
Notes from the Chair: Why Your Meetings Keep Producing the Same Problems



When technology fails, organizations act immediately.

When financial controls break down, leaders investigate.

When critical systems stop working, resources are mobilized.

But when meetings repeatedly produce confusion, misalignment, and decisions that never stick?

Most organizations simply schedule another meeting.

That contradiction has been on my mind lately because it reveals a costly blind spot: many organizations still treat facilitation as a meeting accessory when it may actually be something far

more fundamental.

What if facilitation isn't a service?

What if it's infrastructure?

In this month's article, I explore why dysfunctional group processes are often infrastructure failures, how AI is changing the meeting landscape, and why the demand for skilled facilitators is growing rather than shrinking.

Most importantly, I examine what organizations risk when they continue treating facilitation as optional.

As facilitators, we know that the quality of conversations shapes the quality of decisions. ***The question is whether organizations are prepared to invest in that reality.***

Warmly,

Diana Mastel Gurwicz
Chair of the Board
INIFAC – Institute for International Facilitation



When an organization's technology fails, leaders escalate immediately. When financial controls break down, auditors are called. When a key executive departs, succession planning kicks in. But when meetings repeatedly produce nothing — no clarity, no alignment, no accountable action most organizations simply schedule another meeting.

This tolerance for dysfunctional group process is one of the costliest and least examined problems in organizational life. And it points to a structural gap that credentialed facilitators have long recognized: facilitation is not a meeting amenity. It is organizational infrastructure.

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