

APPENDIX B



Welcome to Part 1:

Facilitating Dialogues

Monica Haage & Sonja Haber
Senior Safety Specialists



Date
7 September 2023

Brief Personal Introduction

Please briefly present yourself (less than 1minute per person)

1. Name
2. Position
3. Department
4. Share something nobody here knows about you



Short Bio Monica Haage

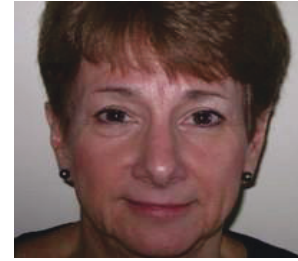


Senior Safety Specialist, CEO Evolving Energy Consortium 2EC

- Over twenty years of practical HOF improvement work (management, leadership and culture) which includes 15 years in international organizations OECD-NEA, IAEA and ISS
- Diverse background of Nuclear Power, Aviation, Oil & Gas and Academia
- Core competences; team lead of investigations (including IAEA Fukushima Report), assessments, practical methods and approaches for organizational development, systemic approach to safety, organizational capacity building, organizational transformation
- Scientific secretary of IAEA publications and team leader for missions which includes safety culture assessments, safety culture and leadership training, safety culture in construction, operations and decommissioning
- Formal academic background in engineering (production and automation) and social-psychology (leadership and organizational science)



Short Bio Sonja Haber



- Over 40 years of experience in the area of organizational safety culture and human performance, the last 30 years focussed on improving human performance and safety culture within organizations that must operate with a high degree of reliability
- Involved extensively in field work, both domestically and internationally, for commercial, governmental and regulatory organizations
- Designed, developed and implemented a methodology to evaluate organization and management influences on organizational safety culture. Methodology has been implemented in over 60 organizations across different industries and in different countries around the world
- Currently conducting independent safety culture evaluations at facilities that are under enhanced regulatory oversight because of more than minor events that have occurred
- Consulting and coaching leadership teams in the development and improvement of culture for safety in both commercial and research facilities in the U.S. and abroad



Basics of Facilitation



Shared Space – Paying Attention to the Space in-Between



Figure created by 2EC



Shared Space Characterized by...

- Working relationships that support trust
- Decrease of power dynamics
- Mutual respect
- Openness – free flow in sharing of thoughts and ideas
- Enables individuals to express views related to their inner thoughts and feelings about a particular issue without fear of retaliation or exclusion
- Shared space goes deeper than sharing facts
- Dialogue instead of discussion/argumentation
- Curiosity about others' perspectives



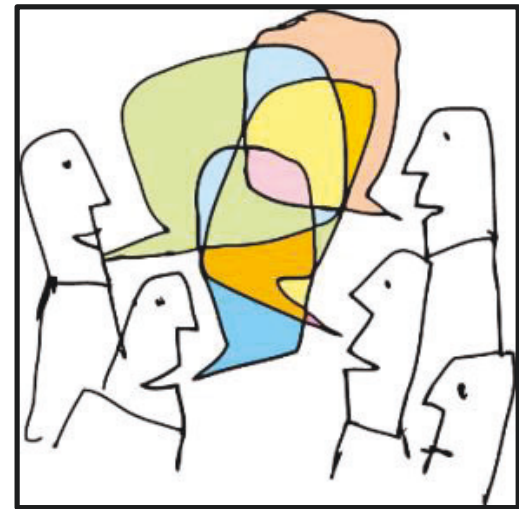
What makes the difference...



Debate



Discussion



Dialogue

Listening – Big Ears Small Mouth



Listening is a Skill - Three Levels of Listening



Level one: Agree or disagree – Stop listening if does not fit in to one’s own reality/beliefs/values – **High Ego Factor**

Level two: Confirming one’s own beliefs or preparing to provide arguments for one’s own perspective

Level three: Listening carefully and trying to understand others’ perspectives. Asking explorative and humble questions – **Low Ego Factor**



Humble Inquiry – *The art of asking questions instead of telling*



Humble Leadership - *The Power of Relationships, Openness, and Trust*

“Humble leaders encourages people to speak up, respect differences of opinion”

Edgar Schein



Humble Inquiry

This tool serves the purpose of building a Shared Space. Curiosity regarding other perspectives and showing genuine interest in other people, builds trust and strong relationships. Humble Inquiry questions foster eagerness to listen and learn by asking the right questions and listening carefully. Learning to do more Humble Inquiry enhances the mutual trust needed to work cohesively and creates deeper shared understanding.



Examples of Other Tools



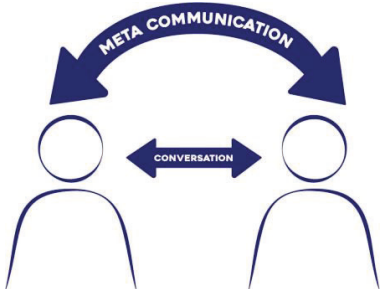
Log-in/Log-out



Surfacing Assumptions



Humble Inquiry



Meta Communication



Small Group



Engagement (People Management)

- Confidentiality
- Sensitivity
- Energy
- Log-in/Log-out
- Humble Inquiry
- Time Management
- Conflict Resolution
- 'Pregnant Pause'
- Emotional Response



Attention to the Shared Space

Paying attention to what is created between people, groups and organizations is part of building resilience

*Commonly the focus is on the other part or oneself – not the space in-between – the **Shared Space***

*The space in-between will determine the level of resilience when **unexpected situations** occur – and they do all the time*

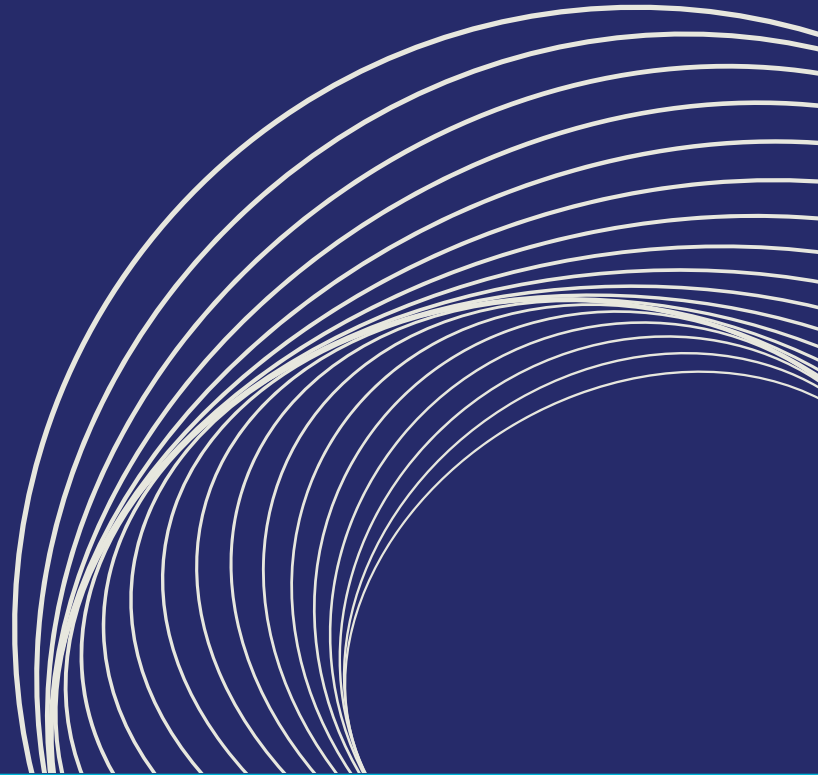
*The more we are able to **openly** share the better opportunity for proactive measures*

*To engage peoples' **intelligence, knowledge, experiences** and **innovative capacity** into the Shared Space is fundamental for safety*



Co-Creation

Characteristics of a
Great Facilitator

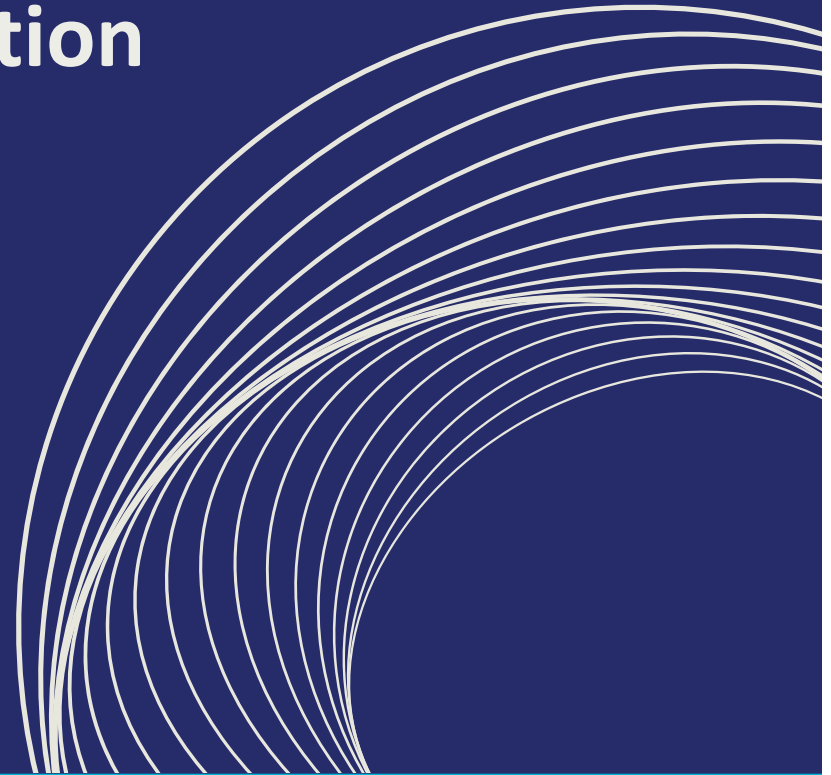


Co-Creation

- Take a minute to think of a really exceptional experience of a facilitated session. It can be with your own participation or something you watched on TV, on-line etc.
- Pinpoint what were the characteristics that made the session so great.
- What did the facilitator do?
- Write down the observed characteristics.



Exercise and Reflection



Exercise

In small groups



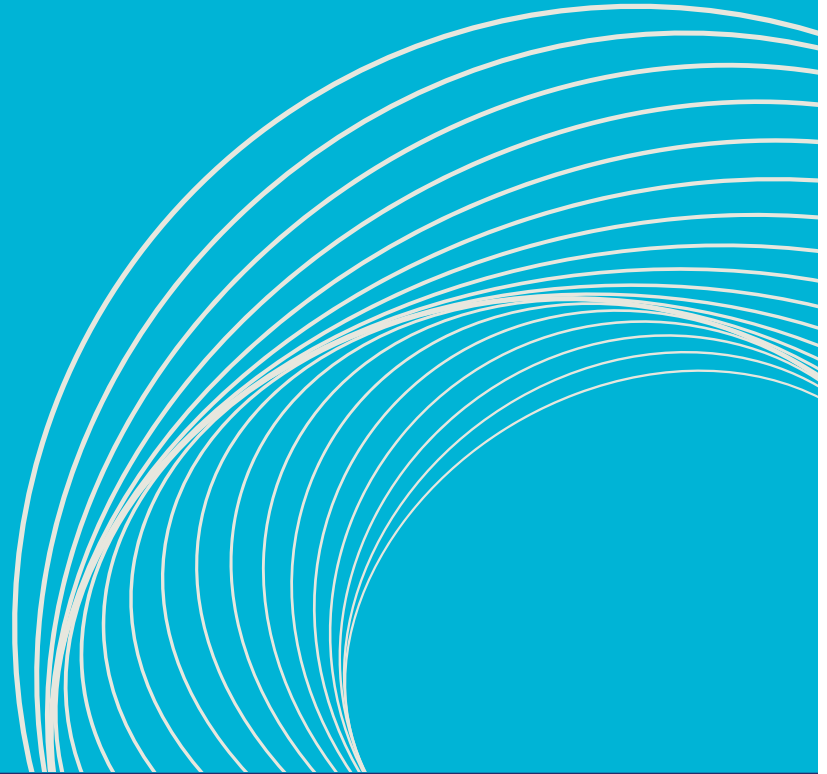
Take a moment to think of person X
In relation to Systemic Safety.

Examples of questions to ask:

- What do you think this person thinks about Systemic Safety?
- How important do you think this person thinks Systemic Safety is?
- How do you think this person is contributing to Systemic Safety?
- How do you think this person is integrating Systemic Safety into his/her activities?



Basics of Culture

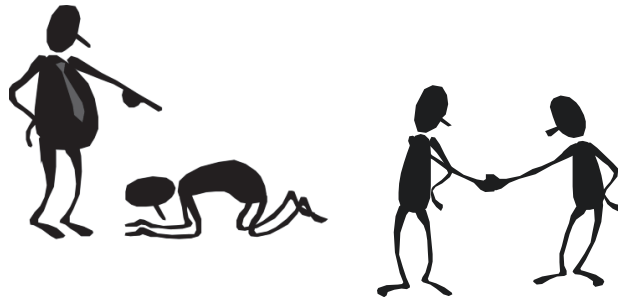


Definitions of Culture

There are many definitions of 'culture'

Definitions generally emphasise either of these two:

...culture as patterns of
behaviour and interaction



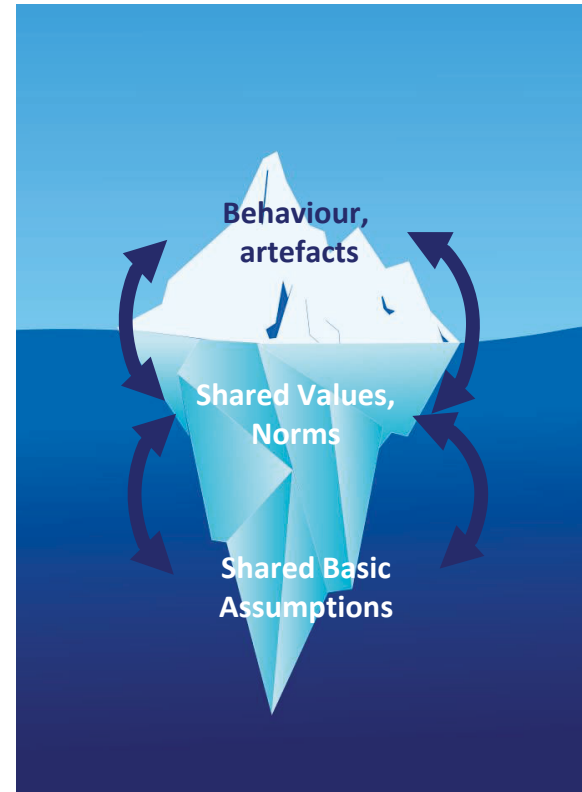
...culture as systems
of thought



3-Levels of Culture

What we can see is just the minor part of the culture. Working directly trying to correct behaviours is not sufficient for sustainable change.

The larger part of the culture is beneath the "surface", such as values, norms, beliefs and perceptions. The deepest part is the basic assumptions about reality. The assumptions are shaping our values and behaviours. Behaviours also shapes our values and assumptions.

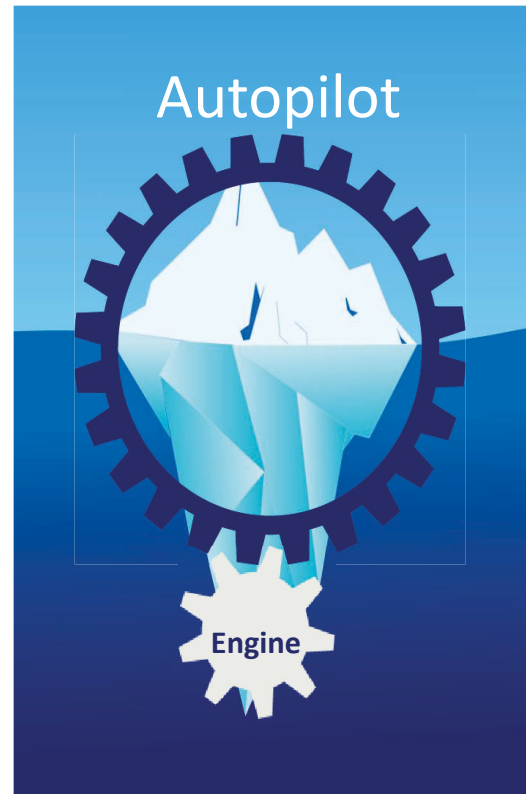


Dynamics of Culture

1. Behaviours and physical objects

2. Shared Values

3. Shared assumptions and the understanding of the reality



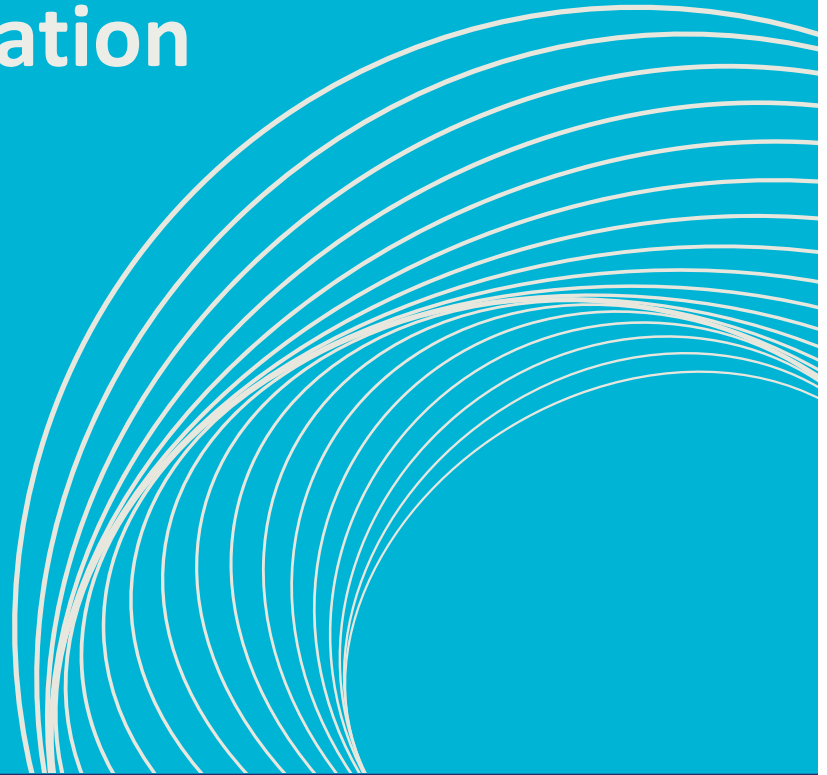
The dynamics of culture can be explained as an autopilot driven by an engine.

The autopilot is the organizational behaviours and values

The engine is the deepest part of the culture – the assumptions (perceptions and shared understandings about the reality)

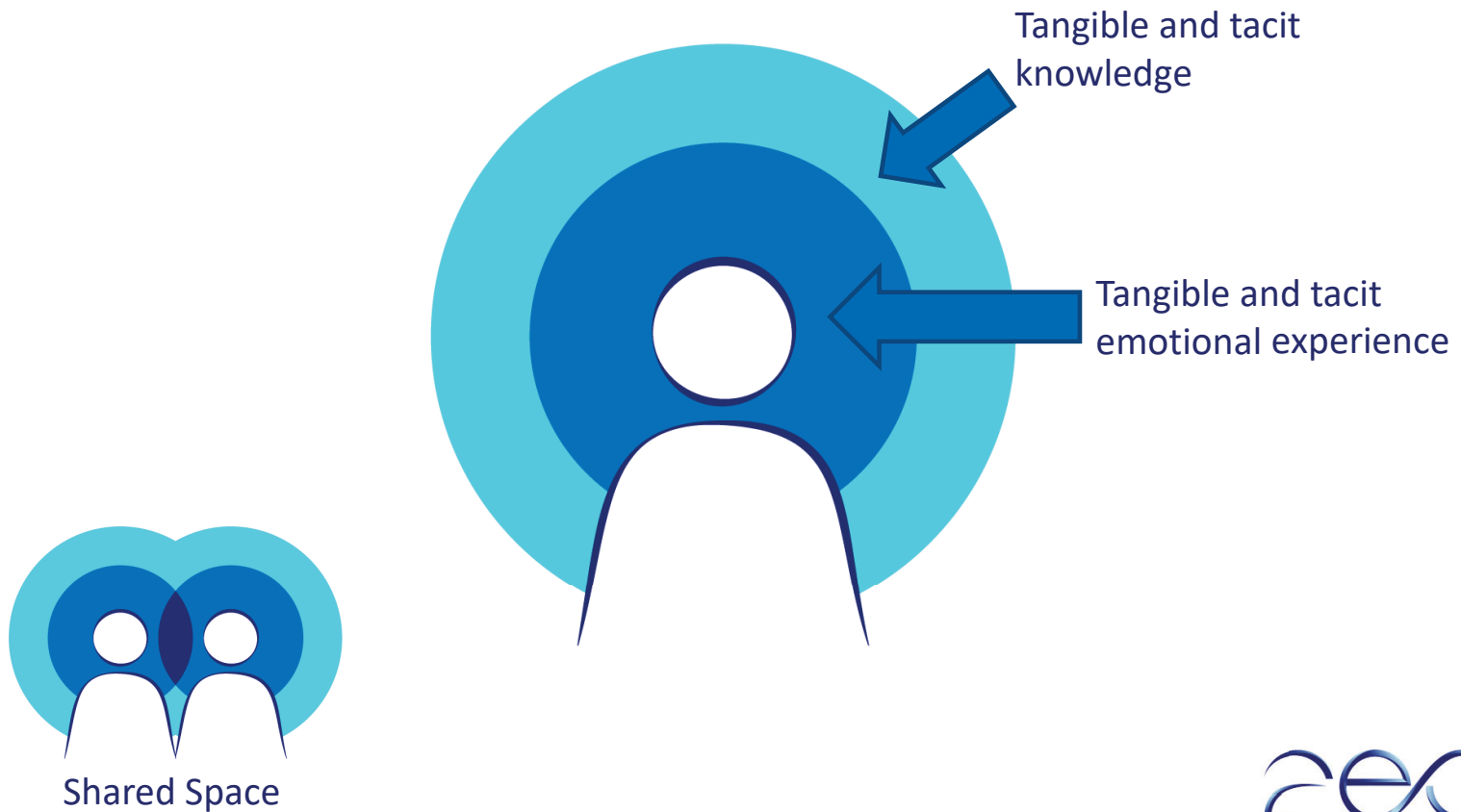


Mindful Communication

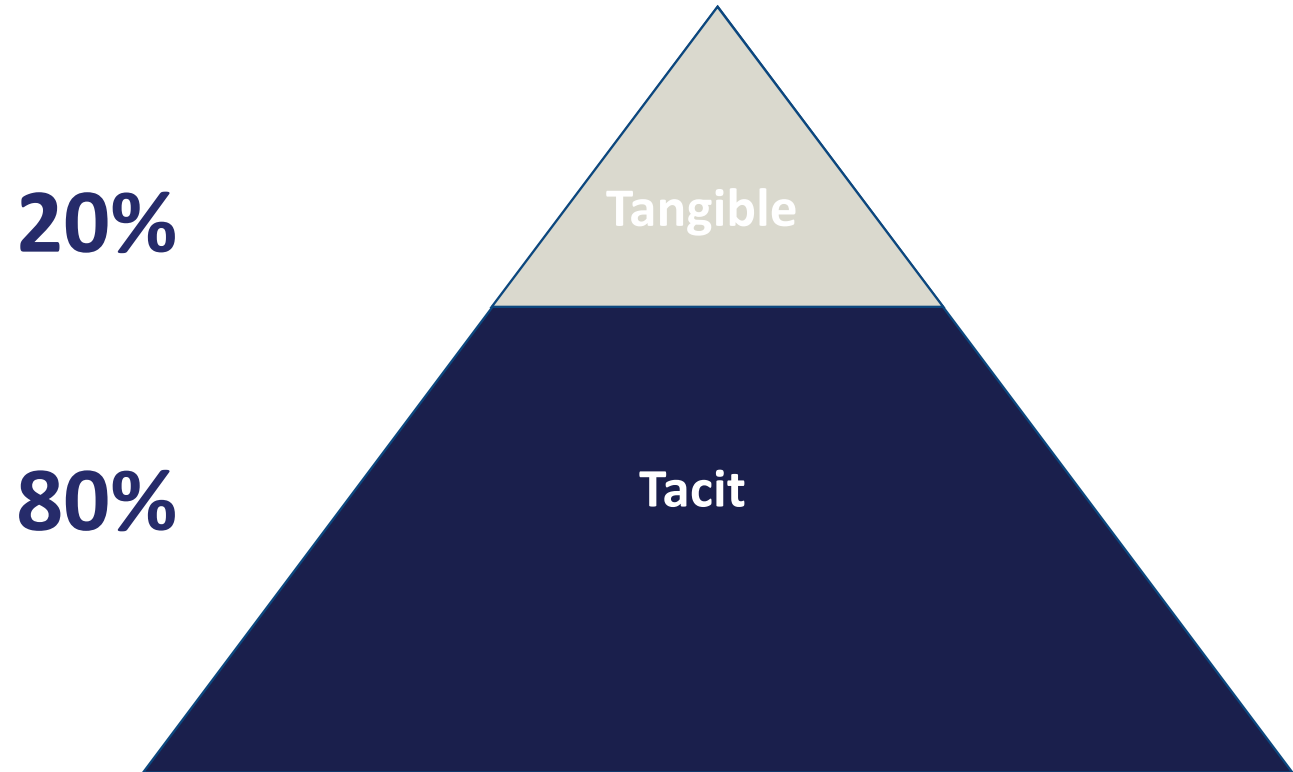


EVOLVING ENERGY CONSORTIUM

The Sphere of a Human



Tangible and Tacit



Facial Expressions – *What is the message?*



Brain Functions and Communication

Visual = **30%**

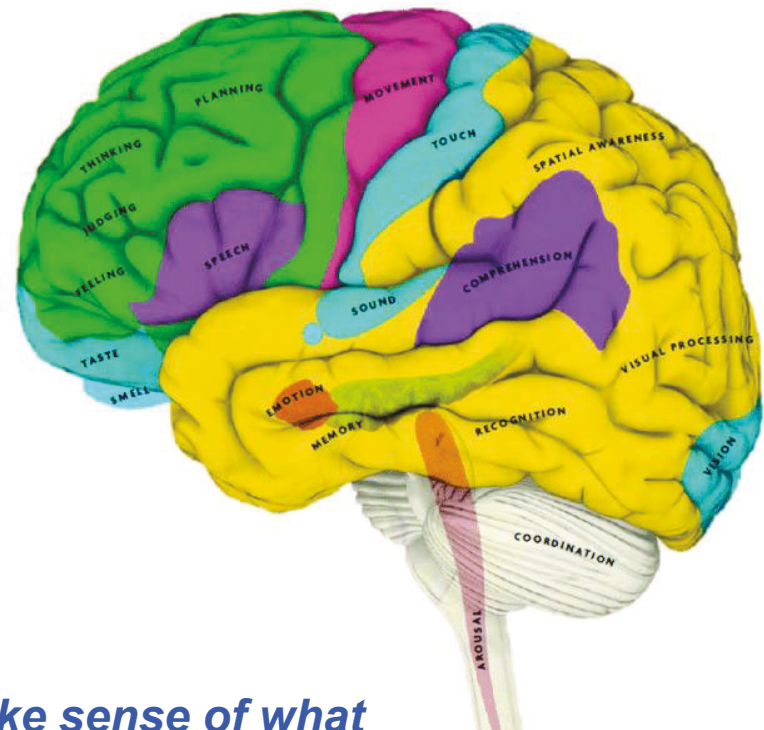
Touch = **8%**

Hearing = **3%**

Smell = **0.01%**

Taste.....

Visual = body language,
facial expression, pictures etc.



The brain interprets the cues and make sense of what is observed and heard. Remember that the visual part of the communication is 10 times stronger than the verbal part.



Tool: Reflecting Team

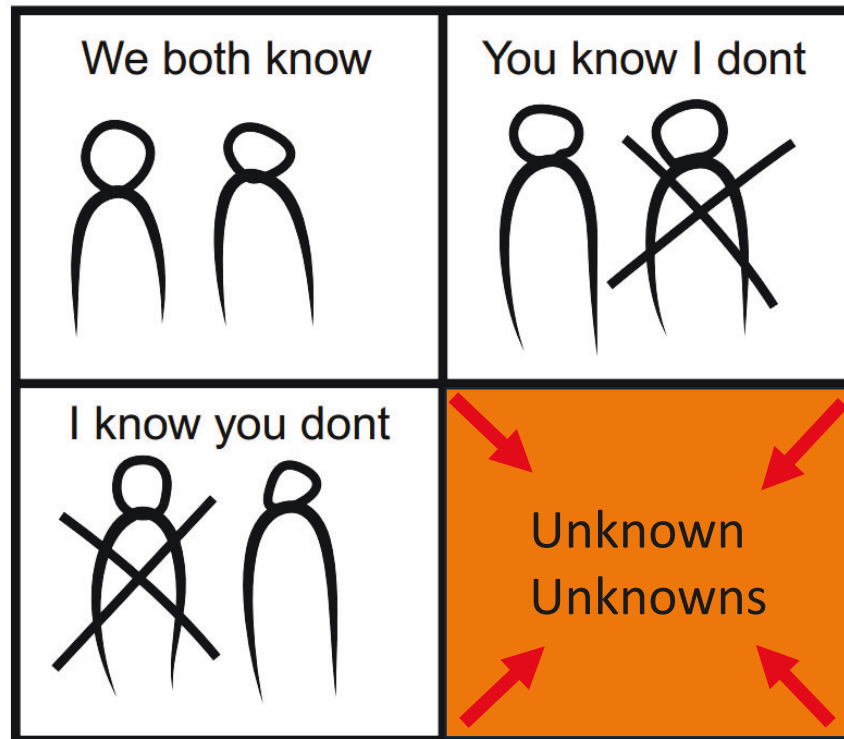


Great tool for:

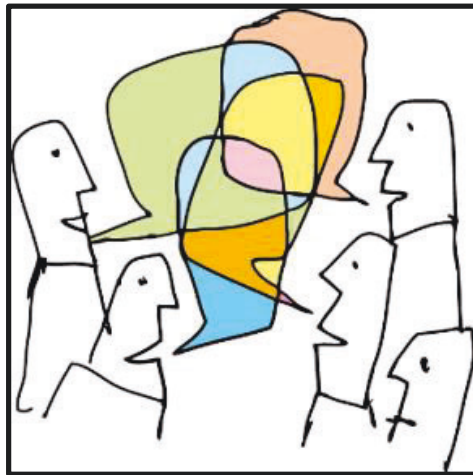
- Deep messaging
- Listening
- Reflecting complex matters
- Deeper dialogue
- Engagement



Johari Window – *Communication to decrease Unknown Unknowns*



The More Dialogue the Better

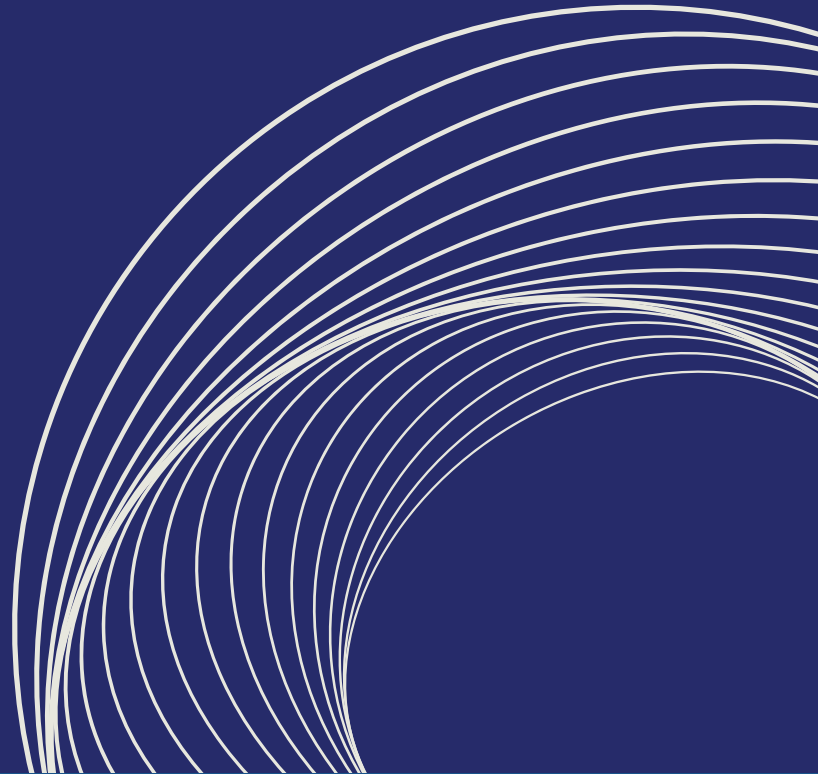


Shared Space is about Mindful Communication



Break-out Session

Practicing Humble Inquiry



Exercise Scenario

What is your most fearful situation as a facilitator conducting the dialogues

Tool: Ideation (2 min) – Individual reflection

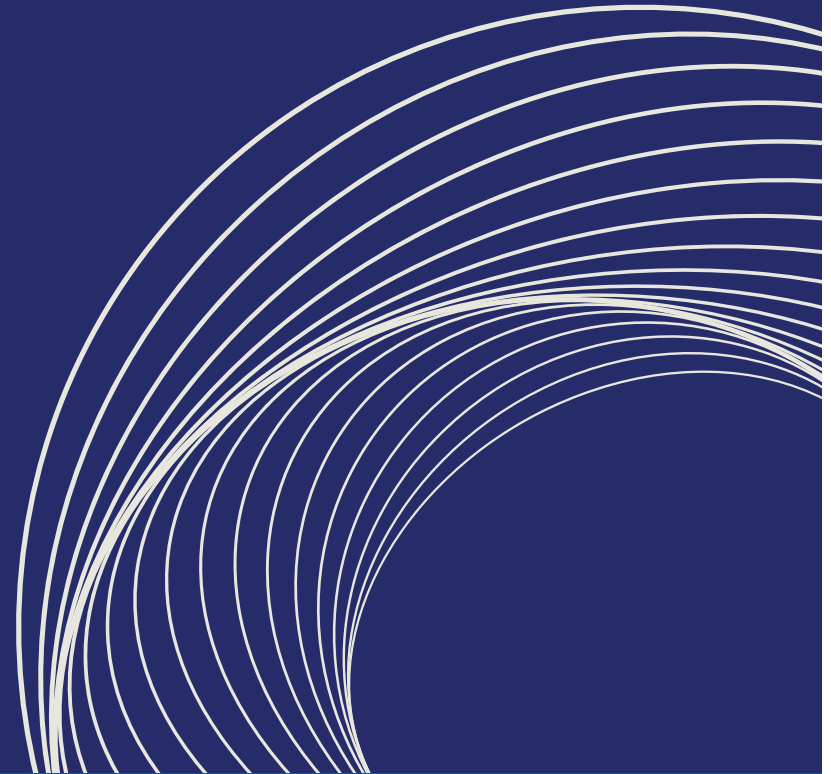
Tool: Small Groups (4 Groups) – Two people facilitates a dialogue and the rest group role plays using a couple of the "fearful scenarios".

The Facilitators should practice using the different tools to move dialogue forward.



Until Next time

Please try out:
Humble Inquiry
Surfacing Assumptions
Mindful Communication





Welcome to Part 2:

Facilitating Dialogues

Monica Haage & Sonja Haber
Senior Safety Specialists



Date
11 September 2023

Log-In – Presencing

Log-in question – *If you were to describe yourself as a color today, what would it be and why?*

1. Take a moment (30 seconds) to reflect before starting
2. Share shortly around the circle one by one
3. No long stories – one short sentence
4. Try to express feelings



- A Log-in needs to be short
- It is not a dialogue – one by one



I DO ART

Intention

Build capacity on how to facilitate dialogues which deepen the understanding of the culture by learning-by-doing approach

Desired Outcome

Enhanced skills on dialogue facilitation. New insights, ideas and tools.

Agenda

Topic
Opening & Introduction through Storytelling
Small Groups & Storytelling on what has been learned from the activities
Presentation & Dialogue on how to use the information
Dialogue on Systems, Safety & Facilitating dialogue
Break
Dialogue on Storytelling, Tools & Tools
Dialogue on how to create Story & Space
Learning by doing, practicing, dialogue with focus on Systems Safety
Learning -> Values & Demonstration of Tools
Round-up & wrap-up
Total of part 2

Roles/Rules

Roles: Sonja & Monica to facilitate
All participants to engage and share
Rules: Phones off/silent, attentive

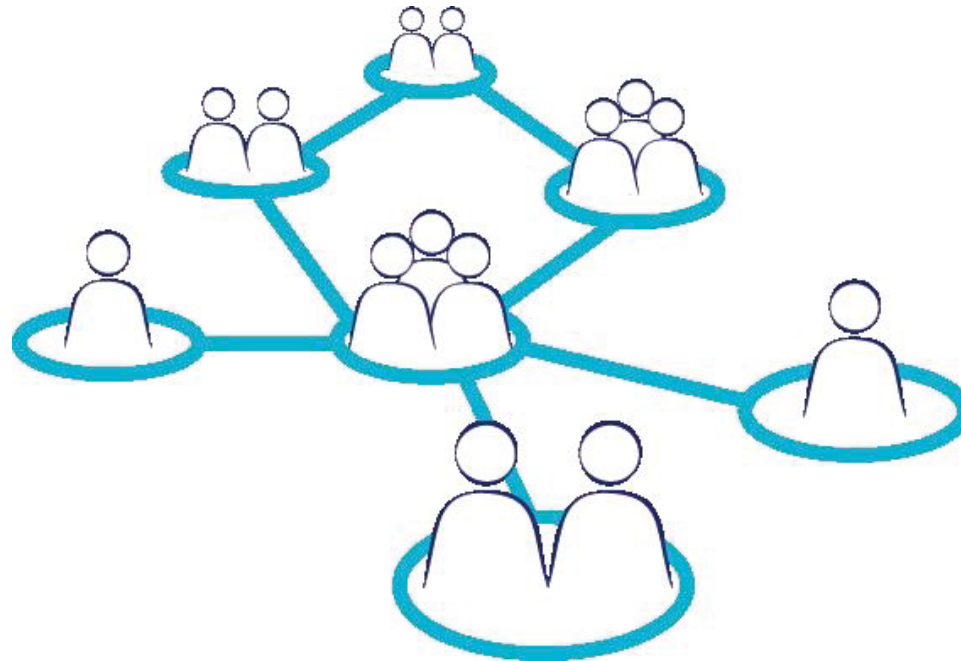
Time

4 hours



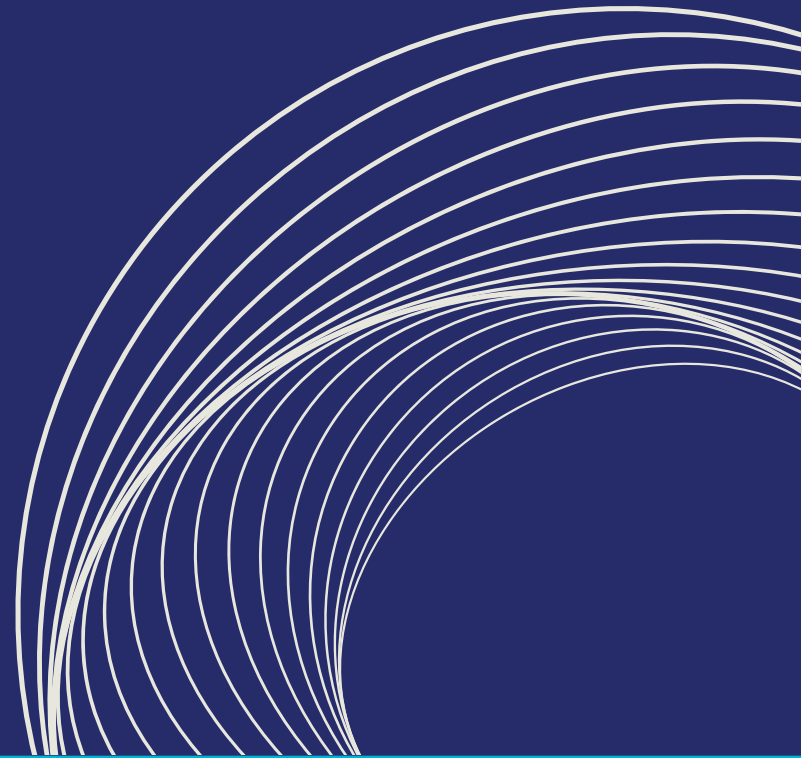
www.2EC.se

Personal Introduction with Sociogram

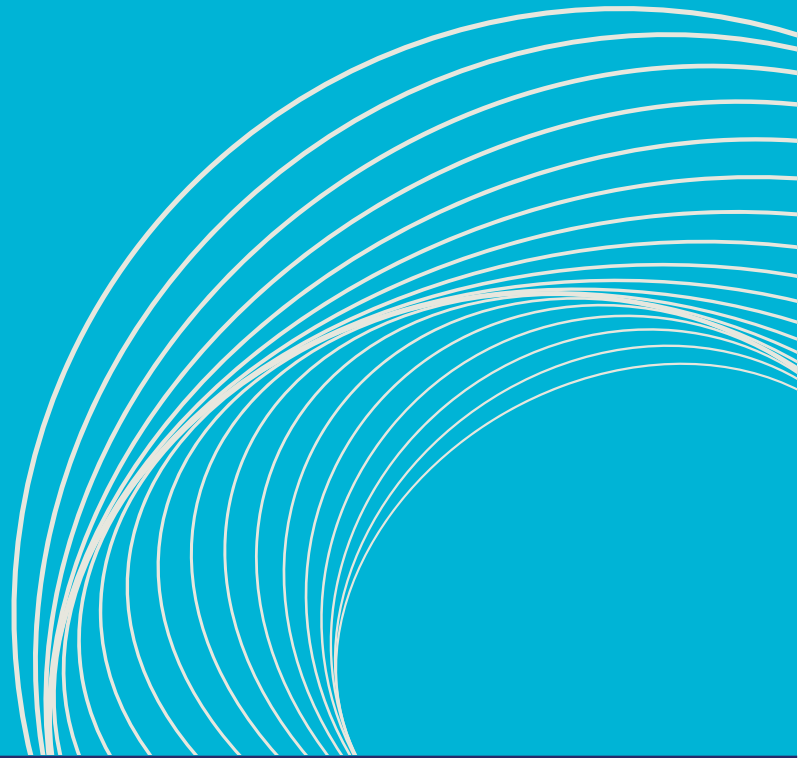


Small Groups & Reflecting Teams

Sharing experiences of
using Humble Inquiry,
Surfacing Assumptions,
Mindful Communication



Harvesting



Division Between Descriptive and Normative

Descriptive

'is'

What you see and
what you hear

Normative

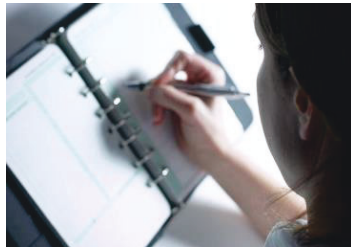
'should'

Based on your
knowledge, experience,
assumptions



Why are Notes Important?

- ✓ Helps you identify cultural issues
- ✓ Provides a permanent record
- ✓ Provides information that may not be available anywhere else
- ✓ Allows for identification of issues for follow-up



Note Taking vs. Note Making

NOTE TAKING (Descriptive):

Writing down, verbatim or paraphrasing, what is being said or observed.

NOTE MAKING (Can be normative):

Note taking plus additional information; augmenting notes with observations or impressions as well as questions raised.

Note making results in a richer account.

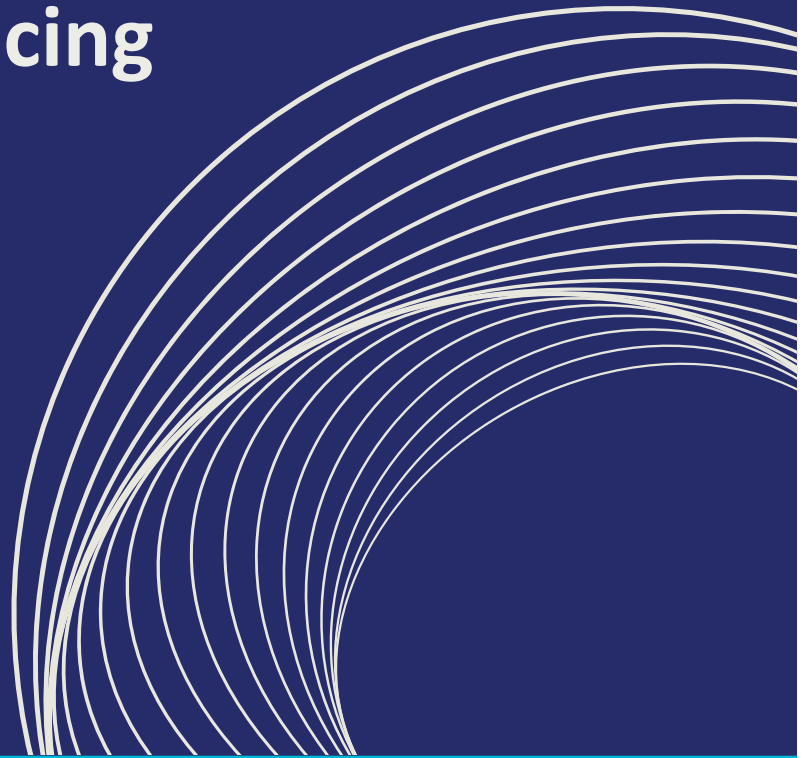


Tips for Improving Harvesting

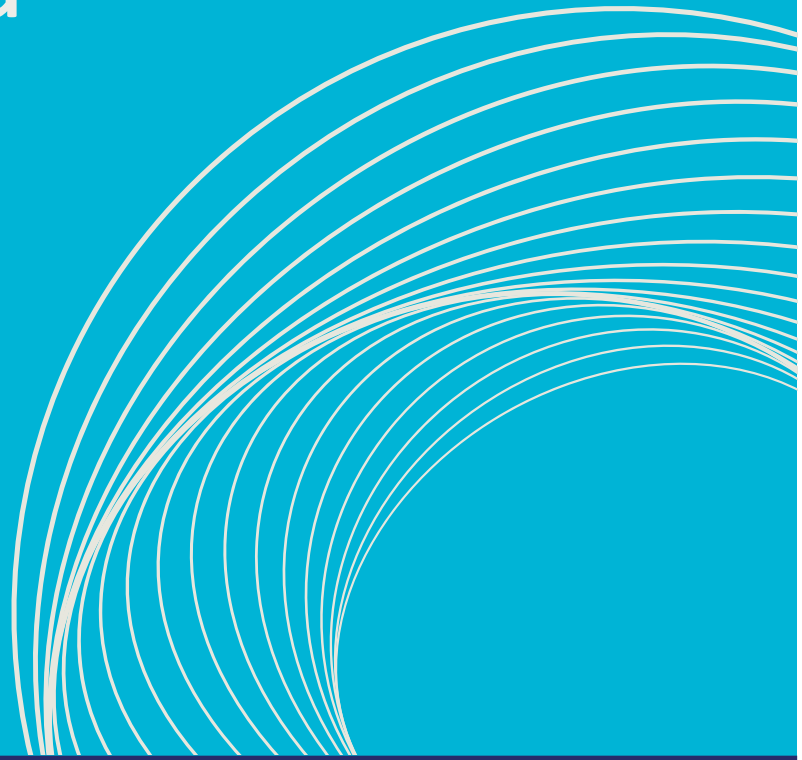
- ✓ Decide who is the primary harvester.
- ✓ Use a permanently bound notebook.
- ✓ Record context information at the top of each page.
- ✓ Divide pages in 1/2 or at 2/3 mark. Use left side for note taking and right side for note making. Keep a compressed and accurate record.
- ✓ Record the main issues.
- ✓ Record information clearly and neatly.
 - ✓ Don't write continuous prose.
 - ✓ Use abbreviations, initials, and shortened forms.
- ✓ Rewrite notes into final format as soon as possible.
- ✓ Don't assume.



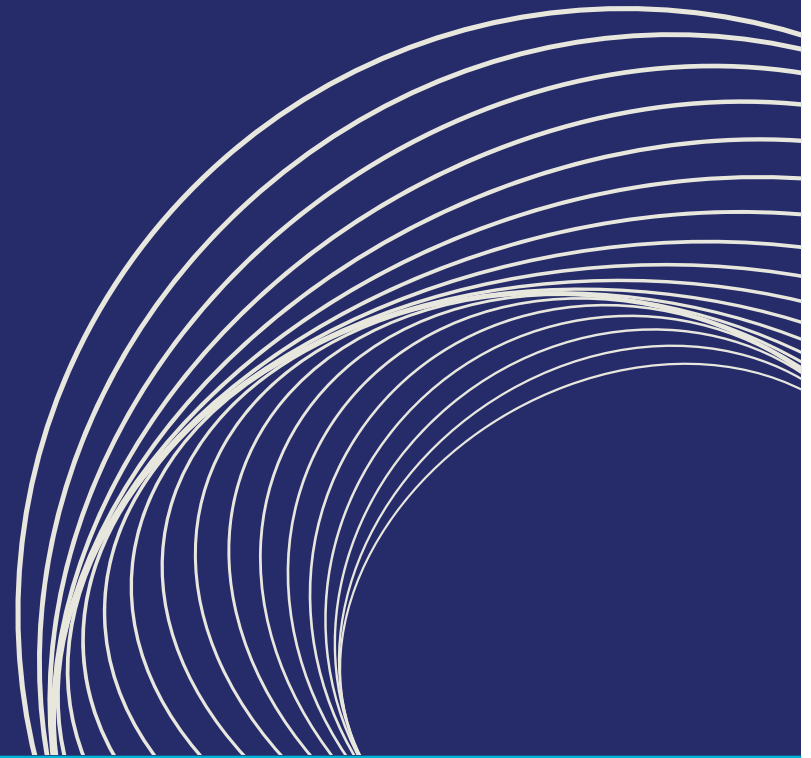
Dialogue and Practicing



Facilitation Tips and Tricks



Practicing Dialogue on Comprehensive Safety



Contact Details

Monica Haage

Email monica.haage@2EC.se

Phone +46 72 71 68 888

www.2EC.se

