



WSZECHNICA

UNIWERSYTETU
JAGIELLOŃSKIEGO



**Facilitation – how to build dialogue,
cooperation and partnership in an
organization**





About the course

Facilitation – the ability to facilitate dialogue and collaboration – is becoming a key tool for leaders and professionals who want to support organizations in sustainability. The video course is a practical guide demonstrating the use of facilitation in companies. It is also an opportunity to think more deeply about how to create an environment where innovation, collaboration and development become natural elements of organizational culture, creating balance.

Why is the course worth seeing?

- You will understand the impact of facilitation on creating more sustainable and healthier organizations.
- You will learn how to build an environment that fosters the engagement and cross-fertilization of employees in achieving common goals.
- You will expand your knowledge of facilitation, its role in an organization, the competencies that a person in the role of a facilitator should possess.
- You will learn how to practically apply facilitation at different levels of the organization, from different perspectives: the individual, the team and the entire organization.
- You will learn strategies to follow when looking for strategic support in an organization.



The course scope

MODULE 01

The idea of a healthy organization: working for balance

MODULE 03

Facilitation activities in a healthy organization model

MODULE 02

The role of facilitation in building healthy organizations

MODULE 04

Leadership in organizational change

The course is also enriched with additional materials, in the form of PDF, audio files, which complement the course. They allow even deeper understanding of the topic, access to external sources of knowledge.



Module 1

Part 1 Why we need healthier organizations?

Organizations today face serious challenges. In our opinion, a significant part of the problems are related to the way organizations operate and how they treat the people who contribute to them. Companies are different - they have better or worse leaders, easier or more difficult tasks, more or less sophisticated tools and procedures. In this part of the course, we identify and discuss three basic problems that, not coincidentally, become a common part of most organizations as they grow and develop. They are: specialization, the pressure of infinite growth, and a narrow understanding of goals and isolation from the environment.

Part 2 The model of a healthy organization

The model of a healthy organization is a description, developed at the Jagiellonian University Extension, of what most determines an organization's ability to function sustainably over the long term. In this part of the course we explain why the indicated model is so important for modern organizations, how it can be understood and how to practically apply it at different levels of the organization.

Part 3 Healthy organization model in relation to teams and individuals

The healthy organization model was developed with entire systems in mind, but it can also be applied to their component parts: to teams, to individuals. This is especially true in very large, complex organizations, where only a few leaders feel empowered to influence the final shape of the system. In this part of the course, we focus on explaining what impact the model has on the individuals and teams that function in the organization on a daily basis.

Module 2

Part 1 Facilitation: an introduction to the method

Facilitation is a method of organizing the work of groups to develop a common result. It can be used in different contexts, at different levels in an organization. In this part of the course we discuss situations in which facilitation becomes a helpful tool for working with a team. We also focus on the competencies that a person who plays the role of a facilitator in an organization should possess.

Part 2 Applications of facilitation in supporting change

Making changes in an organization is not easy. They are influenced by many factors. They can result in the anxiety that accompanies people during the implementation of new, solutions, rules or ways of functioning of the organization. In this part of the course we explain how facilitation can respond to the aforementioned anxiety, how to create a safe environment in which to undertake important and difficult tasks.

Part 3 Applications of facilitation in attitude formation

Facilitation promotes a certain style of cooperation. As participants gain experience participating in facilitated meetings, they develop certain skills and attitudes. In this part of the course, we look at how facilitation can influence the formation of an organizational culture within a company, by changing the mindset of its members.





Module 3

Part 1 Level of the entire organization

Organizations perform tasks in a repetitive, systematic manner. As a rule, they are constructed to last despite the replacement of individual elements, i.e. the people who make them up. Not surprisingly, they are characterized by a certain inertia: they follow established patterns and often duplicate what works well enough. In this part of the course, we invite you to reflect on what modern organizations really need not only to "survive", but also to build their strength, to cope with challenges coming from the environment.

Part 2 Team level

Change at the team level can be about work organization, process efficiency or responsibilities. The focus on a specific team, however, brings to the forefront the people and the informal relationships that connect them, as well as the unwritten norms that govern daily cooperation and communication. In this part of the course, we focus on this very issue. We explain how to work with a group using facilitation in order to nurture and develop its potential, take advantage of the diversity of the team and deal effectively with difficulties that arise.

Part 3 Unit level

Facilitation requires a team, its object and results, however, can primarily affect individuals. The most common interventions at this level involve experiential learning: facilitation gives people the space to learn lessons and translate them into action. In this part of the course, we discuss how the space created by facilitation fosters learning from experience and enhances the flexibility of organizational members. How it can be practically applied in activities such as designing positions or defining professional roles in an organization.

Module 4

Part 1 Facilitators as agents of change

The perception of facilitators as "change agents" - that is, people who take a kind of leadership in implementing change - is not at all obvious. The essence of the facilitator's role is to be content-neutral, focusing on providing the best possible conditions for conversation, thinking and decision-making. It is difficult to expect someone like this to convince others to implement change or set trends. In this part of the course, we consider what kind of leadership is needed by someone acting as a facilitator. Can and should team leaders and managers act in this role, or should they be helped by outsiders.

Part 2 Development as a facilitator

The facilitator has a very responsible role in working with a team in an organization. Despite his or her neutrality, he or she creates the best possible conditions for group members to build a safe space that encourages conversation about important but often difficult topics. In this part of the course, we invite you to learn about the key competencies that a person entering the role of a facilitator should possess. We will show you how to acquire the skills described, which development activities to use to best prepare you to take on this position.

Part 3 Seeking strategic support

Seeking strategic support for facilitation in an organization requires a skillful approach and an effective presentation of the value it can deliver. In this section of the course, we present some tips that you can use when talking to management to be able to clearly and lucidly make the case for the benefits and impact that facilitation offers in your organization.



Additionally, the course includes

Two application examples - Case studies in the form of audio files: they present the practical application of facilitation in an organization. They describe the main problem faced by the company, the steps that were taken to define the necessary actions for change, the facilitation techniques and methods used, and the solutions applied and the results obtained.



- **Summary:** a collection of the most important information presented throughout the course.
- **Evaluation sheet:** with this you can individually check how "healthy" your organization is.
- **Quiz:** questions that collect and organize the knowledge in the course.





Course leader

Iwona Sołtysińska

Psychologist (MA), certified trainer and consultant (certification in Edexcel International and BTEC Professional Qualifications), coach (certification in ICC, ICF (PCC) and ECPC), specializing in professional role development (trainers, managers, coaches), developing leadership competences (over 7,000 training hours), understanding group dynamics, problem solving, team and personal coaching. A member of International Society for the Psychoanalytic Study of Organizations.

She specializes in managerial coaching trainings, creativity and methodology of synectic group work trainings along with improving managerial competencies. She conducts individual and team coaching as well as facilitation of team problem solving processes. As a coach she uses the solution focused approach and psychodynamic understanding how groups and organizations work. Director and trainer in “Train the trainer” programmes at Wszechnica UJ. Manager of complex OD projects. Author of the book: “Employee training and development organization” - compendium knowledge of training policy, writing, delivering and training assessment based on competencies, and other publications addressed to professionals. She facilitates the work of groups and conducts individual coaching and coaching teams from different levels of organization (over 1000 hours of coaching work).

Her previous and current clients include: Bahlsen Sweet, Raiffeisen Bank, Philip Morris, Motorola, IKEA, Heineken, Minimal, PZU Życie, SKOK Stefczyka, Commercial Union, NBP, Tenneco Automotive Eastern Europe, ABB, Capgemini, Puratos, Fabryka Mebli Forte, Polskie Stowarzyszenie Koło in Jarosław, WUP in Kraków, Stock Polska, Lhoist, Skanska, LSC Communications





Course leader

dr Maciej Świeży

Maciej acts as a lead consultant for organizational development projects focused on culture change and strategic planning. In his role of program director, he is also responsible for the design and development of services offered by the Jagiellonian University Extension.

A psychologist by education, he obtained a PhD through research on skill learning. His professional background includes over 12 years of experience in training, coaching (ICF Professional Certified Coach) and facilitation. The unifying theme for these various roles is creating relationships and environments that support thinking, learning and collaboration.

Maciej works in an international environment, cooperating with Erickson Coaching International and Vrije Universiteit Brussel. He has experience with delivering training in cross-cultural context, in- and outside Europe. Part of his work involves translating psychological research into practice. His book, entitled „Psychology for coaches” aims to challenge common misconceptions, as well as supply practitioners with science-based strategies for helping others. He has also authored multiple smaller publications for L&D professionals.

His previous and current clients include: 3M, ABB, Aviva, Bahlsen, BPH, Ericpol, Eurobank, Fakro, ING, Heineken, International Paper, Lhoist, Luxoft, MAN Truck, Motorola, NBP, OSCE Office for Democratic Institutions and Human Rights, Pratt & Whitney, Puratos, RR Donneley/LSC Communications, Schibsted, Skanska, State Street, Tenneco, Tmobile, WUP Kraków.





The course includes:

- Access to the online platform where the course is placed;
- Supplementary material in the form of PDF, audio files containing references to further knowledge sources;
- Upon completion of the course, a certificate of participation (generated on the online platform).

To purchase the course go to:

<https://platforma-online.wszechnica.uj.pl/>

If you wish to purchase more course licenses, please contact:

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