GLOBAL VISION DISCUSSION

Guidelines for Organizers and Facilitators of self-facilitated country sessions

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Glossary of terms

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 first results of the global vision can be downloaded from IFLA's website.
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.
Actions	Activities, strategies, and/or policies that can make an opportunity reality.
Ideas store of actions	The collections of all possible actions to make the global vision a reality.
Conversation / discussion*	The debate between people in the library field about what is shared between them and unique for their own situation.
Meeting*	A specific event where the conversation about how a united library field can tackle the challenges of the future takes place.
Facilitator	Someone leading the conversation.
Participant	Someone sharing his or her thoughts, ideas and experience in the conversation.

*Note: in this document the terms *discussion* and *meeting* are used interchangeably – a Global Vision discussion may be organised as part of another meeting

Context of self-facilitated discussions/meetings

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.

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.

In 2017, we focused on focused on exploration and understanding the challenges, opportunities, values, etc. of the library field. The results of this first phase are, amongst others, a list of ten highlights and opportunities and a key finding about the library field. Over 32,000 people from 190 different countries contributed to these results, either in person in any of the 180 workshops, or online through the online

voting. In 2018, we build on these results to gather ideas for actions for IFLA that help a united field tackle the challenges of the future. Together we build **the largest ideas store of actions.**

The results of 2018 will be used in the next phase (from 2019 onwards) to inform the action plan of IFLA.

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

Get involved

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.

In this second year of the global vision discussion, we focus on ideas for actions. Following a kick-off event in Barcelona, Spain, together we build the largest ideas store of actions. **The ideas of your country are indispensable** in this activity.

Conclusions from all of these conversations will then be gathered and synthesized by IFLA in a transparent manner. This material will provide a basis for IFLA's future strategies and thus may inform your future work as well.

All meetings also contribute to the communication campaign #iflaGlobalVision.

Self-facilitated discussions for countries

During a self-facilitated discussion, librarians and library workers from your country can engage in a conversation about the future of libraries, the challenges and opportunities that they face, as well as ideas for actions to make the opportunities highlighted in the previous phase a reality. Self-facilitated meetings are an indispensable part of the ambition to create a *global* conversation.

Please feel free to adjust the guidelines to your requirements – there is no need to copy this format literally step by step. However, the meeting outcomes should provide sufficient information to fill in a report template. In order to do that, the exact same list of questions included in this document should be asked to participants. We also encourage you to promote the meetings using #iflaGlobalVision.

The output of a self-facilitated meetings is the report mentioned above. Your document, together with other reports from self-facilitated meetings, as well as from the Kick Off meeting and six regional meetings organized by IFLA, will provide the input for the ideas store of actions. This ideas store will help the library field develop concrete work plans on how to put our collective vision of the future into practice.

The report must be sent to globalvision@ifla.org not later than 14 days after the meeting. All meetings and reports should be completed by 16 July 2018. The report must be written in English, although the meeting and discussion can be held in any language. The report should be created by discussion facilitators.

Values and objectives of the discussions

Please note that the global conversation around IFLA's Global Vision is not only about the output and the report, but also about 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 self-facilitated meeting:

- **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 conversation are:

1. Understand the overall goals of the IFLA Global Vision process.
2. Understand the results from phase 1 (highlights and opportunities).
3. Provide ideas for actions to the IFLA GB to achieve the opportunities identified in phase 1.
4. Develop a spirit of collaboration. ("Train the collaborative muscle")
5. Develop ideas and commitments to improve the advocacy for the library field at all levels (from the individual, to the local, national, and regional).

Organising a self-facilitated meeting

Participants

The participants in your meeting are library workers and librarians from your country. You will most likely make a selection of some people from all possible participants, e.g. members of your association, young librarians, etc. Make sure to mention how you selected the participants in the final report, so our analysis of the reports can use it to identify differences and similarities.

A self-facilitated meeting 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 included in the IFLA Global Vision toolkit package.

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 logo and IFLA logo.

Regarding the IFLA Global Vision logo

Please refer to the Communication Guidelines on IFLA Global Vision logo available in seven official IFLA languages (English, Spanish, French, German, Russian, Arabic and Chinese) to make sure you're using the logo properly. Please find attached in the IFLA Global Vision toolkit:

- The IFLA Global Vision logo in HD (High Definition)
- The Guidelines on IFLA Global Vision logo usage

Regarding the 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 Our Vision, Our Future! in your own language and upload it on your Social Media accounts using the #iflaGlobalVision hashtag.

- IFLA Global Vision claim template (7 languages)
- You may also find the claim templates in different languages in the toolkit package

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 Our Vision, Our Future! in your own language and upload it on your Social Media accounts using the #iflaGlobalVision 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 self-facilitated meeting 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.

Space

A self-facilitated meeting can be run physically, in 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	▪ Time to prepare for all participants ▪ Time to finalize the report (via email) ▪ The meeting shouldn't last longer than 2 hours	▪ 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	▪ One facilitator to lead the discussion ▪ One facilitator (or volunteer) to take notes during the meeting ▪ A group of participants (approx. 20 persons)	▪ One facilitator to lead the discussion ▪ One facilitator (or volunteer) to take notes during the call ▪ A group of participants (not more than 20 persons)
Tools and materials	▪ 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.	▪ Web-based conferencing tool, e.g. Skype, Zoom or similar ▪ Digital co-working tool, such as Google Docs
Technology	▪ Screen, projector, and laptop for a presentation Optionally: audio amplification and microphones	
Catering	Refreshments for the participants	

Planning a self-facilitated meeting

When	Physical meeting	Online meeting
6 weeks in advance	▪ 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	▪ Select participants ▪ Select meeting tool (e.g. Zoom or Skype) ▪ Send meeting invite to participants
4 weeks in advance	▪ Send meeting invite to participants ▪ Design the programme of the meeting (based on the template in the Guidelines for Facilitators) ▪ Assign roles to co-facilitators (especially for taking notes)	▪ Design the detailed programme of the meeting (based on the template in the Guidelines for Facilitators) ▪ Assign roles to co-facilitators (especially for taking notes)
2 weeks in advance	▪ Send the final programme to participants.	▪ Send the final programme to the participants. ▪ Ask participants to read the Global Vision Summary Report. ▪ Send the outline of the report 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	▪ Last check on the room, materials and technology ▪ Start sharing content using the #iflaGlobalVision hashtag	▪ Send a reminder to participants
Meeting day	▪ Share content, stories and pictures using #iflaGlobalVision hashtag	▪ Share content, stories and pictures using #iflaGlobalVision hashtag
3 days after (follow-up)	▪ Share the draft report with all participants and ask for feedback	▪ Share the draft report with all participants and ask for feedback
7 days after	▪ Finalize report and send to IFLA (globalvision@ifla.org)	▪ Finalize report and send to IFLA (globalvision@ifla.org)

Please note that all meetings and reports must be completed by 16 July 2018.

Facilitating a self-facilitated meeting

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

- **1 facilitator**, responsible for:

    o Planning: Arranging the room, materials and technology and invitations.

    o Facilitating the conversation, keeping time and presenting all content.

    o Follow-up: Finalizing the report and following up on the communication campaign.

- **1 note taker**, responsible for:

    o Making notes for the report, keeping the score of voting and 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 discussion 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.

    o 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.

    o Share and compare these ideas to uncover shared elements.

- Connect participants

    o To each other.

    o To the global library field (others in the room).

- Highlight inspirational case studies and examples of participants.

- Prepare a report of the meeting and share this with IFLA.

- Have fun and celebrate successes.

Expected outcomes of self-facilitated discussions

Tangible outcomes

The meeting has tangible and intangible expected outcomes. In the report outline, all expected tangible deliverables (answers) are detailed.

We expect the meeting to deliver:

Contextual information:

- Name of organisation hosting the session
- Name of country in which the session takes place
- Names of all participants
- Total number of years of library experience of the participants
- Provide information on the number of participants who fit within each of the following ranges of years of experience in libraries:

Years of experience in libraries	Number of participants
1-10 years of experience	
11-20 years of experience	
21-30 years of experience	
31+ years of experience	

- In which library types do your participants have the most experience?

Library Types	Number of participants
National Libraries	
Academic and Research Libraries	
Public Libraries	
School Libraries	
Special Libraries	
Other Types of Libraries	
Not a librarian	

- Overall impression of the meeting
- Digital photos of the meeting

Global Vision Report Summary

1. The top-3 most important opportunities for our country.
2. The top 5 most important opportunities for our region.

3. Opportunity 5 – We need more and better advocates at all levels
   We would like every librarian to be an advocate – to be able to stand up for the profession and explain the impact it is having to politicians, funders and others in society.

   - What five (5) bold actions are needed for us (as librarians) to improve advocacy for the library field in our country?

4. Opportunity 7 – We need to develop a spirit of collaboration

   - What five (5) bold actions could we (as librarians) take to improve collaboration across the library field in our country?

   - List one (1) bold action that we could take as librarians to improve collaboration within our region?

5. Use the three opportunities identified in Question 1.
   For each opportunity, provide 5 ideas for actions that answer the following question:

   - What ideas for actions could we as librarians consider to realise this opportunity in our country?

(It is important that all ideas for action are SMART - Specific, Measurable, Attainable, Relevant and Timely. **Ideas should be written in one or two sentences and be concisely worded.**

It is advisable that the participants have familiarized themselves with questions before the meeting. They can share their individual ideas for possible answers, for instance in a Google Form, which can then be put to the vote and discussed during the meeting.

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.

Approach to a self-facilitated meeting

IFLA's Global Vision conversation follows the lines of a bottom-up, co-creation process. This means individual contributions of all participants over the world contribute directly to the result. This happens in two ways:

1. The specific questions asked in all meetings are the same. By answering these questions within different frames, and with specific examples, we can draw a complete and nuanced vision of the library field.
2. Individual stories and anecdotes that clarify parts of the vision are collected to add colour to the global vision.

To ensure the process works well, as a facilitator please focus on answering the questions as they are asked and add individual stories and comments in the area for open comments.

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 **summarize** 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 flipover sheet, 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 self-facilitated meeting is good. The template below is a starting point you can build on in either a physical or digital meeting.

Time	Activity
0:00-0:15	**Welcome and warming up** The facilitator explains the purpose of the meeting (see the Context part of this document). Allow all participants to introduce themselves, then, capture the participant information in line with the outcomes defined above: • Names • Total number of years of library experience • The number of participants in each range of years of experience • The number of participants with most experience in each library type If there is a specific reason you brought these participants together (e.g. because they are members of a specific programme, age group, or library type), mention this. Also, make sure to share the values of the meeting included in this document.
0:15-0:20	**Create groups** Split the participants in 5 equally sized groups.
0:20-1:00	**Prioritizing the opportunities** Ensure all participants have access to the outcomes of phase 1 (Global Vision Summary Report) and present them briefly to the group. Then, ask each group to debate the outcomes and create a prioritization of opportunities for your country and region for 15 minutes: Then, with all participants, answer two questions: 1. The top-3 most important opportunities for our country. 2. The top 5 most important opportunities for our region. Once you agreed on both lists, give three groups one opportunity from the country-wide top-3 to work on. Of the remaining two groups, one will work on opportunity 5 and the other on opportunity 7.

1:00-1:40	**Working on ideas for the ideas store**
	In this part, each group will work on ideas for actions. The output for each group is a list of five ideas that answer the following question:
	• What ideas for actions could we as librarians consider to realise this opportunity in our country?
	(It is important that all ideas for action are SMART - Specific, Measurable, Attainable, Relevant and Timely. Ideas should be written in one or two sentences and be concisely worded.)
	Note that the group focusing on opportunity 5 has to answer this question slightly differently
	a) What five (5) bold actions are needed for us (as librarians) to improve advocacy for the library field in our country?
	Note that the group focusing on opportunity 7 has to answer this question slightly differently:
	a) What five (5) bold actions could we (as librarians) take to improve collaboration across the library field in our country?
	b) List one (1) bold action that we could take as librarians to improve collaboration within our region.
	Double check to ensure they understand this difference.
1:40-1:55	**Presentation of the ideas to each other**
	Ask each group to present their ideas for actions in 1 minute. Ask the other groups to give recommendations on how to improve or strengthen the ideas. Capture these recommendations.
1:55-2:00	**Wrap up and cool down**
	The facilitator summarizes 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.
	Thank participants for their contribution and encourage them to continue the conversation using #iflaGlobalVision.

Questions and support

In case of any questions or doubts, please contact IFLA: globalvision@ifla.org.

Stay tuned for news about the IFLA Global Vision discussion following #iflaGlobalVision and make sure to contribute your ideas in August when the global platform is available on https://www.ifla.org/globalvision.