CONTENT OF THE PROGRAM: DEEP DIVE

As discussed, please note that the program can slightly change based on specific needs of participants during the training sessions.

DAY 1

In the complex world we live in we have many people to work with inside and outside our organization and research unit: direct and indirect colleagues, a post-doc, an opinion maker, external partners and, not to forget, our families and friends. All of them have their needs and interests. All of them have their specific ‘manual’ to take into account, just like whole academic institutions and units inside have their very own culture.

A consideration you (‘micro’), your unit (‘meso’) and your organisation (‘macro’) may have in working together: ‘Who will support us in this?’. For instance, what happens if your unit presents its ideas for improvement to another division?

Do people generally jump on the table and shout out loud that they are all fired up and ready for implementation right here, right now? Or is it slightly more difficult to get your voice heard in change discussions?

Knowing that change is constant inside and outside your unit and organisation, it can be useful to see everyone as a potential coalition partner. And as we know, working together with people (the ‘soft skills’) are the real hard skills.

Finding out who and what is important for you, your team, or organisation, is a first step for successful partnerships.

Finding out what the people around you want and how your mutual interests can be matched, can be another step.

The simple fact that you use ‘the law-of-the-2-feet’ and talk and listen to people can reinforce mutual respect.

Follows the concrete program description of day 1 (as discussed, please note that the program can slightly change based on specific needs of participants during the training sessions):

09.00 Intro

09.10 Energiser

09.30 Plenary review of the intake answers

09.50 Case discussion in subgroups

What strikes you?
What do you share with each other? What is different?
What is most important to work in during our 2 interactive days together?

10.00 Interactive theory ‘positive versus negative politics’:

1) Maintenance vs. Greatness
2) Caution vs. Courage
3) Dependency vs. Autonomy

CASE DISCUSSION IN GROUPS OF THREE:

What principles can you apply (less) in your case?
What can you do instead?
What can you do more of?

=> Scaling greatness, courage and autonomy

10.45 NETWORKING BREAK

11.00 Coalition analysis to the 1st degree: mapping coalition partners

CASE DISCUSSION IN SUBGROUPS:

Who matters to me inside or outside academia?
What criteria are important?

11.15 Desired change with my coalition partners

CASE DISCUSSION IN SUBGROUPS:

What do I want from stakeholders?
What do they want from me?
Why is that important to me?

11.30 Interactive theory coalition analysis to the 2nd degree (part I): the 5 different types of coalition partners in my eco-system.

REFLECTION AND CASE DISCUSSION IN SUBGROUPS:

Who in my coalition landscape are my 1) allies, 2) opponents, 3) adversaries, 4) fence-sitters or 5) bed-liers? Based on what criteria do I make that assessment?

11.50 Interactive theory coalition analysis to the 2nd degree (part II): how to deal with the different coalition partners in a customized way.

12.15 REFLECTION AND CASE DISCUSSION IN SUBGROUPS:
How can I cooperate with my 3 most important coalition partners in a customized way?

12.45 LUNCH

13.30 CASE DISCUSSION using the intervision model ‘OASIS’

*1 specific case is selected and discussed with a very applicable intervision tool that all participants can use as of the next day.*

14.15 Interactive theory about building my own coalition plan

14.30 NETWORKING BREAK

14.45 Executing my coalition plan: minimum 1 step higher on the coalition scale

After individual reflection and preparation, participants in groups of 4 share their coalition plan. Together with the trainer they give each other additional advice, suggestions, tips & tricks, best practices and finalise their coalition plan.

15.30 Plenary coaching on first next steps

16.00 What other questions, cases, desired changes do you have?

*Plenary learning and input by participants and the trainer to maximize the learning output for all.*

16.30 Outro