PROFESSIONAL FACILITATION TRAINING

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

INHOUSE ORGANIZATION FACILITATOR

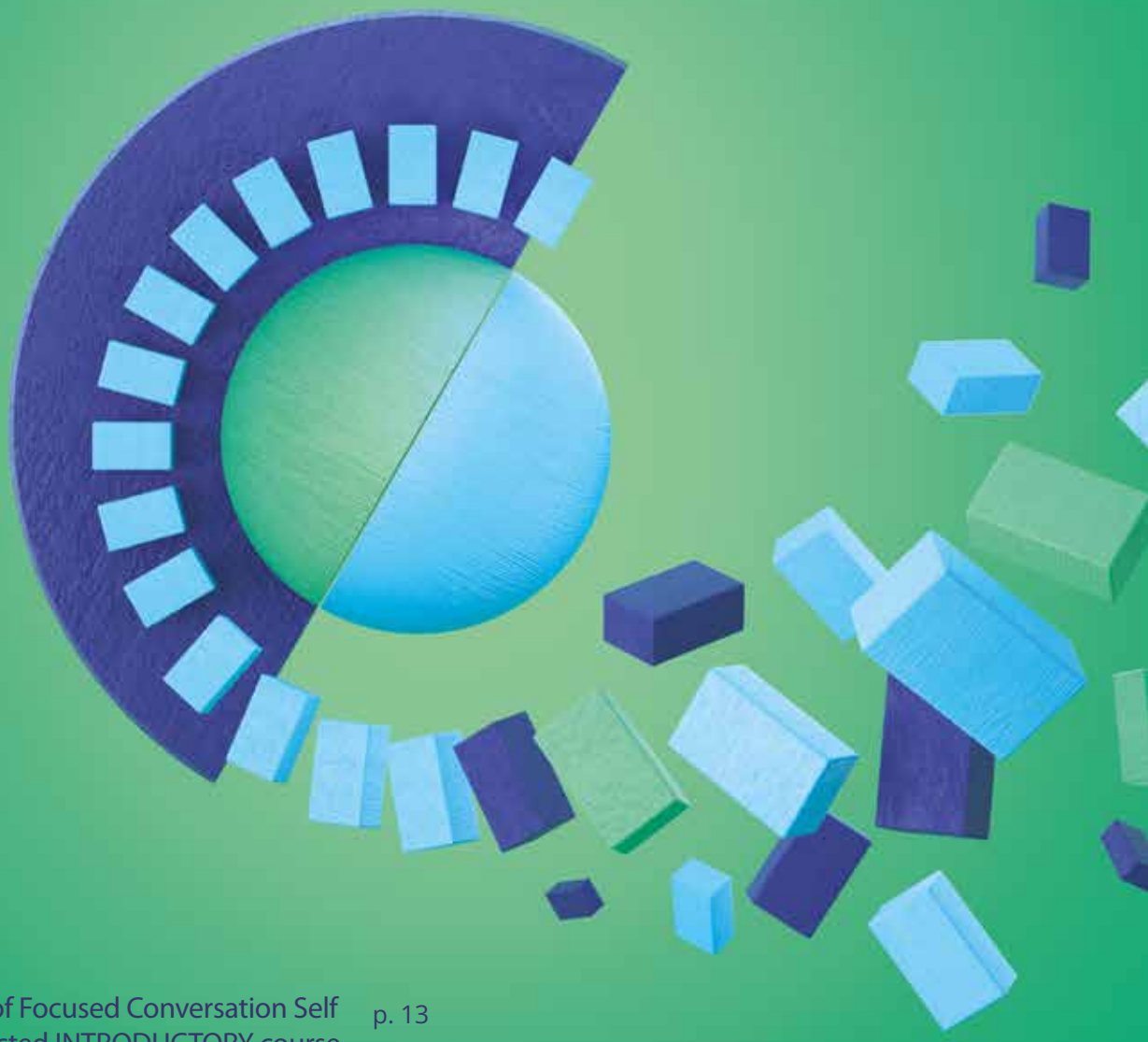
IAF CERTIFIED PROFESSIONAL FACILITATOR

ICA CERTIFIED ToP™ FACILITATOR

ToP™ FACILITATIVE LEADER

COLLABORATIVE TRANSFORMATION LEADER

ICA ASSOCIATES



NEW! Art of Focused Conversation Self Directed INTRODUCTORY course p. 13

Facilitating a culture of participation

2027 Course catalogue

July 8, 2026

ASSOCIATES

The future of participatory society

Facilitation Skills Training Catalogue

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 transferringpractical 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

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.

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
New: Art of Focused Conversation 13
Other courses 13
Books and resources 13
Facilitation and consulting services 14
2025 course schedule 18
Prices and discounts 19
Course Comparison Table 20

ICA CANADA

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 in Canada and around the world

Currently ICA Canada programming includes the AWE-Walk in Toronto, and the long standing, Courage to Lead study series in Canada, China, Nepal, Turkey and New Zealand. ICA Canada continues to translate our books and resources in several languages.

For more information, please visit 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

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

2 In-House training

Deepen organizational capacity with in-house training.

EMPOWER AND ENERGIZE STAFF

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

3 Consulting services

Get the full creativity and commitment from all stakeholders.

CREATE COLLABORATIVE INITIATIVES TOGETHER

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

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.

COMBINE OUR SERVICES TO TRANSFORM YOUR ORGANIZATION INTO A CULTURE OF PARTICIPATION.

1-877-691-1422 | ICA@ICA-ASSOCIATES.CA | WWW.ICA-ASSOCIATES.CA

GAIN HIGH-VALUE TRANSFERABLE SKILLS AND GET CERTIFIED

Master the art of evoking wisdom. Develop skills to last a lifetime.

PROFESSIONAL FACILITATOR PROGRAM (PFP) + TOP FACILITATION ESSENTIALS (TFE) + FACILITATIVE LEADERSHIP PROGRAM (FLP) + PERSONAL COACHING = TOP ADVANCED FACILITATOR PROGRAM (AFP)

Professional Facilitator Program p.6

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 p.8

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 community.

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 mutal 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
Art of Focused Conversation 13

Facilitative Leadership Program p.10

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 p.12

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 2027

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 mprove 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

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

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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 2027

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

SIX-DAY COURSES IN 2027

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).

PRICE: $6,140.00 + TAX

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

See page 18 for complete schedule

Course timing is 9 am - 5 pm ET for both days, unless otherwise indicated.

The package saves 20% over individual course pricing.

"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

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. 9)

PRICE: $1,445.00 + TAX

PREREQUISITE: NONE

TWO-DAY COURSES IN 2026

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.

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 can be taken as a two day in person course, as a two day live onine course, or as an online self-paced, self-directed course.

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 consensus and the synthesis of strategic thinking into the analysis of strategic planning. For real vision instead of slogans, and real action instead of paper plans that gather dust.

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: $1,895.00 + TAX

PREREQUISITE: GROUP FACILITATION METHODS

THREE-DAY COURSES IN 2027

Transformational Strategy (TST)

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

Power of Image Change

Internal images and bevioural 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.

PRICE: $1,445.00 + TAX

PREREQUISITE: GROUP FACILITATION METHODS

TWO-DAY COURSES IN 2027

Power of Image Change (IMC)

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

Certified ToP Facilitator (CTF)

A certification of your mastery of facilitation

ICA Associates Inc. certifies ToP Facilitators after a competency-based assessment of advanced facilitation skills in applying the ToP body of knowledge.

Be recognized to have a powerful set of consulting and facilitation skills that are transferable to executives, consultants, managers, trainers, coaches, planners and any situation that needs productive participation and group work. CTFs can be self-employed consultants or work in government, industry and NGO's.

ToP certification recognizes an advanced 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.
https://ica-associates.ca/training/professional-certification/technology-of-participation-top/

Certified Professional Facilitator (CPF)

IAF industry standard certification

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

Transform whole organizations with models and collaboration tools.

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 and most IAF competencies.

Take seven courses in any order except that Group Facilitation Methods is a prerequisite for everything except Facilitating Conciliation.

You can take coursed inperson or live online or self-directed GFM or TST.

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

PRICE: $1,895.00 + TAX

PREREQUISITE: GROUP FACILITATION METHODS

THREE-DAY COURSES IN 2027

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. Go beyond leadership and get everyone involved in the necessary change. Participation will increase flexibility, follow through and commitment.

The Organizational Journey maps out the concrete evolution. See page 16.

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

The complete FLP package is **$8,812.00 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

PRICE: $1,445.00 + TAX

PREREQUISITE: GROUP FACILITATION METHODS

TWO-DAY COURSES IN 2027

Leading Dynamic Teams (DYN)

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

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

PRICE: $1,445.00 + TAX

PREREQUISITE: NONE

TWO-DAY COURSES IN 2027

Facilitating Conciliation (CON)

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

Participation Paradigm

the basis of all 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 stuggles
- Maximize the impact of all sessions.

PRICE: $1,445.00 + TAX

PREREQUISITE: GROUP FACILITATION METHODS

TWO-DAY COURSES IN 2027

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.

AFP Program Courses

Become a facilitative transformational leader

Highly skilled facilitators are often pulled into leadership roles. Great leaders use facilitation because it inspires and generates commitment. 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 design and facilitate highly participatory 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 the FLP.

Courses can be taken in any order. Group Facilitation is a prerequisite for all courses except MTW, FCC and CON.

- 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**

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 | iUniverse.com |New Society Publishers

New - Art of Focused Conversation Self Directed INTRODUCTORY Course

The single most powerful method for any facilitator

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. It will make an immediate and dramatic difference in your understanding and practice of facilitation.

Take the AFCSD Introductory course by yourself on our self-directed learning platform. Get readings, videos, quizzes, assignments and games. Practice your assignments with family, friends or colleagues.

You can upgrade later to the AFCSD Certificate course that marks your work, provides feedback and interaction with an experienced facilitator. After the Certificate course you can get a discount on GFM which teaches the Focused Conversation Method and the Consensus Workshop Method.

ONLINE AT YOUR OWN PACE

PRICE: $395.00 + TAX

https://ica-associates.ca/courses/focused-conversation-method/

THE FUTURE OF MEANINGFUL ENGAGEMENT

TRANSFORMATIONAL 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

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.

> *"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**

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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..

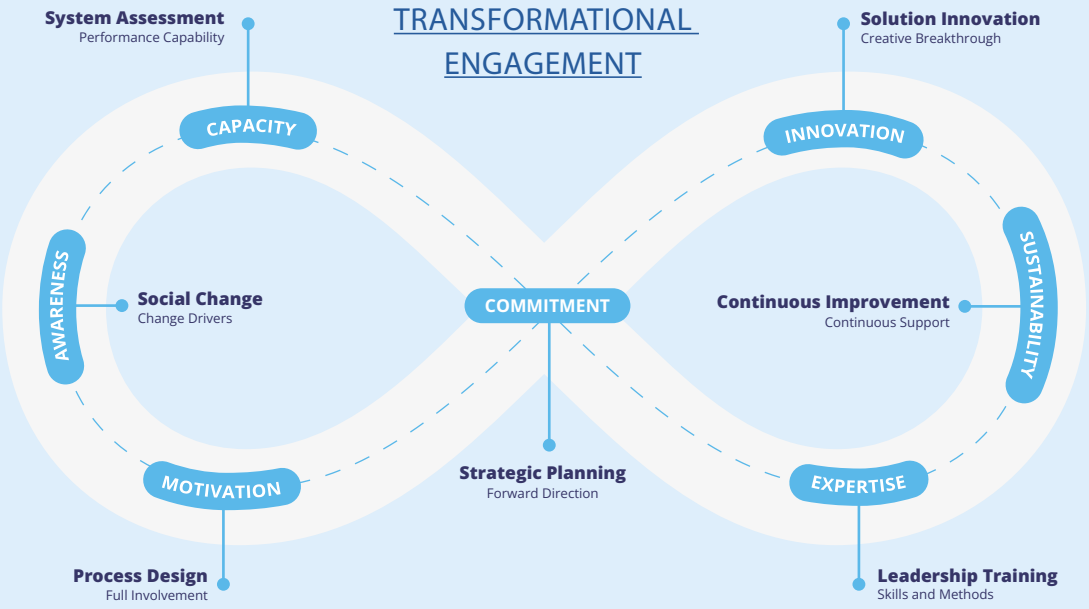
- Analyze workflows and processes
- Uncover opportunities
- Create realistic structural scenarios
- Creative alternatives
- Sustain new behaviour

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.

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

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.

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.

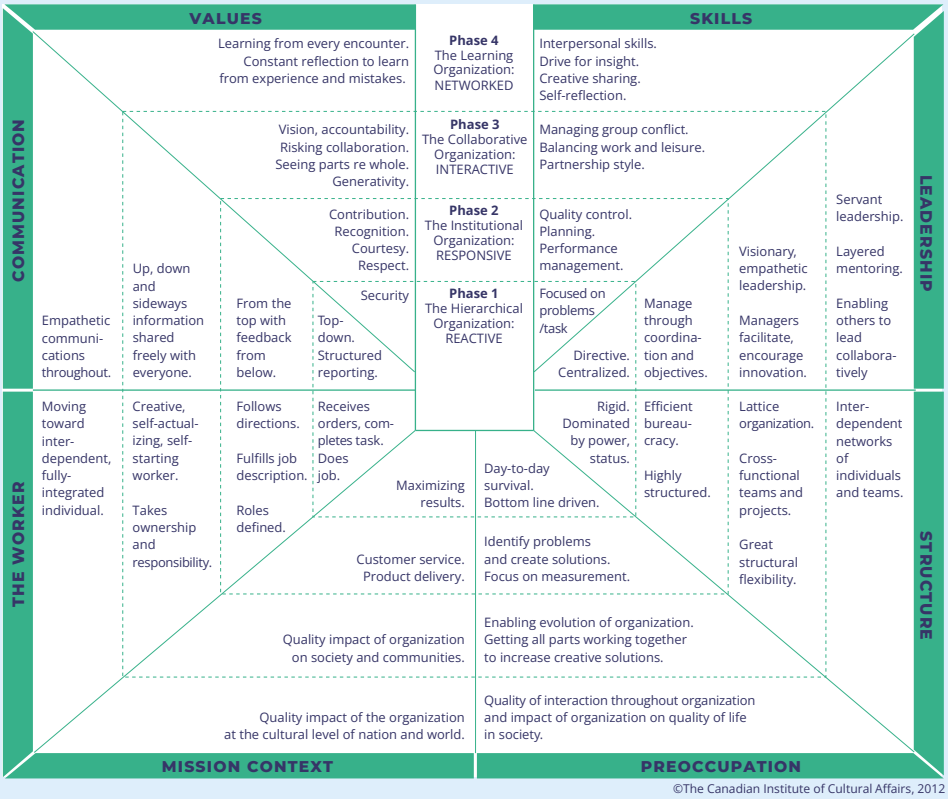
401 Richmond St. W., Suite 405 Toronto, ON Canada M5V 3A8 In Toronto
416-691-2316

Toll-free 1-877-691-1422

Email: ica@ica-associates.ca

Website: www.ica-associates.ca

ICA's Map of the Organizational Journey



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> *"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 and 18996 to the Ontario Public Service for Learning and Training Services and Leadership Development. 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.

2027 Courses available
In Person and Online anywhere

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

COURSES — PRICE

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

Group Facilitation Methods In Person		**GFMIP**
GFMIP Toronto	Sep 28-29, 2026	$1,445.00 + TAX
GFMIP Toronto	Oct 26-27, 2026	$1,445.00 + TAX
GFMIP Calgary	Nov 16-17, 2026	$1,445.00 + TAX
GFMIP Toronto	Feb 22-23, 2027	$1,445.00 + TAX
GFMIP Ottawa	Mar 3-4, 2027	$1,445.00 + TAX
GFMIP Toronto	Mar 30 - Apr 1, 2027	$1,445.00 + TAX
GFMIP Edmonton	Apr 5-6, 2027	$1,445.00 + TAX
GFMIP Toronto	May 17-18, 2027	$1,445.00 + TAX
GFMIP Edmonton	July 6-7, 2027	$1,445.00 + TAX
GFMIP Toronto	Aug 24-25, 2027	$1,445.00 + TAX
GFMIP Calgary	Oct 4-5, 2027	$1,445.00 + TAX
GFMIP Toronto	Oct 25-26, 2027	$1,445.00 + TAX
GFMIP Toronto	Nov 15-16, 2027	$1,445.00 + TAX
Group Facilitation Methods Live Online		**GFMLO**
GFMLO Pacific Time	Sep 21-22, 2026	$1,445.00 +TAX
GFMLO Mountain Time	Dec 7-8, 2026	$1,445.00 +TAX
GFMLO Mountain Time	Jan 18-19, 2027	$1,445.00 +TAX
GFMLO Central Time	Mar 1-2, 2027	$1,445.00 +TAX
GFMLO Eastern Time	Apr 19-20, 2027	$1,445.00 +TAX
GFMLO Eastern Time	Jun 9-10, 2027	$1,445.00 +TAX
GFMLO Eastern Time	Sep 20-21, 2027	$1,445.00 +TAX
GFMLO Eastern Time	Nov 29-30, 2027	$1,445.00 +TAX
Meetings That Work In Person		**MTWIP**
MTWIP Toronto	Oct 28-29, 2026	$1,445.00 +TAX
MTWIP Calgary	Nov 18-19, 2026	$1,445.00 +TAX
MTWIP Toronto	Feb 24-25, 2027	$1,445.00 +TAX
MTWIP Edmonton	Apr 7-8, 2027	$1,445.00 +TAX
MTWIP Calgary	Oct 6-7, 2027	$1,445.00 +TAX
MTWIP Toronto	Oct 27-28, 2027	$1,445.00 +TAX
Meetings That Work Live Online		**MTWLO**
MTWLO Eastern Time	Jun 14-15, 2027	$1,445.00 +TAX
MTWLO Eastern Time	Dec 13-14, 2027	$1,445.00 +TAX
Transformational Strategy In Person		**TSTIP**
TSTIP Calgary	Oct 14-16, 2026	$1,895.00 +TAX
TSTIP Toronto	June 1-3, 2027	$1,895.00 +TAX
TSTIP Calgary	Oct 18-20, 2027	$1,895.00 +TAX
Transformational Strategy Live Online		**TSTLO**
TSTLO Eastern Time	Mar 22-24, 2027	$1,895.00 +TAX
TSTLO Mountain Time	Apr 21-23, 2027	$1,895.00 +TAX
TSTLO Eastern Time	Dec 8-10, 2027	$1,895.00 +TAX

COURSES — PRICE

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

Facilitating Client Collaboration In Person		**FCCIP**
FCCIP Calgary	Oct 12-13, 2026	$1,445.00 +TAX
FCCIP Toronto	Feb 17-18, 2027	$1,445.00 +TAX
FCCIP Calgary	Nov 2-3, 2027	$1,445.00 +TAX
Facilitating Client Collaboration Live Online		**FCCLO**
FCCLO Eastern Time	Jun 23-24, 2027	$1,445.00 +TAX
Leading Dynamic Teams In Person		**DYNIP**
DYNIP Toronto	Apr 1-2, 2027	$1,445.00 +TAX
Leading Dynamic Teams Live Online		**DYNLO**
DYNLO Eastern Time	Sept 23-24, 2026	$1,445.00 +TAX
DYNLO Eastern Time	Sept 22-23, 2027	$1,445.00 +TAX
Facilitating Conciliation In Person		**CONIP**
CONIP Toronto	Oct 21-22, 2026	$1,445.00 +TAX
CONIP Toronto	Nov 4-5, 2027	$1,445.00 +TAX
Facilitating Conciliation Live Online		**CONLO**
CONLO Eastern Time	May 12-13, 2027	$1,445.00 +TAX
Organizational Transformation In Person		**ORGIP**
ORGIP Toronto	Nov 16-18, 2027	$1,895.00 +TAX
Organizational Transformation Live Online		**ORGLO**
ORGLO Eastern Time	Dec 14-16, 2026	$1,895.00 +TAX
ORGLO Eastern Time	Apr 13-15, 2027	$1,895.00 +TAX
Participation Paradigm In Person		**PPRIP**
PPRIP Toronto	Mar 8-9, 2027	$1,445.00 +TAX
Participation Paradigm Live Online		**PPRLO**
PPRLO Eastern Time	Dec 3-4, 2026	$1,445.00 +TAX
PPRLO Eastern Time	Dec 1-2, 2027	$1,445.00 +TAX
Power of Image Change In Person		**IMCIP**
IMCIP Edmonton	Oct 28-29, 2026	$1,445.00 +TAX
IMCIP Toronto	May 26-27, 2027	$1,445.00 +TAX
Power of Image Change Live Online		**IMCLO**
IMCLO Mountain Time	Nov 25-26, 2027	$1,445.00 +TAX
Art & Science of Participation In Person		**AASIP**
AASIP Edmonton	May 3-8, 2027	$3,545.00 +TAX
AASIP Toronto	July 12-17, 2027	$3,545.00 +TAX
Art & Science of Participation Live Online		**AASLO**
AASLO Central Time	Feb 1-5, 2027	$3,545.00 +TAX
Cultural Transformation In Person		**CULIP**
CULLO Toronto	Nov 1-2, 2027	$1,445.00 +TAX
Diversity Learning Circles Live Online		**DLCLO**
DLCLO Eastern Time	Nov 23-25, 2026	$1,895.00 +TAX
DLCLO Eastern Time	Nov 22-24, 2027	$1,895.00 +TAX

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

SELF-DIRECTED COURSES **PRICE**

Take these by yourself, online, at your own pace.

Self-Directed courses are equivalent to Live Online and In Person courses for the purpose of completing any program. You can transfer to an Online or In Person course before you have started the Self-Directed course at no charge if you prefer one over another.

You get access to Self-Directed Courses with your own username and password.

Group Facilitation Methods Self Directed (GFMSD) **GFMSD**
GFMSD https://icaassociates.brightspace.com/d2l/login $1,445.00 +TAX

Meetings That Work Self Directed (MTWSD) **MTWSD**
MTWSD https://icaassociates.brightspace.com/d2l/login $1,445.00 +TAX

Facilitating Client Collaboration Self Directed (FCCSD) **FCCSD**
FCCSD https://icaassociates.brightspace.com/d2l/login $1,445.00 +TAX

Transformational Strategy Self Directed (TSDSD) **TSTSD**
https://icaassociates.brightspace.com/d2l/login $1,895.00 +TAX
It is important to take any GFM before TSTSD.

NEW SELF DIRECTED OFFERING in 2025
Introductory AFCSD

Art of Focused Conversation Introductory course **AFCSD**
AFCSD https://icaassociates.brightspace.com/d2l/login $395.00 +TAX
See page 13 for details

Certificate AFCSD
Art of Focused Conversation Certificate course
Includes coaching, feedback and certificate $795.00 +TAX

> *"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**

Course location
and times

One third of our courses are scheduled in Pacific, Mountain time Central times zones and in Calgary and Edmonton locations. The exact location of Alberta courses will be announced to registrants closer to the date.

In person courses in Toronto are held at our office near the centre of town. Read the details on our website's Contact Us. Most courses are scheduled from 9:00 am to 5:00 pm local time. However the Art & Science of Participation intensive begins at 8:30 am. Pay attention to the time zone assigned to Live Online courses: ET, CT, MT and PT.

Once registered you will be added to our learning management system (LMS) where you will find everything you need. Please login when requested by our LMS or check your email spam.

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.
401 Richmond St. W., #405
Toronto, ON M5V 3A8

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Toll free: 1-877-691-1422
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 mail: ICA Associates Inc.
405–401 Richmond St. W., Toronto ON
Canada M5V 3A8

Comparison Table

This will help you compare and prioritize the courses that you need. Some courses are combined in Programs that lead to certification. All courses have real value for specific purposes

Course	Some topics and highlights	PFP	TFE	FLP	AFP
Group Facilitation Methods (GFM) Powerful methods to facilitate and build consensus.	• Group process • Focused conversations • Consensus building	✓	✓	✓	✓
Meetings That Work (MTW) Practical tools to design and lead effective meetings.	• Product oriented agenda • Meeting and event design • Difficult behaviours	✓	✓	✗	✓
Art & Science of Participation (AAS) Deepen understanding for complex process design.	• Methods expansion and deepening • Complex interventions • Process design	✓	✗	✗	✓
Facilitating Client Collaboration (FCC) Co-design long-term interventions with client groups.	• Comprehensive client assessment • Client challenges and solutions • Co-management tools	✗	✓	✗	✓
Transformational Strategy (TST) Strategic thinking for breakthrough action and commitment.	• Long range practical vision • Root cause problem analysis • Strategic thinking and directions	✗	✓	✓	✓
Organizational Transformation (ORG) Diagnose and leverage system-wide change.	• Change drivers / systems diagnostics • Organizational evolution • Leveraged strategy	✗	✗	✓	✓
The Power of Image Change (IMC) Internal images and behavioural change.	• Image and behaviour theory • Individual empowering messages • Sustained group behavioural change	✗	✓	✓	✓
Leading Dynamic Teams (DYN) Collaborative processes for team creativity.	• Stakeholder analysis and charters • Model building and merging • Task force action planning	✗	✗	✓	✓
Facilitating Conciliation (CON) Using the energy of conflict to move forward creatively.	• Nature and levels of conflict • Phases of conciliation and tools • Design conciliation processes	✗	✗	✓	✓
Participation Paradigm (PPR) The deep roots of ToP methodology, personal and group change.	• Understanding participant drivers • Roots and breadth of facilitation • Enhancing tools, methods, processes	✗	✗	✓	✓
Diversity Learning Circles (DLC) Identify and address systemic racism, discrimination and unconscious bias.	• Systemic racism and discrimination • Unconscious bias • Alliances and action plans for DEI	✗	✗	✗	✗
Community Development Intensive (CDI) Grassroots whole system engagement.	• Participatory analysis • Strategic planning cycle • Tools for implementation	✗	✗	✗	✗
Cultural Transformation (CUL) Build a high performing workplace culture.	• High performance workplace culture • Values driven organization • Cohesion, trust and collaboration	✗	✗	✗	✗
Transformational Leadership (TRL) A leadership decathlon of best practice	• Motivating stakeholders • Leveraged strategy • Accelerated implementation	✗	✗	✗	✗

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RECENT CLIENTS

Alberta Electric System Operator
Alberta Medical Association
Alheimers Society of Ontario
Atlantic Packaging
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
City of Red Deet
Durham Region Health
Elections Ontario
Federation of Canadian Municipalities
Federation of Sovereign Indigenous Nations
Friends of the Awkwesasne Freedom School
Government of Northwest Territories
Head Injury Rehabilitation Association
Health Canada
HH Angus
Insurance Corporation of British Columbia
Lotteries and Gaming Saskatchewan
Mackenzie Financial
Mascwacîs Education Schools Commission
Manulife Financial
Mistawasis First Nation
Municipal Property Assessment Corporation
Nuclear Waste Management Organization
Northumberland County
NWT Recreation and Parks Association
Ontario Ministry of Children, Community and Social Services
Ontario Ministry of Natural Resources and Forests
Ontario Lottery and Gaming Corporation
Prospectors and Developers Association of Canada
Parks Canada
Prodemnity Insurance
Regional Municipality of York
Royal Bank of Canada
Royal Canadian Air Force Aerospace Warfare Centre
Royal Canadian Air Force Academy
Saskatchewan Ministry of Health
Workplace Safety and Insurance Board Ontario

ICA ASSOCIATES

Facilitating a culture of participation

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