

CLEAR LEADERSHIP - REVISED

Creating clarity and involvement through leadership-based dialogues

Course description

The course is for managers as well as others with leadership tasks (e.g., project managers or team leaders). The focus is on developing concrete leadership based dialogical tools - enabling the manager to create transparency and direction while at the same time involving individuals and teams in meaningful dialogue and reflection on their practice, organisational goals and challenges.

The course is based on the assumption that leadership is relational; we cannot change others, but only ourselves and through this invite others to change as well. Furthermore, there are many perspectives on reality. Appreciating the logic of each person's perspective increases the chances that complexity and diversity leads to innovative and sustainable solutions.

Leadership based dialogues invite to a reflective learning process, where the individual staff, middle manager or team gets a chance to reflect upon their practice and develop their competences. However, leadership-based dialogues put the organisational frame - the vision and mission of the organisation as the highest context. This means that the leader uses her/his leadership position clearly and constructively in the conversations. The leader sets the frame, and ensures that the dialogue

develops in line with organisational priorities.



Leadership-based dialogues offer valuable tools when it comes to managing in complex surroundings with many stakeholders and a fast-changing policies and communities. These dialogues build commitment, sense of initiative, innovation, and creative thinking. It builds the reflective capacity of the staff as well as enhances their flexibility and adaptability to changes. It furthermore helps bridging the gap between the top management, the middle managers and the staff from both directions. On the one hand the conversations serve as translation of broad strategic goals into every day practice, and on the other hand they offer the management valuable feedback of the actual consequences of their decisions. The course will focus both on leading individuals and teams, both staff members as well as leaders.

The course will give you...

- A theoretical understanding of systemic and social constructionist leadership
- An understanding of leadership-based dialogues and coaching, where reflection on practice is put into a clear organisational frame
- An understanding of the power of language and questions - and competences in leading professional conversations with the purpose of developing and coaching individuals and teams - both staff and leaders
- An understanding of organisational factors that can inhibit or facilitate the benefits of leadership-based coaching
- A chance to reflect upon how to apply the approach in own organisational context - from structured dialogues to every day conversations
- Last but not least, a chance to reflect upon your own leadership within your organisation

Methodology

The course will consist of a mix of short theoretical inputs, concrete exercises, and group discussions. It is believed that the best way to learn leadership-based dialogue is through reflecting upon and applying it to real-life cases from your everyday work. You will therefore be practicing the different tools on each other and in this way at the same time receive new insights on your current dilemmas.

The course will be based on the theoretical developments within systemic and social constructionist

theory applied to leadership. In spite of the theoretical basis, the training will be highly practical.



Programme

- Monday** Arrival in the evening with welcome drink
Presentation and program
- Tuesday** Introduction: learning goals and learning agreement
Input on systemic leadership
- Multiverse - looking for the logic & good intentions
 - Domains of communication
 - Coaching vs. Leadership-based dialogues
 - Connecting to strategy and core task of organisation
 - Coaching staff vs. coaching leaders
- Wednesday** The power of questions
- Clarifying questions and connecting to organisational goals
 - Inquiring into the concrete practice
 - Stepping into shoes of others
 - Solution focused questions
- Thursday** Working with teams
- Understanding the phases in team development
 - Separation of dialogue
 - Using difference constructively
 - Connecting to the core task
 - Practicing leadership-based coaching tools
- Friday** Bringing it home
Establishing the contract and managing the meta-level
Leading without dominating
Looking at learning goals
Developing personal leadership style
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 evening/ drink at 19.30 p.m. on Monday evening and end on Friday around 16.00 p.m.

Consultants

The [consultant](#) running this course is either **Yvor Broer**, **Lene Mogensen** or **RajVinder Singh Gill**. 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 775 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 Roskilde, 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.

In Dialogue 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.