

An exciting new series of Learning Workshops

Kessels & Smit The Learning Company presents a new series of 12 workshops, featuring a number of new concepts, tools and frameworks. The facilitators use these frameworks extensively in their practice with different organisations in the public, private and NGO sectors. All the workshops will be facilitated with a participative and engaging methodology, in which participants will work with their questions and real issues pertaining to their work, and their professional growth and development. Workshops will be limited to 12 participants each. Each workshop will offer some theoretical perspectives (with reading material) as well as practical opportunities to work with and practice new approaches. The interactive nature of the workshops will attract participants who are open to trying new ideas and who are comfortable with ambiguity.

The workshops are 3 hours long and will take place on Thursdays (either afternoon or evening) at Unit 7, The Rosebank Fire Station, Bath Avenue, Rosebank. Afternoon workshops will start at 2pm (coffee and biscuits from 1.30pm), and evening workshops will start at 6pm (coffee and biscuits from 5.30pm). Please park at the Rosebank Mall and walk across to the fire station.

Do you have any of these questions?

- *Wondering how to cope with individual and organisational change?*
- *Are you dealing with conflict, tensions and difficult dilemmas at work?*
- *Wanting to build yourself as a leader and as an independent autonomous professional?*
- *Are you struggling with big organisational or societal problems?*
- *Looking for more appreciative ways of working and being?*
- *Wondering how to encourage your people to work together and 'think out of the box'?*
- *Thinking how to stay at the cutting edge of learning, innovation and creativity?*
- *Are you navigating your way through complexity on a daily basis?*



Workshop Programme

1. Working with Appreciative and Integral Perspectives

Facilitator: Mark Turpin

Date: 4th August 2011

Time: 1:30 pm

This workshop will introduce the thinking behind 'appreciative inquiry' and 'integral thinking', drawn from the work of David Cooperrider and Ken Wilbur respectively. These perspectives will be contrasted with more common problem-centered and deficit-based approaches to working in organisations, and to how larger 'wicked problems' are addressed in society.

Participants will be encouraged and supported to apply these new approaches to organisational issues that they face, and also to think about how these approaches can also be used in their personal lives, with the objective of uncovering new perspectives that can support personal empowerment and liberate new energy for solving problems and resolving conflict.

2. Designing Learning Processes: Exploring Different Paradigms on Learning

Facilitator: Paul Keursten

Date: 4th August 2011

Time: 5:30pm

Learning is of critical importance, and there are many ways to learn. But it's not so easy to know which approach works for what and when. Over the past 50 years, various paradigms on learning have developed, each with its own strengths and pitfalls. Every paradigm has a different vision and definition of learning and how learning can be best supported. Every paradigm uses its own language. Understanding these paradigms and the language and approach that comes with it helps us to navigate the field of learning and development. It helps to understand the often implicit views of key stakeholders and why some discussions never get solved. Most importantly, it enriches the way we can create the powerful learning interventions that are so needed in organisations.

3. The Intelligent Conversation

Facilitator: Mark Turpin

Date: 11th August 2011

Time: 1:30 pm

This workshop introduces the idea of a productive and generative form of dialogue that can be utilised when important outcomes are desired and when a building conversation is needed. A number of simple rules are introduced that can easily be learned and internalised by groups and teams that need to work effectively together.

Participants are then encouraged to practice a real dialogue utilising these new 'intelligent conversation' rules and to hold each other accountable in using the rules. They are then given an opportunity to reflect on the experience and develop plans to use this new dialogue format in their day-to-day work.

4. Managing Complexity through Simple Rules

Facilitator: Andrea van der Merwe

Date: 11th August 2011

Time: 5:30 pm

This workshop will explore concepts of complex systems and the relevance and value of this frame for individuals and organisations today. Drawing on the work of amongst others Senge, Stacey and Snowden (Cynefin model), this workshop will explore some of the foundations of complexity thinking and useful frameworks for personal, business and organisations that can help us manage challenges in ways that create more simplicity and meaning, while creating results.

Participants will be encouraged to apply the frameworks and properties of complexity thinking to challenges they face, while creating their own 'simple rules' to manage and thrive in complex contexts.

5. The Brain at Work: Using the skill of Reframing to Increase your Effectiveness

Facilitator: Andrea van der Merwe

Date: 18th August 2011

Time: 1:30 pm

The savvy use of our most important tool, the brain, plays an important role in our success in the work and relationship environment. In his book, *The Brain at Work*, David Rock describes the skill of reframing or reappraisal as the brain's 'killer application'. Using this skill effectively can become one of your most important tools for social intelligence. Reframing is about changing your perception by understanding something in another or different way, and the ability to do this in highly charged or emotive situations can change the course of the situation and your ability to shape it. Being able to think about things in a variety of ways, builds a spectrum of understanding and responses for individuals and especially leaders.

Drawing on the growing field of neuroscience and behavioural psychology, participants will have the opportunity to learn how the brain can be used for reappraisal and have the opportunity to apply a number of practical methods on their own challenging situations or relationships as the start of a practice.

6. The Odyssey of the Young Professional

Facilitator: Neliswa Fente

Date: 18th August 2011

Time: 5:30 pm

This workshop is aimed at young professionals who have just entered into a new working environment - maybe you have moved to a new organisation or have just entered the cooperate world. The workshop will focus on the individual journey as well as how to incorporate this journey into that of the organisation. What makes this workshop special is that it is led by a young professional who understands the journey and has experience in both large and small corporates.

The workshop introduces the Heroic Journey framework, a way of understanding, describing and planning for processes of change at the personal, organisational or community level. It is an archetypal story of transformation found in cultures around the world – in myths, fairy tales, ancient stories, legends, books and movies. It is a way of understanding the lives of great leaders – such as Mahatma Gandhi and Nelson Mandela. A successful journey is a transformative experience, where basic attitudes and assumptions are often challenged, and we are frequently different at the end from when we set out.

7. The Logical Levels Framework

Facilitator: Mark Turpin
Date: 25th August 2011
Time: 1:30 pm

This workshop introduces the thinking framework of Bateson & Dilts as a structured way of developing effective responses to complex social problems and individual/societal relationships. The framework can be used for problem-solving and conflict resolution, as well as for finding purpose.

Participants will be supported in applying the framework to particular questions or problems that they are concerned with as a logical and systemic way of developing effective strategies. The framework will create clarity and insight on issues of purpose, identity and values as tools for guiding thinking and decision-making that is aligned with what is desired.

8. Social Capital and Learning

Facilitator: Mark Turpin
Date: 1st September 2011
Time: 5:30 pm

The idea of 'social capital' has recently been popularised by Robert Putnam through his book 'Bowling Alone', which deplores the decline of social and collective activities in American society. This workshop examines the idea of social capital as a very real form of capital that can bring returns to individuals and society. Social capital in the workplace can also be seen as the basis for powerful learning that can unleash innovation and creativity, as well as stimulating happiness.

9. Learning to Innovate: Facilitating Breakthroughs

Facilitator: Paul Keursten
Date: 8th September 2011
Time: 5:30 pm

Innovation and learning are strongly linked: without learning there is no innovation. But it requires a special kind of learning: learning that creates new knowledge, that results in answers and practices we did not know before, that creates a breakthrough in thinking and in doing. How do you organise this kind of learning processes? What are some ways to create such breakthroughs? These fascinating questions prompted us to start a research programme in 2002, in which we investigate many innovative practices to uncover principles and methods that work.

Participants will gain access to the main outcomes of this research and are invited to link these to their own practices. We will focus on finding ways to deal with issues and challenges where more of the same is not enough and breakthroughs are needed.

10. Learning to change: Exploring Paradigms on Change

Facilitator: Paul Keursten

Date: 15th September 2011

Time: 5:30 pm

As the saying goes: change is the only constant. But change is such a broad concept and there are so many visions on change. Ask people 'what is needed to create change', and you will hear many different answers - often rooted in strong beliefs. In many companies there are heated debates on how to achieve the desired change. De Caluwé and Vermaak conducted extensive research into various approaches to change and discovered five basic worldviews on change. Their conclusion is that the best chance to achieve change is to balance these five views and include elements of all five.

Participants will explore these five different worlds of change. Through a self-assessment participants will learn their own view on change in thinking and in practice.

11. Leadership for Learning

Facilitator: Amanda Barnes

Date: 22nd September 2011

Time: 1:30 pm

It is said that organisations that have developed the capacity to learn are more able to adapt to the fast rate of change. Too often in organizations, the responsibility for learning is limited to the learning and development manager.

Drawing on the work of authors such as Peter Senge and Michael Fullan, this workshop will explore how organisations can develop a *learning culture* that permeates the organisation and the *leadership* required at *various levels of the organisation* to sustain such a learning culture.

12. Performance Management as a Learning and Progressive Process

Facilitator: Kholiswa Menemene

Date: 22nd September 2011

Time: 5:30 pm

Most articles on employee performance management deal with the basics of the process. They provide managers with guidance on how to: measure and track performance; give feedback effectively; conduct a performance appraisal meeting; and coach to sustain performance throughout the year.

However, there are a number of other highly effective and sustainable practices that can enhance your process but often get overlooked. At this workshop we will go beyond the basics by looking at:

- helping employees improve and succeed with Development Plans;
- aligning the individual goals with the organisational goals;
- conducting self assessments to get the individual's perspective.

Workshop investment

Single workshop cost: R1,026 incl VAT

Any 2 workshops: R1,850

Any 3 workshops: R2,616

Any 4 workshops: R3,284

Any 5 workshops: R3,847

Any 6 workshops: R4,310

Any 7 workshops: R4,669

Any 8 workshops: R4,925

Any 9 workshops: R5,079

Any 10 workshops: R5,130

Any 11 workshops: R5,230

All 12 workshops: R5,330

Please confirm your booking by e-mail to Kgomotso Ratswana at kratswana@kessels-smit.com no later than Wednesday 27th July for the first workshop and 3 days before each workshop.

Payment can be made by direct transfer to:

*Kessels & Smit, FNB Rosebank Branch, Business Cheque a/c No.:
62201655919*

Reference: Your surname, and number of workshop(s).

Kessels & Smit Facilitators



Mark Turpin

Mark Turpin (MBA, MSc) is a director with Kessels & Smit. He has over 20 years management experience in Europe, the Middle East and Southern Africa. Recent consulting experience includes work with the WITS Business School, the Centre for the Study of Violence, and the Mail & Guardian. His coaching practice focuses on supporting people through processes of transition. He works extensively in the fields of conflict management and managing diversity.



Andrea vd Merwe

Andrea van der Merwe (B.Comm, M.Phil) is a director with Kessels & Smit. Andrea has fourteen years experience working in a variety of industries and contexts SA, the UK, Netherlands and other parts of Africa. She has led large-scale transformation programmes in diverse contexts such as the banking industry, universities and rural community based organisations. Her competence is design & facilitation of change and innovation processes for complex social & ecological environments and coaching leaders to make transformative change.



Neliswa Fente

Neliswa Fente is a consultant with Kessels & Smit. She is currently completing her B.Com in Industrial and Organisational Psychology through UNISA. She has worked for Standard Bank as a call centre coach and more recently as a Training and Development Leader with AllLife Insurance. She is passionate about young people and the difference they can make, and is establishing SpringAge – an NGO that focuses on developing young leadership.



Paul Keursten

Dr. Paul Keursten (MSc, PhD) is a partner with Kessels & Smit *The Learning Company*. He has lead projects on change, learning in a variety of industries and multinationals. He was senior lecturer at the University of Twente and director of the Foundation for Corporate Education, where he taught masters and PhD students, and initiated a research programme on knowledge productivity. He has published extensively on the subjects of knowledge productivity, innovation and sustainable organisations. He is also co-founder of SEetrust in South Africa.



Amanda Barnes

Amanda Barnes (BA Psych, MPhil) is a consultant with Kessels & Smit and has more than 14 years experience as a consultant and coach in the private, public and development sectors. She believes that people are the most important resource an organisation has, and works to align organisational and individual goals and to support individuals to fulfill their potential. She is a skilled facilitator who is passionate about talent development, managing diversity and change, growing young leaders and she has extensive experience in facilitating in-house coaching and mentoring programmes for organisations. Over the last 5 years her work has expanded to the integration of persons with disabilities into the workplace.



**Kholiswa
Menemene**

Kholiswa Menemene is a consultant with Kessels & Smit; she has extended experience in the innovative environment that is Spier Hotel and Conferencing (Pty) Ltd. She noted how business can implement world-class standards without impacting negatively on the environment and engendered environmental sustainability as a matter of course amongst all staff. As the Spier Leisure Human Resources Manager she also ensured that another non-financial goal, The People, was upheld by the provision of well-researched, relevant ongoing training and the employment of local communities. This process incorporated guiding and assisting leaders and management in attaining best practice status whilst committing to the ongoing growth and full development of staff.