

# PROFESSIONAL FACILITATION TRAINING

PRACTICAL, AFFORDABLE, HANDS-ON TRAINING FROM CANADA'S ToP® FACILITATORS. THIS PREPARES YOU FOR A PROFESSION AS

INHOUSE  
ORGANIZATION  
FACILITATOR

IAF CERTIFIED  
PROFESSIONAL  
FACILITATOR

ICA CERTIFIED  
TOP™  
FACILITATOR

TOP™  
FACILITATIVE  
LEADER

COLLABORATIVE  
TRANSFORMATION  
LEADER



**NEW!** DATES FOR IN PERSON, LIVE ONLINE p. 18



Facilitating a culture  
of participation

**2025** Course  
catalogue



▶ The future of participatory society

## WELCOME!

**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](http://www.ica-associates.ca)

## Our Mission

Facilitating a culture of participation.

- **Training:** Leadership for a complex world
- **Consulting:** The future of meaningful engagement

## 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

General services .....	3
Certificate programs .....	4
Professional Facilitator Program.....	6
ToP Facilitation Essentials Program.....	8
Certification .....	9
Facilitative Leadership Program.....	10
ToP Advanced Facilitator Program.....	12
Other courses .....	13
Books and resources .....	13
Facilitation and consulting services .....	14
2024-25 course schedule .....	18
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.icacan.org](http://www.icacan.org)

## BRIDGE SILOS. CONNECT PEOPLE. RELEASE ENERGY. CREATE COMMITMENT.

Get all the advantages of stakeholder participation and commitment in your initiatives with ICA's four services.

### 1 Public courses

Get skills that last a lifetime with public courses.

#### INCREASE LONG TERM STAKEHOLDER COMMITMENT

Get powerful tools in the Professional Facilitator Program, ToP Facilitation Essentials Program, Facilitative Leadership Program, the 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.

- ▶ Prepare for professional certification.
- ▶ Elevate your facilitation practice.
- ▶ Become a facilitative leader.
- ▶ Increase your personal impact.

### 2 Consulting services

Get the full creativity and commitment from all stakeholders.

#### 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.

### 3 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 20% with a no-risk cancellation policy.

### 4 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 (IAF).

Join the PFP, address all the competencies required to become a CPF, and involve any group using facilitation tools and techniques to build commitment.

### IAF Competencies are:

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



Both PFP and TFE have received comprehensive endorsement by the IAF. You will need to pass the competency-based assessment by the International Association of Facilitators to become a CPF.

## ToP Facilitation Essentials Program

Get key facilitation skills and prepare yourself for IAF or ToP assessment. Endorsed by the International Association of Facilitators.

The Technology of Participation (ToP™) has been tried and tested worldwide as one of the most effective ways for getting participation and implementing solid results.

Learn how to assess the real and hidden needs of your client, lead workshops that generate consensus from any group. Enhance participation and increase productivity as a meeting facilitator, team leader or process facilitator.

### Learn how to:

- ▶ Assess client needs as an external or internal facilitator.
- ▶ Co-manage multi-session events.
- ▶ Focus teams and stakeholders on results.
- ▶ Lead a strategic plan for a project, company or

**The profession of facilitation** has emerged in the 21st century as an essential part of many jobs and a defining characteristic of leadership. Leaders must trust the wisdom of the group to get things done. This is the skill of facilitation. ICA Associates Inc. will support you on this leadership journey. Facilitative leaders and process consultants must develop mutual respect among members of any group to gain commitment and to follow through on plans. This specialized ability revolutionizes all work, is transferable to every sector and field, and can be learned and assessed.

- Group Facilitation Methods ..... 6
- Meetings That Work ..... 7
- Art & Science of Participation ..... 7
- Facilitating Client Collaboration ..... 8
- Transformational Strategy ..... 9
- The Power of Image Change ..... 10
- Organizational Transformation ..... 10
- Leading Dynamic Teams ..... 11
- Facilitating Conciliation ..... 11
- Participation Paradigm ..... 11
- Diversity Learning Circles ..... 12
- Cultural Transformation ..... 12
- Community Development Intensive ..... 12
- Transformational Leadership ..... 12



## Facilitative Leadership Program

Unlock potential and creativity throughout your entire organization using the Technology of Participation (ToP®)

Today's leaders must be 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.

A Facilitative Leader or a Certified ToP® Facilitator 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.

**You will be able to:**

- ▶ Empower the people around you.
- ▶ Align individual and organizational values.
- ▶ Work through multi-party systemic conflict.
- ▶ Transform the culture of your organization.



## 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, the ToP Facilitation Essentials Program and the Facilitative Leadership Program with additional intensive mentoring and personal coaching.

**Increase your ability to:**

- ▶ Transform the culture of any organization.
- ▶ Provide consulting to any profession or field.
- ▶ Provide leadership in highly complex situations.
- ▶ Lead strategic planning with any organization.
- ▶ Inspire implementation in all groups.

The AFP includes the price of assessment to become a Certified ToP Facilitator (CTF) and intensive mentoring.

# PFP

# PROFESSIONAL FACILITATOR PROGRAM



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.

**PRICE: \$1,445.00 + TAX**

TWO-DAY COURSES IN 2024-25

### Group Facilitation Methods (GFM)

Register online at:  
<https://ica-associates.ca/courses/group-facilitation-methods/>



See page 18 for complete schedule  
 Course timing is 9 am - 5 pm ET for both days, unless otherwise indicated.



## 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.

In Person 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 and our most popular two day course is offered all across Canada. It will make an immediate and dramatic difference in your understanding and practice of facilitation.

Group Facilitation Methods is a prerequisite for Transformational Strategy, Art & Science of Participation, Organizational Transformation, Advanced ToP Tools, Power of Image Change and Participation Paradigm..

*“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**

### DAILY STRUCTURE GROUP FACILITATION METHODS

	SESSION ONE		SESSION ONE
<b>DAY ONE</b>	The Focused Conversation Method <b>1</b> Demonstration of the Focused Conversation Method <b>2</b> Focused Conversation theory	<b>DAY TWO</b>	The Consensus Workshop Method <b>1</b> Demonstration of the Consensus Workshop Method <b>2</b> Consensus Workshop theory
	SESSION TWO <b>1</b> Practice designing and using the Focused Conversation Method <b>2</b> Practice facilitating in small groups <b>3</b> Reflection		SESSION TWO <b>1</b> Practice designing and using the Consensus workshop Method <b>2</b> Practice facilitating in small groups <b>3</b> Reflection



## 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. In Person 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.

**PRICE: \$1,445.00 + TAX**

TWO-DAY COURSES IN 2024-25

### Meetings That Work (MTW)

Register online at:  
<https://ica-associates.ca/courses/meetings-that-work/>



See page 18 for complete schedule. Course timing is 9 am - 5 pm ET for both days, unless otherwise indicated.



## 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.

### 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 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
- ▶ Covers many competencies in IAF facilitator certification.

This course is an important component of the Professional Facilitator Program and the ToP Advanced Facilitator Program.

**PRICE: \$3,545.00 + TAX**

**PREREQUISITE:** GROUP FACILITATION METHODS

### Art & Science of Participation (AAS)

Register online at:  
<https://ica-associates.ca/courses/art-science-of-participation/>



See page 18 for complete schedule. Course timing is 8:30 am - 5 pm for 6 days.

# SAVE 20%

The complete PFP package is **\$5,148.00** plus **TAX**.

The package saves 20% over individual pricing. There are many date options for each course on page 18 which can be taken in person or live online.





# TFE TOP FACILITATION ESSENTIALS PROGRAM



PREPARE TO BECOME AN ICA CERTIFIED TOP® FACILITATOR

The ToP Facilitation Essentials Program has received Comprehensive Endorsement from the International Association of Facilitators. This program also covers the 7 main competencies and the 28 subcompetencies assessed by ICA to become a Certified ToP Facilitator (CTF).

## TORONTO PRICE: \$6,140.00 + TAX

Register online at:  
<https://ica-associates.ca/packages/top-facilitation-essentials-tfe/>



The package saves 20% over individual pricing. There are many date options for each course on page 18 which can be taken in person or live online.

*"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**

## PRICE: \$1,445.00 + TAX

**PREREQUISITE:** NONE

TWO-DAY COURSES IN 2024-25

### Facilitating Client Collaboration (FCC)

Register online at:  
<https://ica-associates.ca/courses/facilitating-client-collaboration/>



See page 18 for complete schedule  
Course timing is 9 am - 5 pm ET for both days, unless otherwise indicated.

## TFE Program Courses

### Prepare for ToP Certification CTF

Learn the six main competencies of the IAF and the seven of ICA in preparation for ICA ToP 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 ICA to become a Certified ToP Facilitator (CTF)

Take the courses in any order, except Transformational Strategy must be taken after Group Facilitation.

- ▶ Group Facilitation Methods (p.6)
- ▶ Meetings That Work (p.7)
- ▶ Facilitating Client Collaboration (p.8)
- ▶ Transformational Strategy (p. 9)
- ▶ Power of Image Change (p. 10)



## Facilitating Client Collaboration



Design facilitation with your client

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.

This course has both in person and live online sessions of 7 hours for two days, as well as self-paced, self-directed courses.





## 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.

Course includes the PDF of the book *Transformational Strategy: Facilitating 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
- ▶ Support new behaviours required by implementation teams

**PRICE: \$1,745.00 + TAX**

**PREREQUISITE:** GROUP FACILITATION METHODS

THREE-DAY COURSES IN 2024-25

### Transformational Strategy (TST)

Register online at:  
<https://ica-associates.ca/courses/transformational-strategy/>



## Certified ToP Facilitator (CTF)

A certification of your mastery of facilitation



ICA Associates 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 at:

<https://ica-associates.ca/training/professional-certification/technology-of-participation-top/>

## 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.

# FLP FACILITATIVE LEADERSHIP PROGRAM

## THE NEW FACE OF LEADERSHIP

Facilitation is 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.

The complete FLP package is **\$8,812.00 plus TAX**. The package saves 20% over individual course pricing. There are many date options for each course on page 18 which can be taken in person or live online.

Register online at:  
<https://ica-associates.ca/packages/facilitative-leadership-program-flp/>



## FLP Program Courses

prepare for ToP certification CTF

Leverage the knowledge and experience of your people to make sound decisions and implement effective action. The Facilitative Leadership Program can transform the culture and practices of your organization by equipping you with the ability to get employees and all stakeholders working together from plans they develop together. Courses address all ToP competencies.

Seven courses make up the FLP.

- ▶ Group Facilitation Methods (p.6)
- ▶ Transformational Strategy (p.9)
- ▶ Organizational Transformation (p.10)
- ▶ Power of Image Change (p.10)
- ▶ Participation Paradigm (p.11)
- ▶ Leading Dynamic Teams (p.11)
- ▶ Facilitating Conciliation (p.11)

**PRICE: \$1,895.00 + TAX**

**PREREQUISITE:** GROUP FACILITATION METHODS

THREE-DAY COURSES IN 2024-25

### Organizational Transformation (ORG)

Register online at:  
<https://ica-associates.ca/courses/organizational-transformation/>



## Organizational Transformation

diagnose and leverage system-wide change

Transformation is the new normal. Use powerful sets of diagnostics and models to analyze and effectively enable change in any setting. The Organizational Journey maps out the concrete evolution. The Dynamic Screen provides strategies for structural and values changes.

**Learn how to:**

- ▶ Clarify the drivers of transformation
- ▶ Map out a concrete journey of change
- ▶ Alignment behaviour and values
- ▶ Diagnose systemic problems and leveraged strategies

**PRICE: \$1,445.00 + TAX**

**PREREQUISITE:** GROUP FACILITATION METHODS

TWO-DAY COURSES IN 2024-25

### Power of Image Change (IMC)

Register online at:  
<https://ica-associates.ca/courses/power-of-image-change/>



## Power of Image Change

Internal images and behavioural change

Extraordinary facilitation leads to positive changes in how people see themselves and each other and results in meaningful behaviour change. This course shows the concrete path to empowerment.

**Learn how to:**

- ▶ Apply methods to support change
- ▶ Equip yourself with deeper insight
- ▶ Become comfortable with your own struggles.





The complete FLP package is **\$8,172.00 plus HST** and includes Group Facilitation Methods.

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



## Leading Dynamic Teams

collaborative processes for team creativity

Get teams and departments working together to ensure success after success. Create collaborations that focus on results and keep people on track. Use the group's creativity to solve problems and build lasting solutions. Generate real commitment to immediate implementation

### Learn how to:

- ▶ Motivate and sustain coalitions and partnerships
- ▶ Generate joint solutions for complex situations
- ▶ Build models and frameworks



## Facilitating Conciliation

conflict resolution and beyond

Methods and tools for forming joint solutions for systemic, multi-stakeholder conflict that won't go away. This course shows the facilitative way for working through and getting beyond the entrenchment of multi-issue conflict in order to propel organizations and parties forward.

### Learn how to:

- ▶ Find and understand the central core of the conflict
- ▶ Use the 7 phases of conciliation and practical tools
- ▶ Design solutions for complexity



## Participation Paradigm

the basic of top methodology

Learn why ToP methods work so successfully in all situations and affect people so profoundly. Create your own new processes and interventions that carry you through your own difficult challenges.

### Learn how to:

- ▶ Modify techniques for your situations
- ▶ Respond to group struggles
- ▶ Maximize the impact of all sessions.

**PRICE: \$1,445.00 + TAX**

**PREREQUISITE:** GROUP FACILITATION METHODS

TWO-DAY COURSES IN 2024-25

### Leading Dynamic Teams (DYN)

Register online at:  
<https://ica-associates.ca/courses/leading-dynamic-teams/>



**PRICE: \$1,445.00 + TAX**

**PREREQUISITE:** NONE

TWO-DAY COURSES IN 2024-25

### Facilitating Conciliation (CON)

Register online at:  
<https://ica-associates.ca/courses/facilitating-conciliation/>



**PRICE: \$1,445.00 + TAX**

**PREREQUISITE:** GROUP FACILITATION METHODS

TWO-DAY COURSES IN 2024-25

### Participation Paradigm (PPR)

Register online at:  
<https://ica-associates.ca/courses/participation-paradigm/>

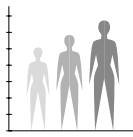


# AFP

## TOP ADVANCED FACILITATOR PROGRAM

### TRANSFORMATIONAL LEADER

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, the ToP Facilitation Essentials Program and the Facilitative Leadership Program plus regular coaching from an assigned mentor. It includes the cost of ToP certification but more than that prepares you to be a Transformational Leader.



**Highly skilled facilitators** are often pulled into leadership roles. Great leaders use facilitation because it inspires. Join the AFP and become an Advanced ToP Facilitator and a

Transformational Leader. With a deep impact on individuals, groups and entire organizations, draw out wise results, motivation and commitment from any group 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 26 days of course work, frequent practice in your own environment, regular coaching by a Certified ToP 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
- ✓ Includes ToP Certification (CTF) assessment fee.
- ✓ Join the monthly Community of Practice.



ToP Advanced Facilitator Program includes PFP and TFE, both endorsed by the International Association of Facilitators, and FLP.

**Courses can be taken in any order.** Group Facilitation is a prerequisite for all courses except Meetings That Work, Facilitating Client Collaboration and Facilitating Conciliation.

- Group Facilitation Methods
- Meetings That Work
- Facilitating Client Collaboration
- Transformational Strategy
- Leading Dynamic Teams
- Facilitating Conciliation
- Organizational Transformation
- Power of Image Change
- Participation Paradigm
- Art and Science of Participation

Join an AFP class and and take the courses together sharing practice and becoming a community. Alternatively, you can take the AFP at your own pace

Allow one to three years to complete all requirements. 18 hours of mentoring is included in the AFP. The ToP Certification assessment fee is included in the AFP.

The AFP is \$17,760.00 plus HST, a 20% saving over the total of all individual courses. Courses taken before joining count toward the AFP. 80% of the cost of past courses can be applied to the AFP.

**PRICE: \$17,760.00 + TAX**

#### Advanced Facilitator Program

Register online at:  
<https://ica-associates.ca/packages/advanced-facilitator-program-afp/>



## Other Courses

Supporting your professional journey

### Diversity Learning Circles (DLC)

Identify and address systemic racism, discrimination and unconscious bias

3 DAYS **PRICE: \$1,895.00 + TAX**

Find dates and register online at:

<https://ica-associates.ca/courses/diversity-learning-circles/>



### Community Development Intensive (CDI)

Grassroots whole system engagement

5 DAYS **PRICE: \$2,495.00 + TAX**

Find dates and register online at:

<https://ica-associates.ca/courses/community-development-intensive/>



### Transformational Leadership (TRL)

Future-proof the economics, structure and culture of your organization

8 DAYS **PRICE: \$12,600.00 + TAX**

Find dates and register online at:

<https://ica-associates.ca/courses/transformational-leadership/>



### Cultural Transformation (CUL)

Build a high performing workplace culture

2 DAYS **PRICE: \$1,445.00 + TAX**

Find dates and register online at:

<https://ica-associates.ca/courses/cultural-transformation/>



## Books and Resources

Supporting your facilitation journey

- 1 *The Art of Focused Conversation: 100 Ways to Access Group Wisdom in the Workplace.*  
General Editor R. Brian Stanfield
- 2 *The Workshop Book: From Individual Creativity to Group Action* by Brian Stanfield
- 3 *The Art of Focused Conversation for Schools: Over 100 Ways to Guide Clear Thinking and Promote Learning* by Jo Nelson
- 4 *Transformational Strategy: Facilitation of ToP Participatory Planning* by Bill Staples
- 5 *Getting to the Bottom of ToP: Foundations of the Methodologies of the Technology of Participation* by Wayne and Jo Nelson
- 6 *The Courage To Lead: Transform Self, Transform Society* by R. Brian Stanfield

### Order online from:

[Amazon.com](https://www.amazon.com) | [iUniverse.com](https://www.iuniverse.com) | [New Society Publishers](https://www.new-society-publishers.com)

*"ICA methods have made a tremendous difference in my work. Many of my clients have benefited from them and they have generated positive results in some very tricky and challenging situations. I also make good use of the post course support and I always get first-rate advice."*

**David Kraft**





# THE FUTURE OF MEANINGFUL ENGAGEMENT

## TRANSFORMATION ENGAGEMENT

ICA facilitation and consulting services 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
- ▶ An impasse has occurred and breakthrough is required

#### MAJOR ADVANTAGES

- ▶ Compressed planning time
- ▶ Accelerated implementation and results
- ▶ Commitment to sustainable solutions
- ▶ Fast response to major changes
- ▶ Empowered staff with less supervision

*"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**

### TECHNOLOGY OF PARTICIPATION ToP®

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

We are part of a global network working across many sectors. Finance, energy and information services, health care and education sectors, government agencies, Indigenous communities and not-for profit organizations have all benefitted. Our Transformation Engagement model guides you through seven areas of engagement with all your stakeholders.

ICA facilitators and consultants turn diversity and disagreement into creative assets to be embraced not problems to be managed.

### 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.



**TRANSFORMATIONAL ENGAGEMENT**

Organizations need the full creativity and commitment of all staff and stakeholders. We are on the leading edge, helping individuals, organizations and communities transform their most challenging situations into empowering opportunities. Our Transformation Engagement model involves everyone in planning, distributed decision making and change management. ICA is known world-wide for our profound respect and for authentic participation.

Known for our profound respect and for authentic participation, we specialize in seven services of engagement, working with your team on any one or more. Use all seven to ensure that transformation within your organization is fully realized and powerfully imbedded.

**STRATEGIC PLANNING**

Move forward with renewed commitment.

ICA will work with leadership, staff and stakeholders on the long and short range strategies and goals that will focus everyone on moving ahead together. Generate high levels of commitment and move forward.

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

**CONTINUOUS IMPROVEMENT**

Support and sustain continuous improvement.

ICA can ensure that your entire team will continuously improve implementation, and provide support to each other so that future challenges can be met internally. Build sustainability in to every initiative..

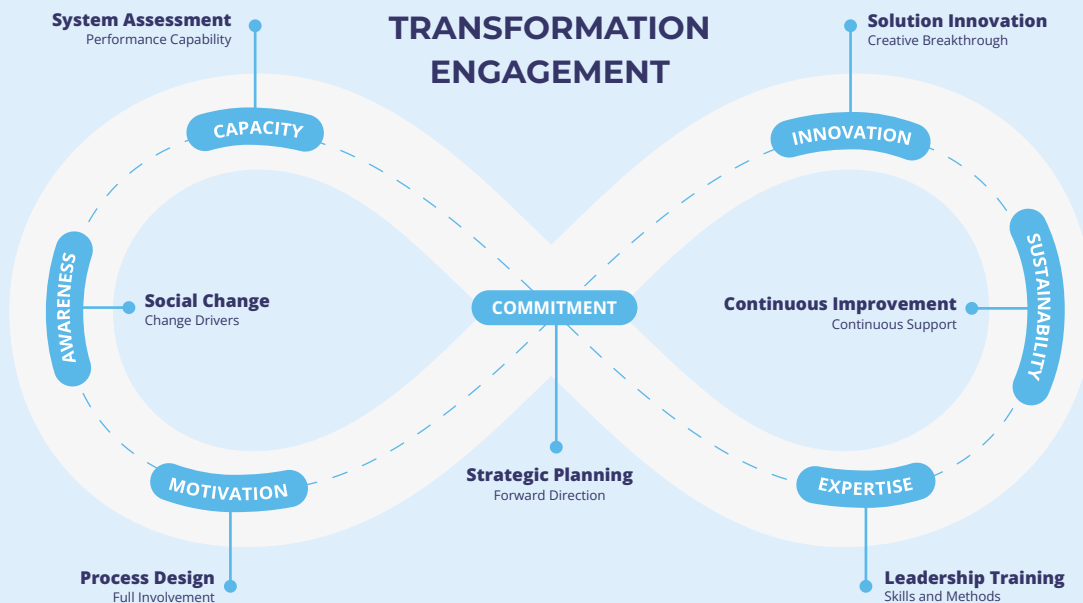
- ▶ Analyze workflows and processes
- ▶ Uncover opportunities
- ▶ Create realistic structural scenarios
- ▶ Creative alternatives
- ▶ Sustain new behaviour

**SOLUTION INNOVATION**

Solve problems with creative breakthroughs.

ICA will engage stakeholders in creating the solutions, systems and structures that are needed. Get the creative breakthroughs you need..

- ▶ Enterprise wide impact
- ▶ Align the focus of managers' goals and workloads
- ▶ Evaluation is a positive activity
- ▶ Implement and create together





**SYSTEM ASSESSMENT**

Assess your organization’s systems, leadership, teams and story. ICA will assess, in a participatory way, so stakeholders recognize the changes that are needed. Eliminate gaps in capacity.

- ▶ Culture, identify and values
- ▶ Resources, production and distribution
- ▶ Behavioural change imbedded in process.
- ▶ Control and decision making.

**PROCESS DESIGN**

Co-design approaches for all stakeholder to be involved. ICA will design, in a participatory way, so that all stakeholders know how they will contribute to the necessary changes. Ramp up motivation to implement through full involvement.

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

**SOCIAL CHANGE**

Learn how society’s trends drive change.

ICA will analyze, in a participatory way, how internal and external drivers are effecting change in your organization so that all stakeholders understand them:

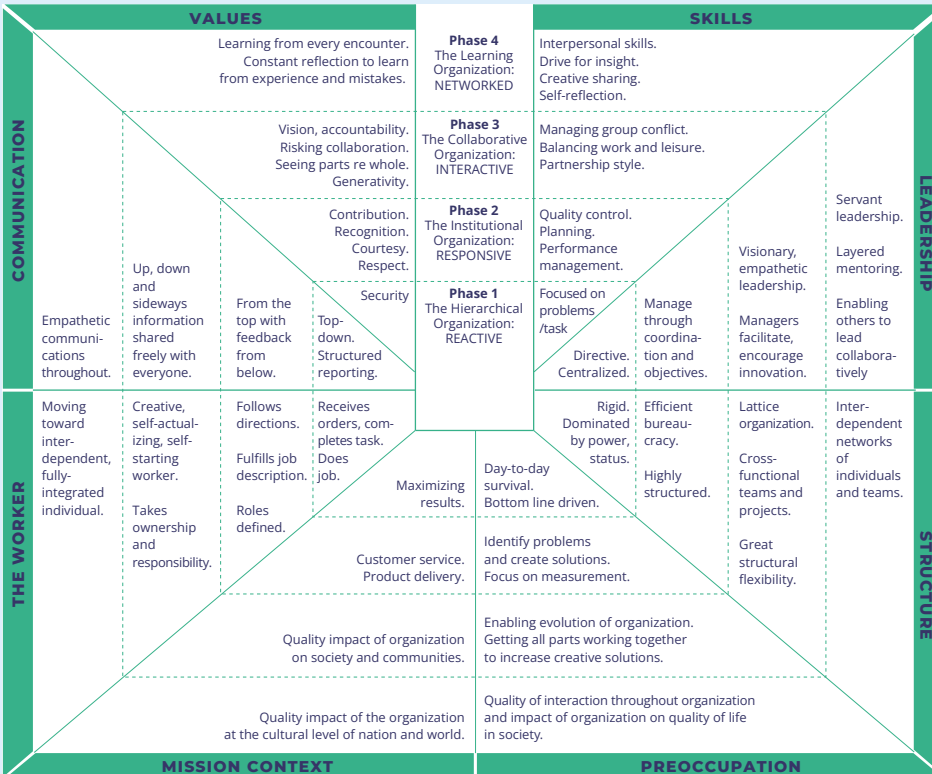
- ▶ Resources and markets
- ▶ Trend analysis
- ▶ Comprehensive scope
- ▶ Government regulations

**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](mailto:ica@ica-associates.ca)  
 Website: [www.ica-associates.ca](http://www.ica-associates.ca)

ICA's Map of the Organizational Journey



©The Canadian Institute of Cultural Affairs, 2012

*“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 Wisniowski, 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.

In-house courses can be scheduled in-person at your location, or scheduled live online. There are also self-directed options. 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 tender\_0017851, to the Ontario Public Service for Learning and Training Services. ICA has security clearance.

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

### 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.



# 2024-25 Courses available In Person and Online anywhere

PROGRAMS	PRICE
<b>Professional Facilitator Program (PFP)</b> includes GFM, MTW, AAS	<b>\$5,148.00 +TAX</b>
<b>Top Facilitation Essentials Program (TFE)</b> includes GFM, MTW, FCC, TST, IMC	<b>\$6140.00 +TAX</b>
<b>Facilitative Leadership Program (FLP)</b> includes GFM, TST, DYN, CON, ORG, IMC, PPR	<b>\$8,812 +TAX</b>
<b>Top® Advanced Facilitator Program</b> includes includes 18 hour mentoring and Top Certification assessment and GFM, MTW, FCC, TST, ORG, DYN, CON, IMC, PPR, AAS	<b>\$17,760.00 +TAX</b>



COURSES	PRICE
<i>In Person and Online courses are 9-5 in their respective time zones.</i>	
<b>Group Facilitation Methods In Person</b>	<b>GFMIP</b>
GFMIP Sep 16-17, 2024	\$1,445.00 +TAX
GFMIP Nov 18-19, 2024	\$1,445.00 +TAX
GFMIP Jan 20-21, 2025	\$1,445.00 +TAX
GFMIP Edmonton Feb 18-19, 2025	\$1,445.00 +TAX
GFMIP Mar 17-18, 2025	\$1,445.00 +TAX
GFMIP Apr 22-23, 2025	\$1,445.00 +TAX
GFMIP Calgary May 5-6, 2025	\$1,445.00 +TAX
GFMIP May 12-13, 2025	\$1,445.00 +TAX
GFMIP Edmonton May 26-27, 2025	\$1,445.00 +TAX
GFMIP June 9-10, 2025	\$1,445.00 +TAX
GFMIP Oct 20-21, 2025	\$1,445.00 +TAX
GFMIP Nov 24-25, 2025	\$1,445.00 +TAX
<b>Group Facilitation Methods Live Online</b>	<b>GFMLO</b>
GFMLO Sep 16-17, 2024	\$1,445.00 +TAX
GFMLO Pacific Time Sep 30-Oct 1, 2024	\$1,445.00 +TAX
GFMLO Dec 2-3, 2024	\$1,445.00 +TAX
GFMLO Pacific Time Jan 27-28, 2025	\$1,445.00 +TAX
GFMLO Jun 2-3, 2025	\$1,445.00 +TAX
GFMLO Jul 2-3, 2025	\$1,445.00 +TAX
GFMLO Pacific Time Sep 22-23, 2025	\$1,445.00 +TAX
GFMLO Oct 6-7, 2025	\$1,445.00 +TAX
GFMLO Mountain Time Dec 8-9, 2025	\$1,445.00 +TAX
<b>Meetings That Work In Person</b>	<b>MTWIP</b>
MTWIP Sep 18-19, 2024	\$1,445.00 +TAX
MTWIP Calgary Nov 20-21, 2024	\$1,445.00 +TAX
MTWIP Jan 22-23, 2025	\$1,445.00 +TAX
MTWIP Edmonton Feb 20-21, 2025	\$1,445.00 +TAX
MTWIP Calgary May 7-8, 2025	\$1,445.00 +TAX
MTWIP Jun 11-12, 2025	\$1,445.00 +TAX
<b>Meetings That Work Live Online</b>	<b>MTWLO</b>
MTWLO Dec 4-5, 2024	\$1,445.00 +TAX
MTWLO Pacific Time Jan 29-30, 2025	\$1,445.00 +TAX
MTWLO Mountain Time Apr 28-29, 2025	\$1,445.00 +TAX
MTWLO Pacific Time Sep 15-16, 2025	\$1,445.00 +TAX
MTWLO Oct 8-9, 2025	\$1,445.00 +TAX
MTWLO Mountain Time Dec 10-11, 2025	\$1,445.00 +TAX

COURSES	PRICE
<i>In Person and Online courses are 9-5 in their respective time zones.</i>	
<b>Facilitating Client Collaboration In Person</b>	<b>FCCIP</b>
FCCIP Nov 26-27, 2024	\$1,445.00 +TAX
FCCIP Apr 24-25, 2025	\$1,445.00 +TAX
FCCIP Calgary Sep 17-18, 2025	\$1,445.00 +TAX
<b>Facilitating Client Collaboration Live Online</b>	<b>FCCLO</b>
FCCLO Feb 10-11, 2025	\$1,445.00 +TAX
<b>Transformational Strategy In Person</b>	<b>TSTIP</b>
TSTIP Oct 2-4, 2024	\$1,895.00 +TAX
TSTIP Edmonton Nov 13-15, 2024	\$1,895.00 +TAX
TSTIP Mar 26-28, 2025	\$1,895.00 +TAX
TSTIP Jun 16-18, 2025	\$1,895.00 +TAX
TSTIP Oct 22-24, 2025	\$1,895.00 +TAX
TSTIP Calgary Oct 29-31, 2025	\$1,895.00 +TAX
<b>Transformational Strategy Live Online</b>	<b>TSTLO</b>
TSTLO Sep 18-20, 2024	\$1,895.00 +TAX
TSTLO Feb 12-14, 2025	\$1,895.00 +TAX
<b>Leading Dynamic Teams In Person</b>	<b>DYNIP</b>
DYNIP Mar 19-20, 2025	\$1,445.00 +TAX
<b>Leading Dynamic Teams Live Online</b>	<b>DYNLO</b>
DYNLO Oct 7-8, 2024	\$1,445.00 +TAX
DYNLO Sept 24-25, 2025	\$1,445.00 +TAX
<b>Facilitating Conciliation In Person</b>	<b>CONIP</b>
CONIP Sep 23-24, 2024	\$1,445.00 +TAX
CONIP Nov 17-18, 2025	\$1,445.00 +TAX
<b>Facilitating Conciliation Live Online</b>	<b>CONLO</b>
CONLO Nov 18-19, 2024	\$1,445.00 +TAX
CONLO June 4-5, 2025	\$1,445.00 +TAX
<b>Organizational Transformation In Person</b>	<b>ORGIP</b>
ORGIP Oct 9-11, 2024	\$1,895.00 +TAX
ORGIP Nov 26-28, 2025	\$1,895.00 +TAX
<b>Organizational Transformation Live Online</b>	<b>ORGLO</b>
ORGLO Nov 4-6, 2024	\$1,895.00 +TAX
ORGLO Apr 9-11, 2025	\$1,895.00 +TAX

Course dates on our website are always the most current. See <https://ica-associates.ca/training/>



## COURSES

## PRICE

In Person and Online courses are 9-5 in their respective time zones.

Participation Paradigm In Person		PPRIP
PPRIP	Jun 19-20, 2025	\$1,445.00 +TAX
Participation Paradigm Live Online		PPRLO
PPRLO	Dec 9-10, 2024	\$1,445.00 +TAX
PPRLO	Nov 3-4, 2025	\$1,445.00 +TAX
Power of Image Change In Person		IMCIP
IMCIP	May 14-15, 2025	\$1,445.00 +TAX
Power of Image Change Live Online		IMCLO
IMCLO	Oct 21-22, 2024	\$1,445.00 +TAX
IMCLO	Dec 1-2, 2025	\$1,445.00 +TAX
Art & Science of Participation In Person		AASIP
AASIP Edmonton	Jun 23-28, 2025	\$3,545.00 +TAX
AASIP	July 14-19, 2025	\$3,545.00 +TAX
Art & Science of Participation Live Online		AASLO
AASLO	Feb 3-7, 2025	\$3,545.00 +TAX
Cultural Transformation In Person		CULIP
CULIP	Nov 7-8, 2024	\$1,445.00 +TAX
CULIP	Nov 5-6, 2025	\$1,445.00 +TAX
Diversity Learning Circles Live Online		DLCLO
DLCLO	Oct 23-25, 2024	\$1,895.00 +TAX
DLCLO	Oct 14-16, 2025	\$1,895.00 +TAX
Community Development Intensive In Person		CDIIP
CDIIP	Sep 29-Oct-3, 2025	\$2,495.00 +TAX
Transformational Leadership		TRLLO
TRL	to be announced	\$12,600.00 +TAX
<b>Group Facilitation Methods Self Directed</b>		\$1,445.00 +TAX
<b>Meetings That Work Self Directed</b>		\$1,445.00 +TAX
<b>Facilitating Client Collaboration Self Directed</b>		\$1,445.00 +TAX
<b>Transformational Strategy Self Directed</b>		\$1,895.00 +TAX

## Toronto Course location, times and discounts

In Person 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. 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.

Our training room is well-ventilated. We follow all Toronto Public Health guidelines. 401 Richmond has a rooftop garden in the summer and the Dark Horse Espresso Bar year round.

### 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 \$50 rescheduling fee.
- There is no reschedule fee for a changed course date.
- There are no change fees for courses within a program.

### 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 courses in Canada. Prices for other In Person or Live Online courses in other countries may differ. You will receive confirmation of your course registration by email, or telephone. On payment you will be able to access our learning management system for In Person, Live Online or Self Directed courses.

### Course Discounts

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

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

## For training across Canada

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

**Register online:** <https://ica-associates.ca/training/>

**by e-mail:** ica@ica-associates.ca

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

**by fax:** 416-691-2491

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



## RECENT CLIENTS

Alberta Electric System Operator  
Alberta Medical Association  
Alheimers Society of Ontario  
Arctic Energy Alliance  
Bent Arrow Traditional Healing  
BC Lottery Corporation  
Canadian Armed Forces  
Canadian Broadcasting Corporation  
Canadian Alliance to End Homelessness  
Canadian Nuclear Laboratories  
Canadian Partnership Against Cancer  
Canada Border Services Agency  
Canadian Armed Forces  
Cascades Canada ULC  
City of Edmonton  
City of Thunder Bay  
Durham Region Health  
Environment Canada  
Federation of Canadian Municipalities  
Federation of Sovereign Indigenous Nations  
Friends of the Awkwesasne Freedom School  
Government of Northwest Territories  
Head Injury Rehabilitation Association  
Health Quality Council of Alberta  
Insurance Corporation of British Columbia  
Mackenzie Financial  
Mascwaçis Education Schools Commission  
Manulife Financial  
Mistawasis First Nation  
Municipal Property Assessment Corporation  
Northumberland County  
NWT Recreation and Parks Association  
Ontario Ministry of Children, Community and Social Services  
Ontario Ministry of Natural Resources and Forests  
Prospectors and Developers Association of Canada  
Novartis  
Parks Canada  
Region of Waterloo Public Health  
Regional Municipality of York  
Royal Bank of Canada  
Royal Canadian Air Force Aerospace Warfare Centre  
Royal Canadian Air Force Academy  
Saskatchewan Ministry of Health  
Saskatchewan Polytechnic  
Service Canada Waasegiizhig Nanaandawe'yewigamig  
Workplace Safety and Insurance Board



Facilitating a culture  
of participation

401 Richmond St. W., Suite 405  
Toronto, Ontario  
Canada M5V 3A8

Telephone: (416) 691-2316

Toll free outside Toronto:  
1-877h-691-1ICA (1-877-691-1422)

Fax: (416) 691-2491

e-mail: [ica@ica-associates.ca](mailto:ica@ica-associates.ca)

website: [www.ica-associates.ca](http://www.ica-associates.ca)



Sponsor of  
International Association of Facilitators  
Conference 2000 Toronto, 2003 Ottawa,  
2009 Vancouver, 2012 Halifax, 2015 Banff,  
2018 Ottawa, 2024 San Diego