

**A Development Program for high performing leaders and change agents.
A Gestalt – Systemic approach.**

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While organizations follow the logic of results and effectiveness, persons follow the logic of needs and happiness. This creates a tension between organizations and persons that is usually solved in favor of the former and against the latter.

We believe that it is possible to lead organizations in a way that strives for results and organizational effectiveness while at the same times allows each person to search for happiness and satisfy his or her needs. That's what this program is all about.



The program

The program consists of four two-days workshops, each addressing one of today's most challenging issues:

- **Genuine participation.** The art of working together aligning persons, tasks and strategies. *Offered twice: 2011 (September 8-9) and 2012 (October 2-3)*
- **Practicing a vocation.** The art of making a living aligning what is meaningful with what is useful. *2011 (November 29- 30)*
- **Cruising the multiverse.** The art of living and performing in complex environments at home and abroad. *2012 (February 14-15)*
- **Changing systems.** The art of intentionally changing organizations by managing continuity. *2012 (may 22-23)*

Although the workshops can be taken separately, the program is designed as a whole, as each workshop addresses challenges in different levels of system: person, groups, team, organization, culture or complex systems. It can be good to know that the workshops can be taken in the order that best suits each participant without any decrease in learning.

**For information on a workshop or the whole program please contact Greta Rask
by phone +46 70 779 60 33, or by email greta@raskutveckling.se**

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The workshops

Practicing a vocation. *The art of making a living aligning what is meaningful with what is useful.*

Dates: November 29-30, 2011

We believe that everybody has a unique mission, a calling that will lead to a meaningful work-life; only they listen and follow it. Too many people, even leaders apparently successful, work below their capacity in meaningless jobs. Too many people believe that the pursuit of happiness at work is the privilege of some. We believe the contrary: everybody has the capacity to pursue happiness at work, making a decent living doing tasks that are meaningful for themselves. And we also believe that this is the basis of genuine leadership.

The participants will learn to:

- 1) Listen to the calling of their vocation and to put words to the message
- 2) Make an inventory of experience, skills and knowledge
- 3) Define the quality of life they desire for themselves and their meaningful others
- 4) Configure a desired future, a vision towards which direct their efforts
- 5) Formulate a strategy that aligns all the previous aspects
- 6) Make an action plan that allows them to take steps towards their desired future.
- 7) Identify the situations were they tend to leave the path their vocation shows them.

Cruising the multi-verse. *The art of living and performing in complex environments at home and abroad.*

Dates: February 14-15, 2012

There was a time when we could believe that we lived all in the same universe: we rarely met or worked with people that didn't share similar values and background. Nowadays it is unavoidable to work in environments where multiple realities (cultural, generational, professional, you name it) overlap each other. This is the multi-verse, where we can't take for granted that the people we work with share the same values or that behaviors mean the same for them and for us.

Whether you work in your home country, you travel a lot or are an expat, you are working in the multiverse and have to address the same challenge: you have to deliver, form and lead high performing teams with people that cannot or will not change values or behavior in order to fit in: they want to belong and work together without compromising their identity and maintaining a high level of autonomy.

This workshop will make available to the participants useful knowledge and tools in order to be a part of and lead high performing teams across cultural boundaries, both at home, travelling, or as an expat.

Content:

- Forming and leading high performing multi-teams
- Crossing cultural and national boundaries back and forth
- Phases in the development of multicultural proficiency
- Managing culture shock
- Defense mechanisms from the cultural comfort zone
- Master suppression techniques
- Communication styles, learning styles and relationship styles
- Inherited culture and chosen life style

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- Dimensions of cultural differences
- The power of differences and the differences of power
- What border crossings may mean in different contexts and how they may affect performance.
- Multiple realities: from living in the universe to welcome to the multiverse.

Changing systems. *The art of intentionally changing organizations by managing continuity.*

Dates: May 22-23, 2012

It is often said that the only constant is change. This is true if we speak about the changes that all organizations are constantly undergoing to automatically adapt themselves to the ever-changing external and internal environment. But successful intentional change, the realm of this workshop, is an oddity. By intentional change we mean the one that is started by some body or somebody within the organization with the intention of moving in a certain direction, with a sustained pressure for change until it is done.

It is our experience that successful intentional change is as much about change as it is about what is not supposed to change. It is our experience that the success of intentional change depends as much on the strategic skills of the change agents as on their values, stance and presence. It is our experience that successful intentional change agents must attend both to the voice of continuity, expressed often in terms of resistance to the desired change, as to the voices for change, often expressed in the form of alliances. It is our experience that there is no successful intentional change without conflict and that there is no conflict resolution that doesn't imply change.

This workshop will allow participants to become highly successful change agents, be they managers, internal or external consultants, or support staff.

Content:

- The starting point for change: dissatisfaction, need or demand
- Levels of change
- Polarity management: change and continuity
- Cruising in multiple realities
- Defining the Boundary Conditions
- The stake of the manager and of the change agent
- The stance of the facilitator
- Partiality, neutrality and multi-partiality
- How the forces for continuity become resistance, and how alliances overwhelm
- Conceiving resistance as friction
- Master suppressions techniques
- Sources of motivation. Sources of discouragement. Carrots and sticks.
- Conflict resolution: facilitation, mediation, advocacy, and arbitrator

Genuine participation. *The art of working together aligning persons, tasks and strategies.*

Dates: 2011, September 8-9 *and* 2012 October 2-3

By Genuine Participation we mean what happens when a bunch of diverse people commit themselves to a common task while at the same time keeping their full autonomy and personal responsibility. Thus, they become a self-regulated, self-organized and self-managed collective, be they a team of six or a whole organization.

This workshop is about how to manage large and complex systems by designing and facilitating task-oriented participatory and collaborative processes, as well as high performing multi-teams.

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Content:

- The values that underpin Genuine Participation.
- The strategic issues it addresses.
- Preparing the organization
- Leadership for Genuine Participation
- Necessary pre-requisites
- Boundary Conditions
- Levels of participation.
- The task as a problem or as a dilemma
- Process design versus method
- Scalable process design
- Phases in processes and meetings.

The action-learning pedagogy

We learn most from what we do, and less from what we hear and see. This is the reason why in this program we use the “action – learning pedagogy”, which integrates conceptual mini lectures, exercises, experiments, technique training and case consultation. The quality of the learning will depend on the willingness of the participants to share own cases so that their peers can work on them and on the willingness to contribute to the work on the cases presented. A great deal of emphasis will be made in building trust between participants as it is one of the pre-conditions for high learning.

The trainer



Eugenio Molini has unique competence in designing, managing and facilitating participatory and multi-stakeholder processes in which any amount of persons with different perspectives, specialties, interests and cultures work together solving problems, achieving common goals or building a shared future.

He has been working as a consultant in Organization and Systems Development specialized in Strategic Change in Complex Systems since the mid 90's. He has worked with in all sectors, all sizes of clients and kinds of projects: helping medium-sized businesses to do a strategic plan (Brujula), introducing changes in a shipyard's production line (Navantia), designing and facilitating multi-stakeholder activities to deploy the Strategy for “Scaling-Up Energy Services in East Africa” (UNDP), facilitating the City Planning process in small to medium towns (Palafrugell)

He works in Sweden as a self-employed independent consultant www.molini.se. In Spain he is the CEO of Atractor Consultants www.atractor.es and the Director of G-D.O.S. www.gestaldos.eu, the first spanish-speaking training institute using the Gestalt – Systemic approach to Organization and Systems Development.

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Schedule and location

Genuine participation. The art of working together aligning persons, tasks and strategies.	Sept 8-9, 2011
Practicing a vocation. The art of making a living aligning what is meaningful with what is useful.	Nov 29-30, 2011
Cruising the multi-verse. The art of living and performing in complex environments at home and abroad.	Feb 14-15, 2012
Changing systems. The art of intentionally changing organizations by managing continuity.	May 22-23, 2012
Genuine participation. The art of working together aligning persons, tasks and strategies.	Oct 2-3, 2012

Workshop schedule in each workshop: Day 1: 09.00 – 18.00 Day 2: 08.30 – 16.00

Location: Kaliforniegatan 1, Helsingborg, South Sweden (a couple of minutes walk from the central train station in Helsingborg). Helsingborg is 1 hour by train from Copenhagen airport.

Number of participants: maximum 30 per workshop

Language: English. The trainer speaks also Swedish & Spanish.

Trainer: Eugenio Moliní.

Twitter: @eugeniomolini

Website Sweden: www.molini.se

Website Spain: www.atractor.es

Blog: <http://eugeniomolini.wordpress.com> (in Spanish)

Organizer: Greta Rask.

Rask Utveckling AB greta@raskutveckling.se www.raskutveckling.se

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Fees and how to register

Early bird Registration: 20% discount on the fee if you register latest 60 days before each workshop	SEK 6600 + VAT SEK 1650 = SEK 8250 EUR 720 + VAT EUR 180 = EUR 900
Regular fee per 2-day workshop	SEK 8400 + VAT SEK 2100 = SEK 10500 EUR 912 + VAT EUR 228 = EUR 1.140

If you intend to attend the whole program (four workshops), you will get a 25% discount on the whole program fee. The payment conditions in this case are 60% before the first workshop and the rest between the second and third.

Full price for the program is SEK 33.600 + VAT 8400 = **SEK 42000** (EUR 3.648 + VAT 912 = **EUR 4.560**)

Whole program registration: 25% discount on the full price for the whole program	SEK 25200 + VAT SEK 6300 = SEK 31500 EUR 2.736 + VAT EUR 684 = EUR 3.420
First Payment 60%: SEK 18900 or EUR 2.052, due before the first workshop. (vat included)	
Second payment 40%: SEK 12600 or EUR 1.368, due before the third workshop. (vat included)	

You do not need to pay the Swedish VAT (25%) if you are a person or company with an international Vat number, or if you are a person not paying taxes in Sweden. Please inform us if that is your case, sending us your International VAT number so that we can send to you an Invoice without VAT.

The fees cover workshop attendance, lunch and coffee/refreshments during breaks. They do not cover accommodation and dinners. There are plenty of restaurants in walking distance from the venue.

Cancellation: If you cancel earlier than 60 days before each workshop, we can refund 80% of your fee. If you cancel 30 days before each workshop, we can refund 50% of your fee. If you cancel after that we cannot offer a refund. Of course, you may send somebody else instead.

Register by sending an email with the participant's names, invoice address and VAT-number to greta@raskutveckling.se. You will get an invoice. Your registration will be confirmed the moment we receive payment.

For hotels & hostels in walking distance have a look at www.helsingborg.se/konferens. Press the english flag for an english version.

If you have questions regarding a workshop or the whole program you are most welcome to contact Greta Rask by phone +46 70 779 60 33, or greta@raskutveckling.se

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