



IFLA GLOBAL VISION WORKSHOP TOOLKIT

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Glossary of terms

IFLA	The International Federation of Library Associations and Institutions (IFLA) is the leading international body representing the interests of library and information services and their users. It is the global voice of the library and information profession.
Global vision	A statement about the library field, its challenges and opportunities created by participants in the ongoing conversation and prepared and shared by IFLA. The global vision shows both what is shared across the library field and what is different between regions, countries, library types, etc.
A united library field	A connected network of libraries, librarians and other library professionals.
Challenges	Trends and developments (societal, cultural, environmental, political, technological, etc.) that potentially affect libraries.
Future	In the conversation, we're looking 5 to 15 years into the future.
Conversation / discussion	The debate among people in the library field about what is shared among them and unique for their own situation.
Workshop	A specific educational event where the conversation about how a united library field can tackle the challenges of the future takes place. The workshop can be also organised as part of another meeting (e.g. staff meeting, association meeting etc.), conference, convention etc.
Facilitator	Someone leading the workshop.
Participant	Someone sharing his or her thoughts, ideas and experience in the workshop.

Context of the Global Vision workshop

IFLA's Global Vision

The challenges facing the library field from ever-increasing globalisation can only be met and overcome by an inclusive, global response from a *united* library field.

We firmly believe that only a united and connected library field will be able to fulfil one of the true potentials of libraries: to build literate, informed and participative societies.

IFLA's Global Vision discussion brings together thousands of representatives of the library field worldwide to explore how a connected library field can meet the challenges of the future.

Following up the kick-off event in Athens, Greece in April 2017, IFLA organized a series of high-level meetings involving representatives of 140 countries who engaged in the discussions held in Washington D.C., Yaoundé, Alexandria, Buenos Aires, Singapore and Madrid. The workshops have focused on how to strengthen the ties within the library field, helped identify future challenges and opportunities for the library field as well as prioritise actions that the library environment could take in response to the fast-pacing changes in societies.

Also, numerous meetings and online threads under #iflaGlobalVision led by librarians from all over the world, with active participation of library associations, were building on the momentum started in Athens.

The meetings followed a similar format and were focused on a set of questions designed through a collaborative process. To make the participation in the discussion even easier, an online voting platform was made available on this website following its launch in August 2017 during IFLA's World Library and Information Congress in Wrocław, Poland. The platform included the same set of questions used in the regional and self-facilitated meetings and the survey answer options were based on the outcome of the regional meetings in six continents. The voting was completed on 16 October 2017.

Conclusions from the meetings along with voting data will then be gathered and analysed by IFLA. This unique material will provide a basis for the IFLA Global Vision report – a roadmap of the united library field; it will be published in the first quarter of 2018 at the IFLA President's Meeting. Based on the document, the library field will develop action plans on how to put our collective vision of the future into practice. The first results of this process will be presented during the upcoming IFLA's World Library and Information Congress in Kuala Lumpur, Malaysia in August 2018.

While the collection of information for the Global Vision report is now complete, we encourage you to use the discussion format developed for the Global Vision meetings as an opportunity to practice your facilitation skills, to strengthen the connections within your library community and to keep the Global Vision discussion going. The toolkit describes context, group process, structure, outcomes of the meeting as well as questions that participants are called to answer. It also includes a set of useful tips about the organisation of the IFLA Global Vision workshop. The output of a Global Vision workshop can be put together with the use of the Global Vision workshop [report template](#). We also encourage you to utilise some of the tips and support materials included in the "Organising a workshop" section of the Toolkit.

Please feel free to adjust the guidelines to meet local requirements and use your own creativity to make the workshop even more engaging for participants. The Global Vision discussion is your discussion!

Values and objectives of the workshop

Please note that the global conversation around IFLA's Global Vision is not only about the output, but also the experience of the participants. This should be an enriching and civil conversation. Therefore, we encourage you to keep the following values in mind during the organisation of your workshop:

- **LEARNING** – We believe that knowledge and expertise to transform the field exists everywhere
- **TRANSFORMATION** – We believe the need for change in the field is imperative
- **COLLABORATION** – We believe working with others is critical to success
- **TRANSPARENCY** – We believe open processes result in sustained engagement, trust, and impact
- **INCLUSION** – We believe inclusion and diversity are sources of strength

The objectives of the meeting are:

1. A united and connected group of participants;
2. Participants are inspired and motivated by the outcome of the meeting;
3. Participants understand their own role in achieving their vision and that of others;
4. Participants understand challenges in achieving their vision, now and in the future;
5. Participants see the ways to overcome the challenges;
6. Participants are eager to continue the conversation and organise their own meetings in line with the IFLA Global Vision discussion framework.

Organising a workshop

Participants

We recommend inviting participants around a shared theme or characteristic, e.g. librarians from a given country or a given library type (e.g. academic, school, science). The shared theme or characteristic is what we call the ‘**frame**’ of the meeting. Make this frame explicit to the participants and in the final report, so the editors of the global vision statement can use it to identify differences and similarities.

A workshop can include any number of participants, but we recommend limiting it to around 20. If a group gets much larger, try to break it up in smaller groups or make a selection of all participants.

When inviting people to the discussion you may want to use an invitation template. The information used in this file (especially the description of the project) can be used for other communications or promotional activities, such as press releases etc. This will help you to stay on message and to keep communications consistent.

After the meeting you may want to provide participants with certificates. Feel free to use a template prepared for the Global Vision discussion and to adjust it by putting the logo of your organisation, names of relevant representatives, etc. Please note that the certificates will not be signed by IFLA representatives.

The invitation template and the certificate template are available [here](#).

Promotion

In order to create a true global conversation, not only the format of the meetings need to be consistent, but also the accompanying communication activities.

When carrying out communication activities, be sure you use the IFLA Global Vision title and IFLA logo. Please refer to Guidelines on IFLA Branding available in seven official IFLA languages (English, Spanish, French, German, Russian, Arabic and Chinese) to make sure you’re using the logo properly.

- [Guidelines on IFLA Branding](#)

Take a photo with the claim *Together we create the future!* in your own language and upload it on your Instagram account using the #iflaGlobalVision hashtag.

- [IFLA Global Vision claim template \(7 languages\)](#)

Before, during and after the meeting you can take the following actions:

- ✓ Share news about activities going on in your community and/or country using the [#iflaGlobalVision](#) hashtag;
- ✓ Take a photo with the claim *Together we create the future!* in your own language and upload it on your Instagram account using the [#iflaGlobalVision](#) hashtag;
- ✓ [Share stories](#) from your Global Vision experience using the #MyiflaGlobalVision hashtag.
- ✓ Follow [@IFLA](#) on Twitter and engage with IFLA on [Facebook](#), to stay up to date with the Global Vision discussion-related work done by IFLA.

Facilitator

Every workshop has a facilitator or small team of facilitators. The facilitator is responsible for bringing the participants together, supporting and engaging them in discussion, and creating the final report. The facilitator’s role has been explained in detail in section the “Team roles and responsibilities” section of this Toolkit.

Space

A workshop can be run physically, in a face-to-face meeting or remotely with the use of web-based conferencing and collaboration tools. The content of both types of workshops is similar, although their organisation will be different.

Supplies and requisites

To set up the meeting, you will need:

	Physical meeting	Online meeting
Time	<ul style="list-style-type: none">▪ Time to prepare for all participants▪ Time to finalize the report (via email)▪ The meeting shouldn’t last longer than 2 hours	<ul style="list-style-type: none">▪ Time to prepare for all participants via email or online collaboration tools.▪ Time to finalize the report (via email or online collaboration tools)▪ The meeting shouldn’t last longer than 2 hours
People	<ul style="list-style-type: none">▪ One facilitator to lead the workshop▪ One facilitator (or volunteer) to take notes during the meeting▪ A group of participants (approx. 20 persons)	<ul style="list-style-type: none">▪ One facilitator to lead the workshop▪ One facilitator (or volunteer) to take notes during the call▪ A group of participants (not more than 20 persons)
Tools and materials	<ul style="list-style-type: none">▪ A meeting room large enough for all participants (the room should accommodate participants to work in groups)▪ Flip over sheet and sufficient paper, markers, pens, post-its, etc.	<ul style="list-style-type: none">▪ Web-based conferencing tool, e.g. Skype, Zoom or similar▪ Digital co-working tool, such as Google Docs
Technology	<ul style="list-style-type: none">▪ Screen, projector, and laptop for a presentationOptionally: audio amplification and microphones	
Catering	<ul style="list-style-type: none">▪ Refreshments for the participants	

Planning a workshop

When	Physical meeting	Online meeting
6 weeks in advance	<ul style="list-style-type: none"> ▪ Select participants ▪ Send save-the-date message to participants and help them arrange travel and accommodation (if necessary) ▪ Confirm room for the meeting ▪ Arrange all materials and technology 	<ul style="list-style-type: none"> ▪ Select participants ▪ Select meeting tool (e.g. Zoom or Skype) ▪ Send meeting invite to participants
4 weeks in advance	<ul style="list-style-type: none"> ▪ Send meeting invite to participants ▪ Design the programme of the meeting (based on the template in the Toolkit) ▪ Assign roles to co-facilitators (especially for taking notes) 	<ul style="list-style-type: none"> ▪ Design the detailed programme of the meeting (based on the template in the Toolkit) ▪ Assign roles to co-facilitators (especially for taking notes)
2 weeks in advance	<ul style="list-style-type: none"> ▪ Send the final programme to participants. 	<ul style="list-style-type: none"> ▪ Send the final programme to the participants. ▪ Send the report template to the participants and ask them to compose their own answers to the questions (they should create their own top-5s). An option is to create a Google Form based on the report and ask participants to complete this beforehand.
3 days in advance	<ul style="list-style-type: none"> ▪ Last check on the room, materials and technology ▪ Start information about your meeting using the #iflaGlobalVision hashtag 	<ul style="list-style-type: none"> ▪ Send a reminder to participants
Meeting day	<ul style="list-style-type: none"> ▪ Share stories and pictures using #iflaGlobalVision hashtag 	<ul style="list-style-type: none"> ▪ Share stories and pictures using #iflaGlobalVision hashtag
3 days after (follow-up)	<ul style="list-style-type: none"> ▪ Share the draft report with all participants and ask for feedback 	<ul style="list-style-type: none"> ▪ Share the draft report with all participants and ask for feedback
7 days after	<ul style="list-style-type: none"> ▪ Finalise the report 	<ul style="list-style-type: none"> ▪ Finalise the report

Team roles and responsibilities

Throughout the preparation of the workshop, the meeting itself and the follow-up, there are two team roles, each with its own responsibility:

- **1 facilitator**, responsible for:
 - Planning: Arranging the room, materials and technology and invitations.
 - Facilitating the conversation, keeping time and presenting all content.

- Follow-up: Finalising the report, and following up on the communication campaign.
- **1 note taker**, responsible for:
 - Making notes for the report, keeping the score of voting, taking photographs and capturing stories and best practices of participants.

In depth: facilitator roles and responsibilities

The facilitator's responsibility is to make sure the collective ideas, knowledge and experience of the participants finds its way into the report from the meeting. Also, he or she is responsible for creating a constructive, inclusive, warm and welcoming environment. The programme template is developed to help the lead facilitator reach the expected outcomes.

The lead facilitator is in charge of the workshop and can make autonomous decisions about planning, schedule, structure and contents – if needed to ensure success in the meeting.

Responsibilities of the lead facilitator

- Create a safe and open environment for ideas.
 - Acknowledge cultural and linguistic differences to ensure a successful activity everywhere, and for everyone.
- Develop and make explicit participants' ideas (vision, values, interests, etc.) for the future.
 - Share and compare these ideas to uncover shared elements.
- Connect participants.
 - To each other.
 - To the global library field.
- Highlight inspirational case studies and examples of participants.
- Prepare a report of the meeting.
- Have fun and celebrate successes.

Expected outcomes of a workshop

Tangible outcomes

The meeting has tangible and intangible expected outcomes. In the report template, all expected tangible deliverables (answers) are detailed. Ideally, the meeting will deliver:

Contextual information:

- Names of all participants
- Sum of years within the library field of all participants
- Details about the composition of the participants (e.g. library types, professional focus, etc.)
- Overall impression of the meeting
- Digital photos of the meeting

A vision on libraries:

- Quotes from participants about the future of libraries
- A top-5 of core values of libraries
- A top-5 of core qualities of libraries

- A top-5 of activities of libraries
- A top-5 of things libraries should stop doing

Challenges to society and to libraries:

- A top-5 of the main challenges to society
- A top-5 of the main challenges to libraries
- A top-5 of librarians’ main professional challenges

A vision of a united library field:

- A top-5 of the characteristics of a united library field

Cases and examples of libraries responding to challenges:

- Stories, photos and short descriptions of individual case studies of libraries or librarians overcoming the challenges of the future.

Intangible outcomes

The expected intangible outcomes are the following:

1. A united and connected group of participants;
2. Participants are inspired and motivated for (a/the) vision;
3. Enthusiasm to continue the conversation as part of IFLA Global Vision discussion.

Questions for workshops

To achieve the outcomes listed above, each workshop needs to answer the following questions:

Question	Type of answer
How many years have you worked in libraries?	Number
What are the core values of libraries?	Top-5
What are libraries exceptionally good at?	Top-5
What should libraries do more of?	Top-5
What should libraries do less of?	Top-5
What are the main challenges to society?	Top-5
What are the main challenges to libraries?	Top-5
What are your main professional challenges?	Top-5
What would be the characteristics of a united library field?	Top-5

Approach to a workshop

IFLA’s Global Vision conversation follows the lines of a bottom-up, co-creation process. To ensure the process works well, as a facilitator please focus on both answering the questions as they are asked and on providing space to share individual stories and comments that will add colour to the workshop’s outcome.

Facilitation do's and don'ts

Be positive	Avoid negativity, about participants, their ideas, or the context (including things that happen outside of the room). One negative comment can taint a whole discussion.
Trust in the participants	Every participant will contribute in one way or another. Trust that they will, and trust that you can create a space for them to be constructive.
People before process	Your #1 responsibility is to keep the participants engaged and happy. If you have to skip one question to make sure the group stays connected with each other, skip the question.
Different people respond differently to questions	Although there are 100 different possible responses, it is good to distinguish 2 types of participants: introverts and extraverts. Extraverts think while talking, introverts think when they are quiet. Make sure to specifically ask the opinion of the introverts (the quiet people) occasionally, as they are easily silenced by the extraverts.
Give people time to respond	Silence is OK. Wait at least ten seconds before you rephrase a question when nobody replies.
Leave your opinion at the front door...	You are a facilitator to discover the opinion of your participants.
...unless your experience can shine a different light on a discussion	Use your experience and anecdotes from your career to clarify points or challenge dominant ideas. Your experience can help participants think.
Listen actively	After participants have stopped talking, or when there is a pause in the conversation, try to summarise the conversation until that point and ask a follow-up question that takes the conversation one step further.
Follow through	When you initiate an action, make sure you end it as well. Questions must be answered, opinions formulated.

Facilitation tips and tricks

These tips and tricks work best if they are used sparsely.

Ask participants to write down their ideas before you talk about them

To speed up a conversation and ensure introvert voices are also heard, give people 1-2 minutes to write down their first ideas on a piece of paper before you discuss them. Then, ask people to read their ideas and build upon them ("I had a similar idea") until everything is addressed. This also avoids part of the 'thinking while talking' that some participants will have.

Let participants interview each other to discover their ideas

To explore a lot of ideas quickly, ask participants to interview each other in pairs and then share the responses from their peers. This ensures that only the core of the ideas is transmitted and that they are immediately filtered through the frame of one external person.

Make opinions explicit by giving participants a clear choice

When you need to make opinions in the group explicit (e.g. if people agree on a suggestion, or whether they prefer A or B), ask the entire group to raise their hand if they agree with a statement and then to raise their hand for the opposite. This forces people to choose, and speeds up the decision-making process.

Write down big issues to get them out of the way (temporarily)

When a big issue arises that distracts from the task at hand, ask the owner/most involved person to write it down and place it on a separate, visible spot to address it later. This ensures the issue is not forgotten, but does not stop the conversation. You can address the issue during a break, or in a room-wide Q&A.

The Parking Place

In line with the above, you can set aside one flipchart, wall or window for the parking place, where great comments are parked until there is time to properly address them.

Reshuffle people at the table to get new ideas

When a conversation goes in rounds, or opinions are entrenched, you can ask people to stand up and look for another spot at the same table (coffee breaks are ideal for this as well). A different place at the table will immediately give participants new ideas.

Programme template (2 hours)

Please note that any programme that addresses the questions for the Global Vision workshop is good. The template below is a starting point you can build on in either a physical or digital meeting.

Time	Activity
0:00-0:10	Welcome and warming up The facilitator explains the purpose of the meeting (see the Context part of this document). As a warming-up exercise, ask participants to introduce themselves by discussing their secret library superpower. Test voting by asking the test question: <ul style="list-style-type: none">▪ How many years have you worked in libraries? Also, make sure to share the values of the meeting included in this document.
0:10-0:35	'A State of the Library' To start participants thinking about the future of libraries, ask them to prepare a one-minute statement on the future of libraries. They should speak from their own perspective, as if they are 5 years in the future. E.g. "The year is 2022, and libraries have changed so much. They now do ..." After 15 minutes, ask some (or all) participants to read their one-minute statement. Don't discuss the statements, let participants listen to each other to explore the ideas in the room.
0:35-1:05	A vision on libraries The facilitator begins with answering the body of questions of the conversation: <ul style="list-style-type: none">▪ Q1: What are the core values of libraries?▪ Q2: What are libraries exceptionally good at?▪ Q3: What should libraries do more of?

	<ul style="list-style-type: none"> ▪ Q4: What should libraries do less of? <p>Take 5 minutes per question. For each question, ask participants to share their prepared answers (top-5s). The facilitator should create a list of options per question, and when the list of options is created, ask all participants to create a shared top-5. This can be done by voting by hand (“what are your 3 favourites?”).</p> <p>Summarise the result of all questions before you move on.</p> <p>If time is short, skip the last 2 questions.</p>
1:05-1:30	<p>Challenges for libraries</p> <p>The facilitator moves on to the next set of questions, with the same approach as before:</p> <ul style="list-style-type: none"> ▪ Q5: What are the main challenges to society? ▪ Q6: What are the main challenges to libraries? ▪ Q7: What are your main professional challenges? <p>Summarise the results before you move on.</p>
1:30-1:55	<p>How can a united library field make a difference?</p> <p>The facilitator moves on to the last set of questions, again with the same approach as before, with slightly more time per question:</p> <ul style="list-style-type: none"> ▪ Q8: What would be the characteristics of a united library field? <p>Summarise the answers before you move on.</p>
1:55-	<p>Wrap up and cool down</p> <p>The facilitator summarises the outcomes of the meeting, and lets the participants know they can expect a draft of their report in their inbox in a few days, which they should check and leave their comments on.</p> <p>Thank participants for their contribution and encourage them to continue the conversation using #iflaGlobalVision.</p>

Questions and support

If you have any questions, please contact IFLA: globalvision@ifla.org.

Share news about activities going on in your community and/or country using the [#iflaGlobalVision](https://twitter.com/iflaGlobalVision) hashtag.

[Share stories](#) from your Global Vision experience using the #MyiflaGlobalVision hashtag.

Follow [@IFLA](https://twitter.com/IFLA) on Twitter and engage with IFLA on [Facebook](https://www.facebook.com/ifla), to stay up to date with the Global Vision discussion-related work done by IFLA.