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# Programme Invitation

# DIALOGUE AND LEADERSHIP OF CHANGE

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## WHY WE NEED DIALOGUE IN CHANGE TODAY

The **Dialogue and Leadership of Change programme** is for people who are seriously concerned to bring about constructive and sustainable change at any scale.

The problem with change is that those affected by the change are often excluded from the decision-making. It can seem impractical to include the many different individual and sub-cultural views, aspirations and fears held by those involved, and in consequence change is often designed privately by a few of the participants on behalf of others. This feels like an imposition to those affected when they discover (or are then told) what part they are expected to play in the change. Such change processes tend to fail as previously overlooked factors have to be taken into account.

This is where Dialogue gets different results. Dialogue is a means of talking and thinking together successfully with people in larger groups, to reveal to everyone where they currently really are, where they collectively need and want to be, and how they might proceed together. Crucial information that would otherwise be considered in separate conversations, thereby becomes available to all involved. This requires both skill and understanding – the skills to talk and think together effectively, and an understanding of the sequence of who needs to be gathered when to achieve an inclusive, constructive and sustainable change. This skill and understanding is made available and practiced on the Dialogue and Leadership of Change programme.

## PROGRAMME OVERVIEW

Dialogue & Leadership of Change is the Foundation Programme of the Academy of Professional Dialogue. We are offering this over a six-month programme in Germany, and a two-day Introductory Workshop that provides an orientation to Dialogue and Change.

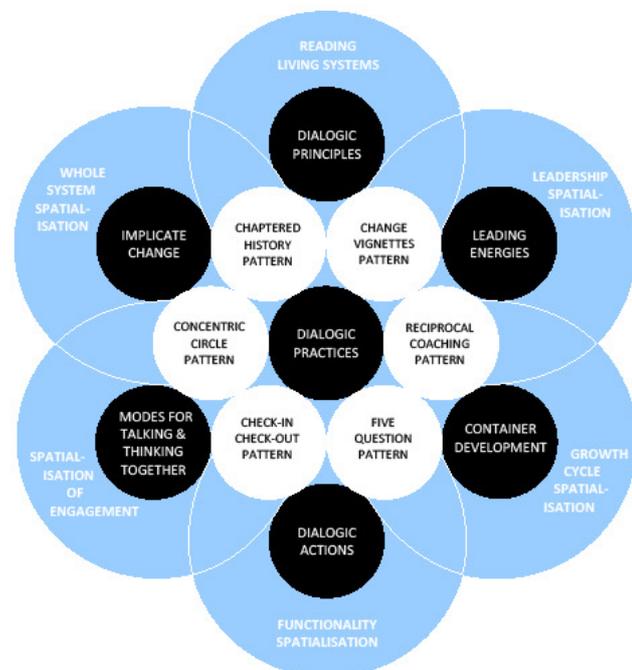
The main programme has a Learning Circle format, with participants from a range of organisations, to create a fertile learning environment. The Faculty provide the Dialogue expertise, and enable learning through a largely experiential approach including the spatialised introduction of the Dialogue skills, practice exercises, facilitation of Dialogic Patterns, and peer coaching.

### Who should participate:

Dialogue & Leadership of Change is designed for managers and leaders of business units and all functional areas, managing directors, owners, communication managers, consultants (preferably with their clients), and all other people seriously involved in large change programmes in their organisations. To maximise organisational impact, we recommend coming as a team or group, and with the considered engagement of a senior sponsor in the organisation. (See further details below.)

### The programme consists of:

- Five two-day workshops over six months
- A curriculum based on Dialogue skills (see Fig.1. Core Dialogue Skills Mandala) and Implicate Change (see Fig. 3.)
- Concentration on your own Real Time Change Work
- Complementary Field Work and skills practice, undertaken in your own workplace
- In-house Sponsorship model
- Telephone coaching between the workshops



© Dialogue Associates 2015

Fig. 1: Core Dialogue Skills Mandala

### Introductory Workshop:

The two-day Introductory Workshop provides a sound orientation to this approach and is recommended if you:

- want to learn more to select wisely the right group of people to come on the longer programme, to maximise the value to your organisation
- are a senior leader considering sponsoring others on the longer programme
- want to form a business case for participation in the full programme

### Dates:

The two-day **Introductory Workshop** will be offered on:

- 12-13 May 2017
- 19-20 June 2017
- 30 June-1 July 2017

### Dialogue & Leadership of Change

consists of five two-day workshops on:

- 10-11 November 2017
- 19-20 January 2018
- 23-24 February 2018
- 20-21 April 2018
- 28-29 May 2018

### Location:

All Workshops will take place at the Conparc Hotel in Bad Nauheim, near Frankfurt/Main.

### Course Size:

The Programme is designed for 12-20 participants.

### Faculty:

The uncommonly large faculty of four ensures that participants have detailed attention for their individual and group development needs. As well as introducing Dialogue skills and thinking, the faculty coach and guide skills-practice and support the change work. Two members of the faculty are German speaking.

### Language:

The programme and most materials handed out will be in English language.

### Confidentiality:

A confidentiality agreement is introduced, and signed by all of the participants at the outset, to ensure a common expectation and behaviour when sensitive and confidential subjects come up.

**Price:**

**Introductory Workshop:**

- 1,650 Euro for bookings until 17 March 2017.
- After this date the regular price will be 1,850 Euro.

**Dialogue and Leadership of Change:**

- 25,000 Euro for two participants
- 34,000 Euro for three participants
- 41,000 Euro for four participants

All prices are net of VAT (19% MWSt.) and include all materials and permission to use the intellectual property in your own work. Lunch and other refreshments during each workshop are also included. For the main programme “Dialogue and Leadership of Change” the prices also include the Opening Dinner and the coaching.

Personal travel and accommodation expenses are not included.

**Booking:**

To apply for a place on the programme complete the attached application form.

Book your own accommodation direct with Conparc hotel, quoting *Dialogue* to reserve at a delegate rate.

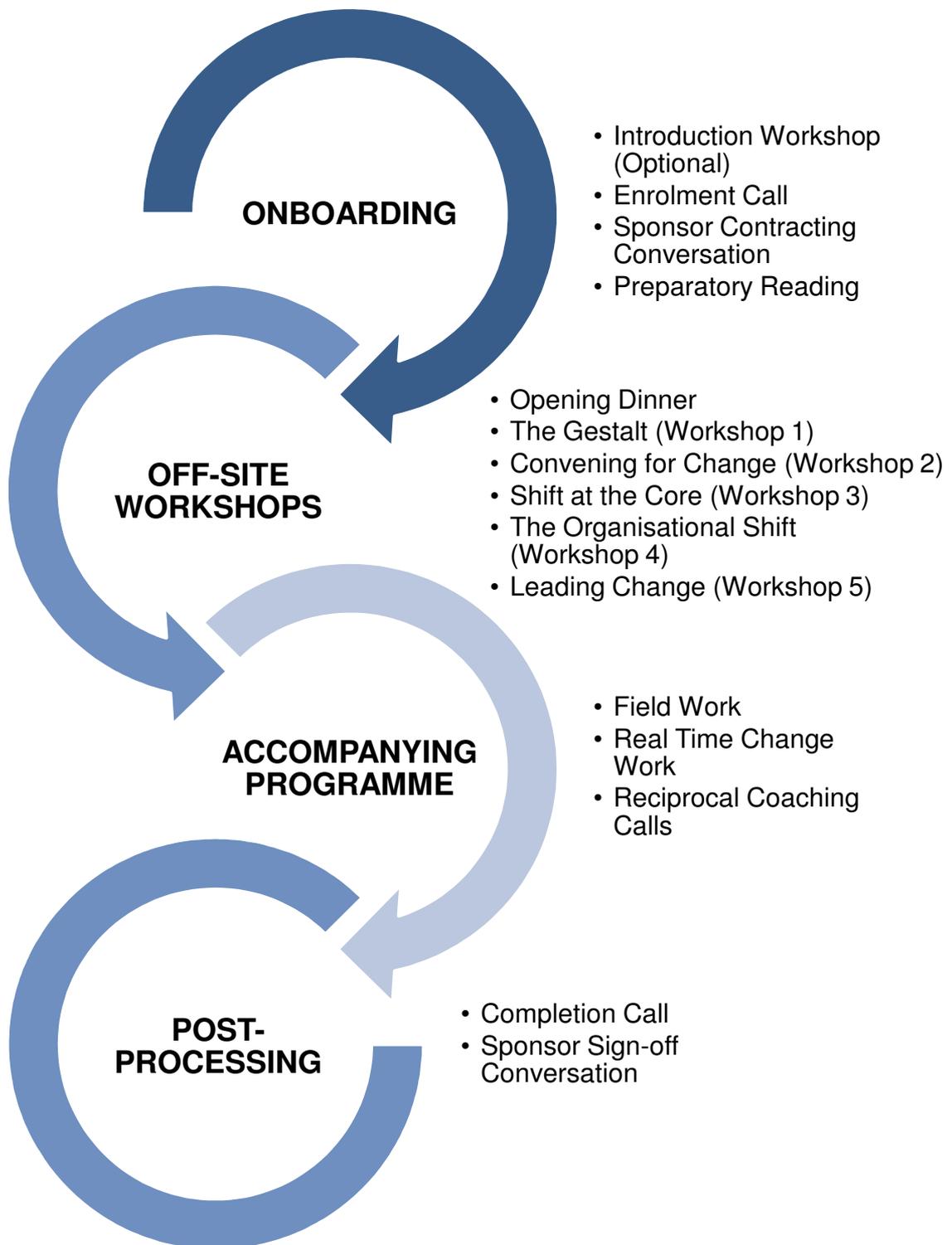


Fig. 2: Elements and process of the programme

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## **INTRODUCTORY WORKSHOP**

The Introductory Workshop offers a profound overview of our approaches to Dialogue, leadership and change and is recommended if you are considering joining the full five module programme. It will help interested participants to make a well-informed decision about whether to book the longer programme, think about how to gather the best team to join them, consider how to create a business case to show the value the organisation will realise for investment for the full five module programme and prepare to engage their sponsor. This is also a useful introduction to Dialogue for those who are thinking of sponsoring others to come on the long programme.

Beyond that, the Introduction stands for itself, and if your change-work is already underway the skills you will find will be immediately useable. While based on our coherent core theory and practice, the entire learning journey is applied and adapted to relevant practical project work from the participant's companies.

## PROGRAMME OUTLINE

### ONBOARDING

#### Enrolment Call:

Telephone call with a member of the Faculty to establish your individual and organisational situation and give guidance for the contracting conversation with your Sponsor.

#### Sponsor Contracting Conversation:

Contracting conversation with your Sponsor (see Sponsorship Information), to ensure their ongoing involvement in your change work.

#### Preparatory Reading:

Reading materials will be mailed out before the first workshop.

### OFF-SITE WORKSHOPS

#### Opening Dinner:

On the evening before the first off-site workshop there will be a dinner to meet fellow participants and the Faculty.

Date: 9<sup>th</sup> November 2017

#### 1. The Gestalt

We begin establishing the rapport and relationships for the Learning Circle, including individual and team introductions, organisational context and the confidentiality agreement.

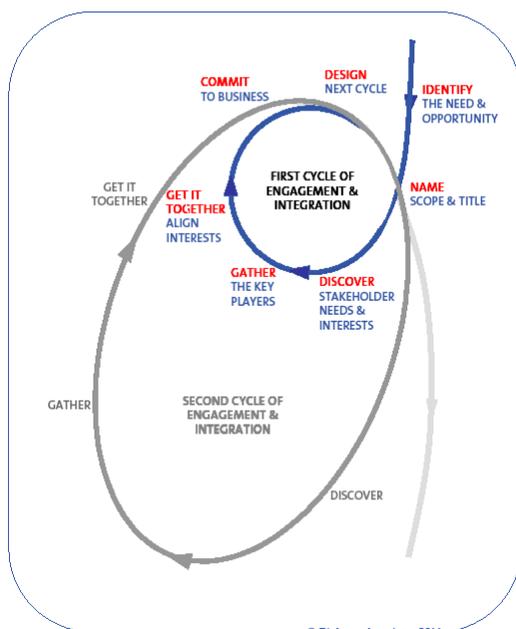


Fig. 3: Implicate Change Model

Theory and practice overview provided for the Dialogue & Leadership of Change Programme, laying out the three elements that will run through each of the subsequent workshops. First is the **Implicate Change Model** (see Fig. 3.) for participatory adaptive change; second the **Dialogic Skills** required to lead change; and third **Dialogic Patterns** for intervention. The emphasis will then be on the early phases of the change sequence, identifying the **Need** and **Opportunity** and naming the change, skills in the **Modes for Talking and Thinking together**, and the **Check-in** and **Reciprocal Coaching Patterns**. The first session sets the foundation for your practical change work and how the programme will support what you are doing. You will become familiar with the projects of the other participants and practice reciprocal peer coaching for later telephone work.

Date: 10<sup>th</sup>-11<sup>th</sup> November 2017

## 2. Convening For Change

While we work with the entire Implicate Change model, the emphasis in the second session will be on the **Discover** and **Gather** phases, and the skills required to lead these phases successfully. This includes stakeholder mapping and stakeholder engagement skills. Dialogue Skill development will focus on the **Dialogic Actions** for functional engagement, along with the **Chaptered History** and **Five Question Patterns** for Discovery work. In addition, there will be an opportunity to review the Field Work and the skills from Session 1, and continue to give and receive peer coaching.

*Date: 19<sup>th</sup>-20<sup>th</sup> January 2018*

## 3. Shift at the Core

The **Dialogic Practices**, which are essential for quality engagement will provide the skill development focus in Session 3. This will include the introduction of **Container** understanding and language. We will also concentrate on facilitation of the **Get-it-Together** phase of Implicate Change, and the use of a **Concentric Circle Pattern**. As multi-stakeholder Dialogue is a key feature of this phase, **Focus of Attention** and facilitation skills are also introduced. We will continue to practice all of the skills learnt in earlier sessions, and engage in Dialogue and reciprocal coaching to learn from how the skills are being applied by others in different situations.

*Date: 23<sup>rd</sup>-24<sup>th</sup> February 2018*

## 4. The Organisational Shift

This workshop continues to reinforce the entire Implicate Change sequence and concentrates on **Commit** and **Design**, including managing regression in change. **Change Vignette Patterns** will be explored as a way to understand and shift stuck situations, and the **Leading Energies** will be introduced to provide the skill to focus collective energy to achieve movement as people work together. There will also be a chance to prepare for the final phase of the programme.

*Date: 20<sup>th</sup>-21<sup>st</sup> April 2018*

## 5. Leading Change

The final session will include a review of the whole Implicate Change sequence, and the Dialogue & Leadership of Change curriculum. Work with the **Container Development** model will provide a framework to think about enabling sustainable growth and change. Attention will be given to the challenges and achievements of the last six-months, and ongoing opportunities with the Academy of Professional Dialogue. The final pattern will be **Check-Out Pattern** as the container of the programme shifts with the closure.

*Date: 28<sup>th</sup>-29<sup>th</sup> May 2018*

# DIALOGUE AND LEADERSHIP OF CHANGE

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## ACCOMPANYING PROGRAMME

Your Real Time Change Work will benefit from the continuous application of the skills and understanding you are developing, with opportunities to review your practice and learn throughout the programme. This is supported by Field Work and participation in Reciprocal Coaching Calls in-between the workshops.

### **Field Work:**

A specific Field Work request is made at each session to build on what has been learnt in the off-site workshop. This facilitates the ongoing application of the Implicate Change sequence to your work and practice with the Dialogue skills. The Field Work is part of the programme's cycle of design, planning, practice and review for change work and skills, that is also supported by coaching calls.

### **Reciprocal Coaching Calls:**

Between off-site workshops small groups of participants receive coaching and practice giving coaching with their colleagues on the Dialogue & Leadership of Change Programme, facilitated by the Faculty.

## POST-PROCESSING

### **Completion Call:**

Telephone call for the Faculty to provide direct, confidential coaching feedback for participants individually and to consider possible next steps within the Academy of Professional Dialogue

### **Sponsor Sign-off Conversation:**

A conversation for participants to feedback their own professional learning and learning about the Dialogue & Leadership of Change, and the benefit this has provided to the organisation.

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## PARTICIPANT PROFILE

The Dialogue & Leadership of Change Programme will help you to make significant strides in your development and organisational impact if you are:

- A **leader or manager** with responsibility for structural, process or cultural change within your organisation (private companies, NGOs, trusts, foundations, unions, etc). For example:
  - **HR-Professional** leading or facilitating a transformation programme.
  - **HR-Professional** responsible for negotiations with work councils.
  - **Marketing Manager** improving a brand's loyalty and advocacy through a more connective customer relationship.
  - **Communication Manager** responsible for fostering understanding for highly complex business decisions with a broad social impact.
  - **Production Manager**, looking to improve entrepreneurial and customer oriented thinking in your staff and therefore your leadership skills.
- A **consultant** who wants to partner with your client to jointly create a new way of working
- Open to developing a strong foundation of change skills whilst 'getting your work done'
- Interested in building a network with and learning from others outside of your current organisation and sector
- Aware of the potential value in partnering with other departments in your organisation, across your value chain or with your stakeholders from civil society.
- Driven by leadership aspirations, looking to make a greater contribution to your organisation, your sector and the society.

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## GROUP PARTICIPATION

Group participation of two to four colleagues is strongly recommended for greater impact on the change process and sustainable transfer of capacity into the organisation. According to the change work, the colleagues may be from the same or different parts of one organisation, from related organisations across the value chain or other stakeholders. The Faculty are available to talk with potential participants and Sponsors about how to select the best grouping to register for Dialogue & Leadership of Change.

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*Taking part in the Dialogue and Leadership of Change course as a team has been valuable in so many ways. We all learn differently and took away our own interpretation of the learning from each session, practiced and applied the techniques in different ways. ... understanding each other's working environment, allowed the feedback and continued learning to have so much more meaning and therefore (we had) a much greater understanding of how the learning could be applied to effect varying outcomes.*

Neil Richards, Executive Governor, National Offender Management Service, England & Wales

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## SPONSORSHIP

Effective sponsorship is a key part of the success of Change Leadership. The sponsor for Dialogue & Leadership of Change advocates or agrees who will participate, provides the executive perspective, represents the organisation's needs and interests, and follows the progress of the participants and the change work throughout the programme. Sponsors should feel comfortable that they have the right range of participants to underwrite the change work currently underway in their organisation.

The participants may work together in the same team, they may be from different teams or departments, or they may be from related stakeholder and supply chain organisations. Whilst furthering immediate change needs the participants will develop in their professional leadership capacity. Embedding change skills in the organisation in this way, with the support of relevant intellectual property, grows internal capacity and reduces the need for external change consultants. Sponsors will have a limited range of conversations with participants that will track the change work and enable the Sponsor to support and influence its progress.

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*From the perspective of creating a sustainable engagement right from the outset, I could see that (Sponsorship) had the potential to be powerful... In preparing for our participation, my business-line colleague and I took a number of steps to embed the connection we had with our sponsors. We set up a four-way meeting ahead of our programme participation... (and) agreed to meet for an hour a week after each of the group sessions... These proved to be incredibly candid and fruitful discussions. Both sponsors found the materials provocative and relevant, and the check-in and check-out process became surprisingly generative. The materials became a springboard for broader discussions about the organisation and the leadership team – their culture, helpful and unhelpful dynamics and growth points. We engaged in mutual coaching and the language presented through the leadership of change materials became a natural lens through which to view the issues.*

*Our sponsors both joined the group for one of the sessions held at our offices in London. They commented on the value of seeing first-hand the calibre of the group of leaders present, their enjoyment of how the materials were presented and interacted with, and the impact of seeing Peter and Jane in action.*

*I would strongly recommend that participants to future programmes carefully consider how to draw their sponsors in. If done intentionally, it has the potential to open up the conversation within the organisation, and to create a sustained impetus for change. The door is now open to engaging our senior leaders in the dialogic frameworks the Leadership of Change programme presents so effectively.*

Cara McCarthy, Head of Talent and Organisational Development, M&G Investments

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**Programme Invitation:**

**DIALOGUE AND LEADERSHIP OF CHANGE**



Dialogue and Leadership of Organisational Change

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## FACULTY



**Peter Garrett** is a founding figure in the field of organisational Dialogue, having pioneered the earliest research work in the 1980s. He has developed an integrated theory and practice of developmental engagement, communication, coaching, intervention and leadership of participatory change. He co-founded Dialogue Associates, an international consultancy, the Academy of Professional Dialogue and the charity Prison Dialogue. Peter has coached and mentored a wide range of executives and CEOs, and led major consulting interventions in multi-nationals and government agencies.



**Jane Ball** is a leading practitioner in the field of applied Dialogue. She has been contributing to the development of an integrated model of Dialogue and applying it to her own consulting and coaching practice since 1999. Focusing on large-scale change, she is now in the sixth year of whole-system cultural change work in a \$1bn business, including in-depth practitioner development and OD support to embed Dialogue as a business practice. Jane graduated from Oxford and Edinburgh Universities, and is a co-founder of Dialogue Associates and the Academy of Professional Dialogue.



**Thomas Klug** has worked as a consultant in private and public sectors and as a leading international manager in the automotive industry. For more than 15 years he has been a Dialogue Practitioner in organisational change work and various educational programmes. Tom holds an MBA from the University of Muenster, Germany. He combines the experience of international management, consulting and facilitation work into a unique blend of insights that support clients to approach their challenges from multiple perspectives.



**Florian Junge** is consulting and facilitating organisational and leadership development. With a Diploma in Psychology and an additional MBA he is an expert in facilitating participatory change processes and combines classic strategic management theory with agile approaches for self-organisation and collaboration. As the founder and executive of the online-platform [managerfragen.org](http://managerfragen.org) he is encouraging the dialogue between economy and civil society – amongst others in strong partnership with the renowned “Baden-Badener Unternehmergespräche e.V.”.



Fig. 5: Florian Junge, Peter Garrett, Jane Ball, Thomas Klug (from left to right)

You can read about the work led by the team on:

[www.dialogue-associates.com](http://www.dialogue-associates.com) (Peter Garrett and Jane Ball)

[www.cogitamus.eu](http://www.cogitamus.eu) (Thomas Klug)

[www.managerfragen.org](http://www.managerfragen.org) (Florian Junge)

**For any further questions please send us an email or call us:**

In Germany

Thomas Klug: [thomas.klug@dialogue-associates.com](mailto:thomas.klug@dialogue-associates.com) +49-160-97988114

Florian Junge: [florian.junge@dialogue-associates.com](mailto:florian.junge@dialogue-associates.com) +49-163-4245699

# APPLICATION FORM



Please complete and return to: [thomas.klug@dialogue-associates.com](mailto:thomas.klug@dialogue-associates.com) or [florian.junge@dialogue-associates.com](mailto:florian.junge@dialogue-associates.com)

## APPLICATION FOR:

**Introductory Workshop** (choose one only)

*1,650 € plus 19% VAT until 17.03.2017, after this  
1,850 € plus 19% VAT*

- 12. – 13. May 2017
- 19. – 20. June 2017
- 30. June – 1 July 2017

**“Dialogue and Leadership of Change”**

*25,000 € for two participants (plus 19% VAT)  
34,000 € for three participants (plus 19% VAT)  
41,000 € for four participants (plus 19% VAT)*

The main Programme consisting of five workshops, in-between coaching and the sponsorship model. Nov. 2017 – May 2018

## PARTICIPANT

\_\_\_\_\_  
Name

\_\_\_\_\_  
Position

\_\_\_\_\_  
Department

\_\_\_\_\_  
Organisation

\_\_\_\_\_  
Email

\_\_\_\_\_  
Telephone

## SPONSOR

\_\_\_\_\_  
Name

\_\_\_\_\_  
Position

\_\_\_\_\_  
Department

\_\_\_\_\_  
Organisation

\_\_\_\_\_  
Email

\_\_\_\_\_  
Telephone

## Brief description of change work and/or reasons for attending programme

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\_\_\_\_\_  
\_\_\_\_\_

## INVOICING ADDRESS

\_\_\_\_\_  
Street

\_\_\_\_\_  
ZIP / Town

\_\_\_\_\_  
Other Invoicing Details

\_\_\_\_\_  
Date, Location

\_\_\_\_\_  
Signature