

# UP DILIMAN

## THE HPD/SUCOC PROFESSIONAL TRAINING PROGRAM

### PROJECT - PREFACE

The OrgaLab 2010 is set up in cooperation with:

The *gestalt*-institute manila, De La Salle University, Manila and University of the Philippines, Diliman  
Under supervision and coordination of Prof. A. Mendoza, PhD, chair of the Department of Psychology  
and Prof. H. Lenhard, president of GIM

*A pilot project to introduce company change management  
into Filipino business development !*

## Management Challenges in Intercultural Context

A GIM inter-institutional training event

based on the concept of an integrated living learning process  
formatted as an OrgaLab in a realistic business-job situation.

### Looking into the history of business trainings in the Philippines:

A fact in the history of Filipino development of living learning concepts shows that this is a sort of a blank spot within the scenario of efficient ways to increase awareness about the self and a persons` role within social systems.

In the field of research and development in the "format of group dynamics"  
– as an intensive and experiential mode to integrate new knowledge and skills into the personal repertoire of living and working, it has been a "once and never again" event. The chances to extend managers competence within social systems and their power structures by an intensive process of experimental learning within the set up of groups as fields of floating interaction has been reduced.

Group dynamics practice a way of getting to know power impact of systems and the individual ways to act within these systems in a very direct way of evaluating the ongoing processes group members are involved in. The use of direct feedback is frightening for many (especially in cultures, which have active norms, not to open up to the power plays of superiors).

Looking at the first few steps into such learning in the scientific and research field within the Philippines, this background is a responsible fact of the poor use of group dynamics "as a format of processing efficient learning".

Since the Humanistic Psychology is on its way to integrate the "field aspect" (worked out by Kurt Lewin in the US) to see and handle the world and human beings within this world, the combination of such learning within other aspects of philosophy, personality, creativity etc...has become part of the actual forms in developing personal growth and social competence.

The here introduced way of learning by joining an OrgaLab is a training setup, wherein the situation of a real scenario of a company is put on the workshop-stage for 4.5 days and the members of "the company" will act "as if..." they were "in the shoes..." of the responsible managers, CEOs or corporate staff members, to handle the actual company goals, situations, conflicts and development. At the same time their process of action and interaction, communication and leadership is under permanent evaluation. This is connected to some of the principles of *gestalt* work.

By this, the OrgaLab member`s awareness about process, self and role performance will grow and enable them to do their job on a higher level of management competence.

**Organizations at the forefront of change require leaders and coaches  
with a deep understanding of how human systems operate  
along with the courage and skills to navigate the complexities of system life**



UP DILIMAN / DEPARTMENT OF PSYCHOLOGY

AND THE GESTALT INSTITUTE MANILA - GIM - PRESENT:

*A pilot project  
introducing company change management*

An inter-institutional Workshop 2010

# Management Challenges in Intercultural Context

Facilitators: Prof. Dr. Karin Lackner - Prof. Dr. Ewald Krainz - Mag. Tina Rabl  
Coordinated by: Prof. Hans Lenhard + GIM staff



## GOALS

The workshop focuses on management challenges  
in an organizational change project.  
The learning will be based on a realistic scenario  
of current developments in business.

## PARTICIPANTS WILL LEARN TO

- manage cultural diversity
- manage bottom up and top down communication
- manage contradictory goals, ambitions, attitudes and interests of different subsystems in the company
- manage decision making processes under tight budget constraints
- find the most sustainable solutions in the concept work.



## CONCEPT

The workshop will start with a simulation of a business scenario. In this scenario the participants will be members of a simulated company and will act out of the perspective of their roles.

Thus management processes will take place which will be the object of analysis and permanent evaluation.

The concept of “action learning” is the most promising approach for the transfer of insights from the learning setting into real life situations. (See preface notes for more conceptual details)

In addition to that, theoretical models based on scientific research (group dynamics, organizational development, *gestalt*-work) will be provided.

## PARTICIPANTS OR: “THE WORKSHOP CREW”

- The optimal number of participants is 40 workshop-members
- Permanent presence throughout the workshop will be awarded with a GIM-certificate of successful participation.
- The workshop is tailored for
  - managers
  - members of public administration
  - consultants
  - scientists
  - advanced students,who want to extend their awareness, theoretical understanding of and competence in handling organizational change processes.

## FACILITATORS / WORKSHOP STAFF

### WORKSHOP-PROCESS FACILITATORS:



Prof. Dr. Karin Lackner  
University Kassel, Germany,  
FB 04, Department for  
OD-Consulting, Coaching  
and Supervision



Prof. Dr. Ewald Krainz  
University of Klagenfurt, Austria  
Faculty of Interdisciplinary Studies  
Department for OD  
and Group Dynamics



Mag. Tina Rabl  
Institute for Applied Group Dynamics  
Klagenfurt, Austria  
Consultant and Mediator

### JOINT STAFF AND COORDINATION TEAM:

Prof. Hans Lenhard  
GIM Philippines / visit.prof. UP Diliman / Prof emer. Universität Kassel, Germany  
Prof. A. Mendoza, PhD, chair of the Dept. of Psychology, UP Diliman  
Beth macDonald, cert, gestalt facilitator  
GIM Philippines / HCD Manila

## ORGANIZATIONAL:

**The workshop date:** **16<sup>th</sup> to 20<sup>th</sup> February 2010 (4.5 days)**

**The venue:** Palma Hall Annex, UP Diliman Campus, Quezon City  
Department of Psychology – HPD studio 3<sup>rd</sup> level

**Regular Workshop sessions:**

16 <sup>th</sup>	0900 hrs – 1800 hrs
17 <sup>th</sup>	0900 hrs – 1800 hrs
18 <sup>th</sup>	0900 hrs – 1800 hrs
19 <sup>th</sup>	0900 hrs – 1800 hrs
20 <sup>th</sup>	0900 hrs – late lunch

**Workshop fee:** **Regular fee per slot is 22.800,- PhP**  
inquire for UP special rates for advanced students  
academic professionals and get your personal offer.

**Documentation:** The workshop members will be in a process of permanent evaluation and a CD will be handed out at the end of the learning process – containing a documentation of the work- and organizational process.

The OrgaLab is an awareness call to see human and company systems more clearly – to experience and feel them from the inside as participants, and to gain a perspective on the system, enabling them to see how the dynamics of power and relation play out in human systems of cooperation and production.

Rather than talking about issues of leadership, political awareness or power, learning in an OrgaLab comes from an intensive involvement experience in which the company members face these issues directly.

The OrgaLab-setting is not a role play in which participants break at 6pm for dinner and drinks; it is an experience that allows to get involved many aspects of life – during the days of membership in the “OrgaLab-company” you may live, the quality of the many aspects of the work you do.

It is a setting in which your systems leadership competence will be tested and developed. Process and personal reflection is part of the program. Towards the end of the OrgaLab there is an extensive ‘systemic reflection’ period in which your experience is thoroughly reviewed and mined for system learning. The experience of seeing the total system has a lasting impact on participants’ understanding of human systems and their ability to lead sustainable system-wide change.

Working as a member of the OrgaLab will enhance your ability to effectively lead organizational systems, including when and how to make interventions that raise and transform system performance.

Develop greater capacity and courage to lead effectively in situations of complexity and turbulence.

Be able to accurately read what is going on within yourself, others and within the wider organization, thus building your emotional and strategic repertoire and your understanding of systems.

Recognize the predictable patterns that limit the system’s performance and how to interrupt them effectively to release the trapped, latent potential.

Learn how to create powerful partnerships across a whole system.

Learn tools and practices that help you increase your presence, personal impact, compassion and sense of humor as you deal with and lead organizational change.

- Leaders, CEOs and managers who want to be more effective influencing the future direction of the companies they are related with.
- Managers who are taking on increasing responsibilities and want to be successful.
- Coaches and managers seeking to work across boundaries more productively and break down barriers.
- High potentials and fast-trackers who want to accelerate learning about their personal power, their personal barriers, and their system power potential.
- Company members who are adventurous learners

System competence is more than a matter of personal attributes. The complexities of system life necessitate their own set of system competencies, among them: how politically savvy one is, how comfortable in dealing with authority — one's own and others', how adept at working across boundaries, how willing to take risks, and more. The interactions in the OrgaLab provide participants real-life opportunities to test and develop themselves against these competencies.