusive-language/guidelines.shtml>. British Columbia Public Service. *Words Matter: Guidelines on Using Inclusive Language in the Workplace*. <https://www2.gov.bc.ca/assets/gov/careers/all-employees/working-with-others/words-matter.pdf>

18 City for All Women Initiative (CAWI). *Community Facilitation Guide - Weaving Threads of Inclusion*. Ottawa, Canada, 2012.

19 Cave, Douglas et al. *CENTRE: Creating Psychological Safety in Groups*.  
[https://www.researchgate.net/publication/296469316\\_CENTRE\\_Creating\\_psychological\\_safety\\_in\\_groups](https://www.researchgate.net/publication/296469316_CENTRE_Creating_psychological_safety_in_groups).

## *Chapter 6*

### Takeaways

Download the preparation checklist available at [design.toengagebook.com](https://design.toengagebook.com) and use it to make final preparations for your next session.

Read *The Art of Powerful Questions: Catalyzing Insight, Innovation and Action* by Eric E. Vogt, Juanita Brown, and David Isaacs.

[https://umanitoba.ca/admin/human\\_resources/change/media/the-art-of-powerful-questions.pdf](https://umanitoba.ca/admin/human_resources/change/media/the-art-of-powerful-questions.pdf)



## *Chapter 7*

### **Notes**

20 Angelo, Thomas A., and Cross, Patricia K. Classroom Assessment Techniques: A Handbook for College Teachers. Second Edition. Jossey-Bass Publishers, 1993.

21 Angelo, Thomas A., and Cross, Patricia K. Classroom Assessment Techniques: A Handbook for College Teachers, Second Edition. Jossey-Bass Publishers, 1993.

22 Open Talk. Feedback Bullseye. <https://www.opentalk.info/resource/feedback-bullseye/>. Link was functioning as of last date of access but is no longer live.

23 Capilano University. Everything Present in the Seed: Facilitator's Guide. <https://www.decoda.ca/resource/rsc-adults/rsc-adults-community-literacy/everything-present-in-the-seed-community-leadership-training-facilitators-guide/>.

## *Chapter 8*

### **Notes**

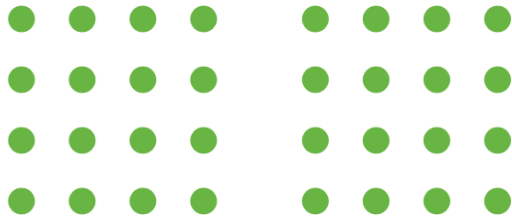
24 As an aside, keep in mind that the terminology this consultant used was “speaker/presentation” terminology. As I’ve mentioned before, in facilitation practice we try to avoid words like “audience” or “presentation.” Other than that, her recommendations are still appropriate.

# SAMPLE LESSON PLAN

Time	Duration	Facilitator Activities	Participant Activities	Resources
10:00	2 min	<b>Welcome and facilitator introduction</b> <ul style="list-style-type: none"> <li>•Introduce myself with two terribly designed slides (white text on yellow background, bad clipart, Comic Sans font, and a Batman-<u>esque</u> "Wow!" callout). Act like everything is normal.</li> </ul>	Listening	Welcome and Intro slides
10:02	1 min	<b>Learning outcomes</b> <ul style="list-style-type: none"> <li>•Show participants the three learning outcomes on another terribly designed slide</li> </ul>	Listening	Outcomes slide
10:03	6 min	<b>Meta level look back on first three slides</b> <ul style="list-style-type: none"> <li>•Ask participants what just happened. (I just used three terrible slides to introduce myself.)</li> <li>•Ask participants to say why the slides were terrible.</li> </ul>	Contributing answers as to why the slides were so terrible	Show first three slides again
10:09	4 min	<b>Reworked initial slides</b> <ul style="list-style-type: none"> <li>•Show reworked slides, reintroducing the workshop more effectively.</li> </ul>	Listening	Welcome and Outcomes slides
10:13	6 min	<b>Introductions/goals for session</b> <ul style="list-style-type: none"> <li>•Ask individuals to introduce themselves. What drew them to attend the workshop and what do they want to get out of the session? (Capture on flipchart.)</li> <li>•Quick pre-test questions (ask for show of hands): Who has used PowerPoint? Who has</li> </ul>	Introducing themselves and sharing goals Showing hands as part of poll, as applicable	Flipchart Markers

		<p>taken PowerPoint training before? Does anyone have graphic design training of any kind?"</p>		
10:19	7 min	<p><b>Consequences of our PowerPoint presentations</b></p> <ul style="list-style-type: none"> <li>•Ask: Why should we care about using PowerPoint well? What consequences could our bad presentations possibly have? (Run as a 1-2-All → 1 minute thinking alone, 2 minutes talking in pairs, then group debrief.)</li> </ul>	<p>Individual and then pairs work – contributing answers to group discussion</p>	<p>Consequences slide</p>
10:26	10 min	<p><b>Show examples of bad and good PowerPoints, reworked</b></p> <ul style="list-style-type: none"> <li>•Show three sets of bad-transformed-to-good slides. Ask what makes a slide bad or good. Capture group's thoughts on flipchart.</li> </ul>	<p>Contributing ideas about what makes a bad or good slide</p>	<p>Three sets of bad and good slides Flipchart Markers</p>

# ROOM SETUPS



Lecture with Aisle



Classroom



Circle of Chairs



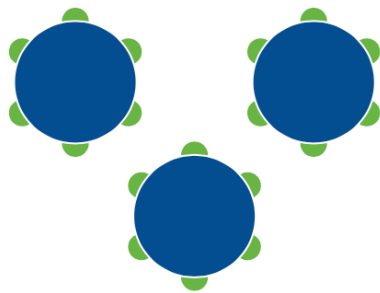
Open Square



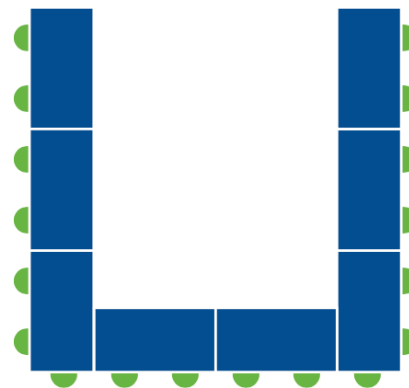
Semicircle of Chairs



Conference



Banquet Rounds



U-Shape

*While many different types of room setups exist, choose ones that allow the most visual sightlines between everyone.*

# FACILITATOR BIOGRAPHIES

It was important to me as I began to work on this book to reach out and speak with other people who are facilitating learning in various contexts. I was driven by my desire to cross-reference my facilitation experience with others' and to learn from people who work with learner groups that I haven't yet had a chance to work with. I interviewed the following thirty people, all of whom have expertise in facilitation either through full-time employment or through self-employment. Some of them are my friends and colleagues and others were recommended to me by people in my networks.

The areas of expertise of these facilitators include: non-profit management, volunteer management, leadership, coaching, education, human resources, grief and loss, lateral kindness, sexual and gender diversity, board governance, social work, accounting, literacy, organizational development, graphic recording, diversity and inclusion, early childhood education, supply-chain management, community capacity building, counselling, innovation, sports and recreation, and so much more. They represent only a tiny fraction of the number of people working with organizations here in Canada and beyond who believe in the importance of facilitating learning effectively. It was a pleasure to immerse myself in their facilitation worlds if only for a brief period of time.

## **Alison Stevens**

Alison Stevens is a consultant and facilitator, a professional with over twenty-five years of experience, specializing in organizational development, volunteerism, and community development. As the executive director of the Volunteer Bureau of Montreal for many years, she worked in collaboration with volunteer centres in Quebec and across Canada as well as with hundreds of community partners from all sectors. She thrives on building community and connecting individuals for the benefits of personal growth, social impact, and community health. While passionate about the community sector, she strongly believes in collaboration across all sectors—public, private, and community—in order to achieve collective goals. For the past three years, Alison has served as the volunteer centre liaison for Volunteer Canada.

## **Barb Gemmell**

Barb Gemmell, Gemmell Training & Consulting, provides customized facilitation and consultation services to organizations in western Canada. She works with a wide range of voluntary sector organizations to regulatory associations. Barb's current client base includes organizations she has worked with since establishing her company in 2000. Her extensive experience also includes development of community-college courses, webinars, and authored training resources for various provincial initiatives.

Barb specializes in board governance, strategic planning, and volunteer resource management. She is committed to staying current and incorporates the latest research and resources, combined with her extensive personal volunteer experience, into her sessions.

### **Bernice Williams**

Bernice Williams is the founder of Intentional Connection, a coaching and consulting company. She provides facilitation and coaching to both corporate and non-profit organizations. Her combination of expertise in hospitality and adult education provides unique skills that offer support to businesses and organizations to help them grow, build relationships, improve customer service, and support staff training. Recognized in 2011 as Choice Hotels Women in Business Alliance Woman of the Year, Bernice prides herself on being a community builder.

### **Blessing Akpan**

Blessing Akpan is a human resource specialist with focus on training and development. Currently serving with Kindred Credit Union as a training specialist, she has an educational background in economics and human resource management. Having trained over 2 000 individuals in entrepreneurship and business communication skills, Blessing is passionate about supporting individuals to be economically self-sufficient by improving the way they acquire and use relevant information. She is a certified master trainer with UNIDO for the HP LIFE Entrepreneurship Project Nigeria, and worked on several projects to facilitate small and medium enterprise growth such as the World Bank-sponsored Growth and Development Project in Nigeria, and Cuso International YOULEAD project for agricultural entrepreneurs, sustainable livelihood project for Mangrove communities sponsored by the Small Grants Program of UNDP.

### **Caroline Sparks**

Caroline Sparks is a Yukon-based consultant and facilitator who works with people, communities, governments, and non-profit organizations across the North. Caroline's expertise is grounded in education (BA, MACD) and diverse experiences in community development and adult learning, planning, and evaluation, recreation and sport, and as an instructor/trainer for the Canadian Red Cross. As a consultant and facilitator, Caroline understands the importance of working with individuals and communities to ensure outcomes that are relevant and meaningful, reflect local culture and values, and build community capacity and self-sufficiency for quality of life and well-being. Get to know Caroline better at [www.csparks.ca](http://www.csparks.ca).

### **Christiana St-Pierre**

Christiana St-Pierre facilitates learning in non-traditional contexts as a learning consultant and camp facilitator. She brings playfulness, creativity, and authenticity to her facilitation practice with a talent for both energizing and grounding a group at the right moment. Her secret super-power is an ability to remember details about people because she cares so much about them. Christiana understands that space and relationship shape the learning experience, and she co-creates memorable events through excellent coordination and attention to detail. Christiana stewards land on a multi-family, twelve-acre permaculture farm co-operative in the traditional territories of the T'Souke Nation in WSANEC territory.

### **Christopher Dougherty**

Christopher Dougherty lives in Calgary where he has been working and volunteering with non-profits for more than fourteen years in roles requiring training and facilitation. He has a master's in philanthropy in non-profit leadership, a bachelor's in applied non-profit studies, is certified in volunteer administration, and has a pile of unread books that grows faster than he can keep up with.

### **Corey Keith**

Corey Keith's pronoun is per and pers. Per has been providing passion, experience, and knowledge through peer counselling, consulting, and workshops in the areas of sexuality and gender since 2006. Corey continues to provide hundreds of hours of support, education, and advocacy in relation to sexual and gender diversity. Corey taught in the Bachelor of Social Work program in 2013 and 2015 at Thompson Rivers University. In 2009, Corey received a Bachelor of Indigenous Social Work, then received a diploma in Professional Counselling in 2011 and then in 2016, finished a Master of Education degree.

### **Deborah Young**

Deborah Young is a recognized leader in the field of volunteer management and was the coordinator of volunteer services for the Region of Waterloo for twenty years. She is the coordinator of the Volunteer Management Certificate Program and associate faculty with the Senior Leadership and Management in Not-For-Profit Sector at Conestoga College in Kitchener, Ontario. She holds post-graduate professional designations in volunteer administration, human resource management, adult education, online learning, and recreation and leadership. She has published papers in the field of volunteer administration and had the privilege of serving as a director with the Council for Certification in Volunteer Administration and Volunteer Management Professionals of Canada.

### **Dr. Golnaz Golnaraghi**

Dr. Golnaz Golnaraghi, Founder of Divity Group Inc and Accelerate Her Future, is a consultant and intersectional feminist management scholar with more than twelve years of facilitation experience. Through Divity Group, she offers a human-centred approach to facilitation and program/curriculum design to clients in education, non-profit, and for-profit sectors. Her areas of focus include leadership and team development, diversity and inclusion, and women in leadership. For more information go to [www.golnazgolnaraghi.com](http://www.golnazgolnaraghi.com).

### **Heather Ashthorn**

Heather Ashthorn is an executive director and program coordinator with many years' experience working for non-government and non-profit organizations. Her current work, which focuses on promoting human behaviour change, involves facilitation of outreach and educational opportunities and coordination with multiple governments, the private sector, and the public. She is interested in the potential that exists when a respectful space is created for sharing differing perspectives and world views.

### **Heather Lyon**

Heather Lyon is the owner and operator of First Start Planning Ltd. Based in Rocky Mountain House, Alberta, she has provided training and business services to her clients throughout western Canada for over twenty years. Heather delivers a variety of workshops and presentations in the areas of finance and administration to organizations and through colleges in Alberta and the Northwest Territories, both face-to-face and online. Heather's clients consistently describe her as knowledgeable, practical, and enthusiastic. As a small business owner herself, she has a unique understanding of challenges faced by her clients.

### **Helen Balanoff**

Helen Balanoff was born in Scotland but lived in the Northwest Territories (NWT) for more than forty years. She also lived and worked in China for six years. She has been an educator and trainer from pre-kindergarten through to university. She is the former executive director of the NWT Literacy Council, a non-profit organization that delivers training and resources to support community development related to literacy. She continues to work with the council (in her retirement!) on a project with Aurora College in the NWT. She recently moved to Victoria, British Columbia, where she is enjoying the weather.

### **Jeremy Ball**

Jeremy Ball has extensive experience in facilitation, coaching, and program design working within and consulting to organizations large and small. In 1999, Jeremy formed Spiral Learning and Development, a company that focuses on the cultural, interpersonal, and performance aspects of organizational effectiveness.



His core area of interest is supporting leaders in creating engaging workplaces where employees flourish. Jeremy's more recent work includes project manager with Izzo Consulting, leading over 20 000 managers and front-line Qantas employees through a culture-change program. For the last two years he has worked with Our Place Society, developing and establishing an employment program for vulnerable people with multiple barriers to employment.

### **Julie Cormier**

Julie Cormier is a French-Canadian woman who lives and plays in Victoria, British Columbia. She is passionate about gender equity and women's health. She leads girl circles in various schools and community organizations, which are facilitated discussions about the social and political impacts on women and girls and creative thinking to foster self-love and sisterhood.

### **Laurie Cook**

Laurie Cook is an innovation, learning, and leadership specialist. Through her company, Chutzpah Consulting, she works with a variety of clients in community, business, and government to get results and make a difference in the world. Laurie has a Master of Adult Education degree specializing in community development, and certificates in advanced facilitation and non-profit leadership, as well as a range of experience with the art of hosting techniques. The focus of her work is on creating transformational learning opportunities that encourage and support people to be more creative and innovative. She is also president of the Canadian Community Economic Development Network (CCEDNet).

### **Lisa Mort-Putland**

Lisa Mort-Putland is the executive director at Volunteer Victoria, a volunteer centre serving volunteers and volunteer-led organizations. Lisa works directly with boards and community groups to help them unpack trends in volunteerism, and often speaks at conferences and gatherings to help inspire everyone to volunteer.

### **Lise-Lotte Loomer**

Lise-Lotte Loomer is currently focusing on the idea of connecting through creativity. Gathering people together to experience a new creative endeavour is what interests her in response to so many people experiencing loneliness in an urban environment. After publishing *Greenhouse Hygge: The House of My Growing Dreams* and enjoying the conversations that it sparked, she is working on her second book. Lise-Lotte divides her time between Vancouver and Victoria, where she has an urban farm selling her flowers at a stand outside the garden gate, meeting neighbours, and sharing stories.

### **Lynda Gerty**

Lynda Gerty, MA, PCC, CEC, envisions a world where everyone realizes and contributes their highest potential to create the collective solutions we require for a positive future. As a leadership coach and organizational consultant, she specializes in leading participatory group processes that increase the health and effectiveness of human systems. Lynda is passionate about supporting people to navigate change and uncertainty, and address seemingly intractable issues together. Lynda is a professional certified coach (PCC) through the International Coach Federation, and a certified executive coach (CEC) through Royal Roads University. She holds a Master of Human Systems Intervention degree through Concordia University.

### **Marisa Gelfusa**

Marisa Gelfusa is a learning designer, consultant, and trainer, who facilitates accessible and transformative learning. She has worked with organizations such as the Volunteer Bureau of Montreal, McGill University and the Ontario Trillium Foundation. She is a Concordia University graduate and has a master's certificate in Adult Training and Development from York University. She is currently leading a project that seeks to explore and promote inclusive learning practices in the non-profit sector.

### **Reva Cooper**

Reva Cooper has been honoured to facilitate hundreds of individual, organizational, and community development opportunities in her varied roles as founding executive director of the Volunteer Action Centre (Kitchener-Waterloo, Ontario, Canada), coordinator/teaching faculty of the Volunteer Management Certificate Program at Conestoga College, and in her own volunteer engagement training and consulting practice (Reva Cooper Consulting). Reva strongly believes that people can identify and meet their learning goals with support from a skilled and respectful facilitator. She holds an Honours BA in Sociology and a Teacher/Trainer of Adults Certificate, and enjoys continuing to learn from the people she works with.

### **Richard Reid**

Richard Reid is executive director of the Manitoba Institute of Supply Chain Canada. Supply Chain Canada is the largest association of supply chain professionals in the country. Throughout his career, Richard has focused on helping people succeed. As executive director, Richard has helped hundreds of individuals find their pathway to success. Prior to his current role, Richard helped organizations reduce costs and increase profits by optimizing their supply chains. Rick has served as president of the of the Manitoba Institute of Supply Chain Canada. He has also served two terms as director on the Supply Chain Canada National Board of Directors and one term as chair of the Supply Chain Canada Federation Council.

### **Ruth Millard**

Ruth Millard has served the sports, recreation, youth, and volunteer management sectors over the last two decades. At two Canadian national organizations, she designed and facilitated in-person and virtual training, and led teams in curriculum development, eLearning platform selection, and train-the-trainer channels. She was course manager for over a hundred courses and facilitated sessions at national conferences. Ruth holds a BBA in Accounting, certificates in Volunteer Management, Leadership, and Program Evaluation, and international certification in Volunteer Administration, and a Trainer III Coaching and Adult Development Training Program from Scouts Canada. Ruth is president, with previous positions as vice president and certification chair, at Volunteer Management Professionals of Canada.

### **Sam Bradd**

Sam Bradd is a facilitator and graphic recorder, helping groups work for social impact. Combining twenty years' facilitation experience with visual tools, as the principal of Drawing Change, Sam has worked in nine countries and with the World Health Organization, the First Nations Health Authority, and groups working to change the world. Sam has a master's in Education (UBC) and is the co-editor of two books, including *Drawn Together Through Visual Practice*. He's a white settler and lives on unceded Musqueam, Tsleil-Waututh, and Squamish territories.

### **Shannon Beauchamp**

Shannon Beauchamp is an Indigenous facilitator, consultant, keynote speaker, storyteller, and kindness ambassador. For the past twenty-five years, Shannon has been delivering thought-provoking workshops across Canada primarily in the areas of cultural safety and humility, lateral violence and lateral kindness, reconciliation, and authentic leadership. Shannon has had the privilege of visiting and working with over 300 Indigenous communities and organizations across the country. Through storytelling and humour, Shannon strives to inspire and challenge people and organizations to imagine and realize their goals, values, strengths, and potential. Shannon is a featured keynote and motivational speaker with Keynote Speakers Canada and USA.

### **Shauna Janz**

Shauna Janz MA provides individual, family, and community grief support, and ritual and ancestral healing. She has been designing and delivering trauma-informed programs since 2008. Audiences have included non-profit organizations, local and provincial government, First Nation bands and organizations, post-secondary education institutions, school district teams, and small rural communities. She is committed to creating engaged and effective learning experiences for diverse people.

Currently, Shauna is a teacher with Ancestral Medicine, a trainer with BC Bereavement Helpline, and education facilitator with Learning Through Loss. She is founder of the Victoria Holistic Death Care Gatherings and co-visionary of the Deathly Matters community conference.

### **Sheldon Kitzul**

Sheldon Kitzul, BSW, ACC, is a leadership coach, social worker, educator, and activist. His work provides inspiration for clients through energy, insight, and enthusiasm. His work is centred on evidence-based practice and response-based principles. He works from the perspective that it is evident sexualized violence is, in our current social malaise, covertly taught as acceptable to our boys and girls. As many others have expressed, sexualized violence is a men's issue and as such, he works toward re-educating boys and men to step out of gendered boxes and put a stop to violence in every form. Sheldon's favourite work activities include being chair for the ReImagining Masculinities Conference, delivering his workshops for fathers – Fathering Greatness, and working with constituents of MLA John Horgan, premier of British Columbia. His community involvement includes sitting on multiple boards of directors.

### **Tara Jaskowiak**

Tara Jaskowiak, the founder of Groundwork, is dedicated to making connections and building capacity within the community. She supports businesses and organizations to find clarity and direction in their work by providing frameworks, tools, and support to guide their business/mission forward. Tara uses her background in developmental evaluation to deeply listen, pose questions, and share observations so that change can occur in real-time. Through coaching, workshops, and life events, Tara creates the space for personal, business, and organizational growth and development.

### **Vic Murray**

Vic Murray, PhD, is currently adjunct professor in the School of Public Administration at the University of Victoria. He is the author of many books, articles, and papers in the field of non-profit management. His most recent book is *The Management of Nonprofit and Charitable Organizations in Canada*. He was a founding board member of the Association for Nonprofit and Social Economy Research Canada (ANSER) and received its Distinguished Service Award in 2013. His current research focuses on how to improve the effectiveness of non-profit organization boards and directors. See [www.boardcheckup.com](http://www.boardcheckup.com).

## **Wendy Keats**

Wendy Keats is a community development consultant with more than thirty years of experience as a facilitator and trainer. She has worked with hundreds of non-profit organizations, businesses, government agencies, and multi-stakeholder groups, helping them to build knowledge and skills, develop strategies for moving forward, or resolve issues that affect them. A certified mediator since 1995, Wendy taught interest-based facilitation, negotiation, and communication at the University of Prince Edward Island for nearly a decade. She has conducted hundreds of group problem-solving sessions using interest-based processes that ensure everyone feels heard and is able to meaningfully contribute to the solution.

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