

## CONSULTING AND DEVELOPMENT OF TEAMS AND GROUPS

### *Facilitating dialogue in established teams and groups with high stakes - and reaching feasible conclusions*

#### Course description

The course is for people responsible for facilitating development- and decision-making-processes for teams and groups. E.g. managers, consultants, controllers, school psychologists, supervisors, HR-consultants etc. The focus will be on facilitating dialogue and decision-making in teams and groups with diverse stakeholders, different levels of hierarchy, disagreement about past challenges and future direction etc (eg. a team of teachers, a project-team, the network around a pupil/student, a unit at an organisation). The methods can be applied both for team development (coaching) as well as for dealing with disagreement and challenges in the team or group.

Most people know all too well of formal and non-formal meetings and workshops where different opinions are exchanged, where you focus more on the points you want to make yourself than on listening to the others, or where no conclusions are reached after extended and maybe heated discussions. The training offers you diverse tools to turn this around and make sure that everybody's voice is heard and that conclusions are reached when needed.

The starting point will be social constructionist, systemic and appreciative approaches to change: First of all development happens when a space is created in which each single person is listened to, his or her perspective fully appreciated and understood, and where the dialogues are "separated", so that people truly listen to each other's perspectives and build on these. Secondly the process needs to be structured and well facilitated with the right questions at the right moment, in order to negotiate the framework, open up for the diverse perspectives and finally close down ensuring a sustainable outcome.

The course is highly practical giving the participants a chance to practice diverse types of questions, and to reflect upon when to use which ones. Furthermore the participants will practice methods for separating the dialogue during meetings and workshops in order to make people truly listen to each other, to extend their understanding of the situation and to be able to coordinate their actions for the future. Furthermore the course deals with the management of the meta-level: negotiating the task, reflecting on own position as facilitator, involving stakeholders, dealing with the unexpected etc.

#### The course will give you...

- An understanding of social constructionist, systems and appreciative approaches to change and learning
- A chance to practice and reflect upon different questioning techniques that stimulate dialogue



- Practical tools for separating the dialogue during meetings and workshops to make people truly listen to each other
- An ability to plan and facilitate open-ended processes with teams and groups, where decisions about the future have to be made
- A chance to look at and reflect upon your own reality and position as a facilitator of change and decision-making

## Methodology

The course will be based on current research on facilitating development and decision-making in teams and groups - particularly social constructionist and appreciative approaches. In spite of the theoretical basis, the training will be highly practical. The course will consist of a mix of short theoretical inputs, concrete exercises, and group discussions. It is believed that the only way to learn to facilitate change and learning is to try out the questions and methods and gain your own experiences, reflect upon them and be coached on implementation at home.

## Programme

**Monday** Arrival in the evening  
Welcome drink

**Tuesday** Introduction: programme, learning goals and learning contract  
Social constructionist approaches to change and decision-making

- Appreciation and multivers
- The position of the facilitator
- The position of the facilitator: the domains of communication

**Wednesday** Getting started

- The first contact and negotiating the framework
- Exploring the enquiry and reframing the problem

Questions that make a difference

- Clarifying the challenges with questions
- Questions that explore the patterns behind the challenge
- Questions that appreciate the perspectives of others
- Questions that help you play with future scenarios



**Thursday** Separating the dialogue

- Structuring the meeting/ workshop
- Separating the dialogue
- Applying the questions to teams and groups
- Thinking creatively about dialogue in teams and groups



**Friday** Putting it all together  
Summarising learning of the course - implementing at home  
Evaluation



**Saturday** Departure

# PRACTICAL INFORMATION

## Dates, time and place

This course will be organised on a regular basis. [Please check here](#) to see when and where.

All courses will start with a short welcome drink at 20.00 p.m. on Monday evening and end on Friday around 16.00 p.m.

## Consultants

The consultant running this course is either [Yvor Broer](#) or [Lene Mogensen](#). Depending on the group size a second consultant will be attracted. As we are currently enlarging our organisation, we might place another consultant than above at this course and communicate this well in advance of the course.

## Price

The fee for this course is 750 Euros, excluding travel, food and accommodation. This course is in line with the criteria and priorities of the Erasmus+ programme of the EU. This means that you can apply for a grant to cover most costs, given the criteria that you are working in school education, adult education, vocational education or some parts of higher education. [Have a look here for more information](#).

## Registration

You can register for one of our courses by downloading the registration form on our home page, on the [registration page](#) for open courses. After receiving your form, we will reserve a place for you on the course. There is a maximum of 18 participants per course.

In case you want to use the Erasmus+ programme for a grant to cover e.g. travel, accommodation and course fee, more information and application form can be found on the [information page](#) on that programme

After registering we will be glad to assist you in booking a room and arranging your travel.



## About In Dialogue

In Dialogue is a consultancy corporation that works with development of individuals, leaders, consultants, teams, organisations and communities. In Dialogue was established in 2004 and got its recent name in 2007.

Our consultants work within the approach of In Dialogue, when inspiring change, development and growth. We closely follow new academic developments and are proud of translating new theories into practical and sustainable solutions to your challenges. All the consultants have a higher degree in relevant sciences as well as a proven capacity to translate their knowledge into practice - e.g. in relation to coaching, conflict mediation, project management and organisational change and learning.

We operate in various parts of the world, and all consultants have extensive national as well as international experience and are trained in applying their competences in culturally sensitive ways. Our main office is located in Copenhagen, Denmark. Next to that we have an office in the city of Gouda, The Netherlands. Read more on [our homepage](#) or contact us via [opencourses@in-dialogue.org](mailto:opencourses@in-dialogue.org)

## In Dialogues' courses

In Dialogue makes sure that learning at our courses is contextualised and therefore relevant for the challenges of the participants. Theory is put into action through concrete training of new competences as well as through working on the cases from the group:

- The courses are well structured though still flexible to allow for adjustments based on the dialogue with the participants about their concrete challenges, needs and previous experiences
- The international setting ensures an inspiring environment where the diversity of contexts, challenges and ideas are used to increase the understanding of complexity and diverse ways of dealing with issues.
- Our courses are based on a sound theoretical foundation of social constructionist theory. This means that we draw upon innovative approaches such as the narrative, systemic, appreciative and solution focused approaches.
- We believe that there lies a greater potential for development in strengths than in weaknesses. We therefore focus on applying the resources of each participant to reach his/her learning goals and to build an appreciative working atmosphere within the group.
- It is important for In Dialogue that everyone leaves our courses feeling empowered and competent to apply the concrete outcome of the course in his/her daily work - knowing in which situations to use which techniques and when not to use them.

