

Session 1 - Outcome

Colleagues feel comfortable with each other, they are relaxed in all the knowledge about the day and they are looking forward, curious about what they might learn.

Approx minutes	Activity	Key points	Materials
25	Practical	<p>Explain the format of the day Style Informal, relaxed, promote learning</p> <p>IMPORTANT Rules of engagement To help us be relaxed as a large group we need to have some rules to help the day run smoothly:</p> <ul style="list-style-type: none"> • EMPHASISE your role as FACILITATOR - not TEACHER. The main learning will be from each other and themselves as they observe themselves and each other. 	Flip chart
25 including coffee	Introduction	<p>Exercise</p> <ol style="list-style-type: none"> 1. Ask everyone to take a piece of flip chart paper and use the paper to introduce themselves through a pen picture of what is important to them: <ol style="list-style-type: none"> a) In the classroom b) In the school c) At home 	Flip cart paper, blutac and a flip chart pen for each individual

Session 2 - Outcome

Colleagues share a basic conceptual understanding of mapping mindsets and they are intrigued to find out more about their own profile.

Approx minutes	Activity	Key points	Materials
7	Slide presentation on levels of operating	<p>Ask the question: Why are there so many differences on the flipcharts? BE POSITIVE ABOUT EVERY EXPLANATION Briefly present the concepts in the order below. Use real life examples: Operating strategy – what I do Conceptual Filters – how I think Governing values – what I believe Emphasise that we rarely share about our governing</p>	

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		values – its much easier to talk about what we do...	
4	Buzz groups	Ask people to buzz in groups of 4's & 5's Check for understanding and meaning	
15	Film on strategy	Introduce the film as a serious insight to school development planning. Make sure people are ready to take notes. Ask them to spot the operating strategy, filtering and governing values of each character.	Black adder goes forth Captain Cook
8	Herrmann Model	Briefly present the Herrmann concept: The model looks at motivation There are four motivational quadrants	
50	Diversity Game	Ask people to form into teams of six to eight people, which are cross departmental. You may wish to preselect these from the group profiles. Play the game following the instructions in the book so you can concentrate on pacing the whole group. Pacing Draw some simple conclusions from each group's profile.	

Session 3 - Outcome

Colleagues have a personal understanding of their own mindset and begin to see themselves for the first time. They are intrigued to find out more about the implications of their own profile.

Approx minutes	Activity	Key points	Materials
15	Flip chart and acetate presentation of an individual profile	<p>Briefly present the details of the feedback form in the following order:</p> <ol style="list-style-type: none"> 1. Draw a target and label it <p>Ask people which are the most dangerous parts to the profile and why? Use this question to emphasise the importance of flexibility in leading and managing the chaotic world we have created</p> <ol style="list-style-type: none"> 2. Now overlay on the target the four mindsets written in the appropriate colour: 	
25		<ol style="list-style-type: none"> 3. Now overlay your personal profile. Use your own profile to make the following points: <ol style="list-style-type: none"> A. There is no right and wrong B. While I am skilled in... C. This is what different shape profiles can mean: Flexibility/unpredictability of squares 	

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		<p>The dilemma and distress of diamonds The focus/narrowness of single dominant profiles</p> <p>Briefly present Adjective pairs and how profiles can change under pressure. Show your own feedback form and illustrate from there.</p> <p>Ask people would they like to see their profile? Hand out the individual pieces of feedback and give people both time and space to absorb them.</p>	<p>Own profile on an acetate</p>
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Reflection

Provide everyone with 5 minutes thinking time to reflect on their learning.
Ask them to write down the two or three key learnings
Ask them to pair up with a buddy and share their thoughts in two minutes

Session 4 – Outcome

Colleagues are intrigued by how their unconscious preferences manifest themselves and are concerned to understand the deeper implications of the model.

Approx minutes	Activity	Key points	Materials
<p>22</p> <p>7</p> <p>12</p>	<p>Evaluating team preferences</p>	<p>Ask people if they are prepared to explore the implications of their discoveries?</p> <p>Group Exercise</p> <ol style="list-style-type: none"> 1. Ask everyone to take back their piece of flip chart paper back to their group. 2. Ask the group to evaluate what each other have written using the four mindsets 3. Ask the group to stick an appropriate coloured post it note for each point on a new piece of flip chart paper 4. Ask them to compare this new profile with the one derived in the game. <p>WHAT THEMES ARE EMERGING...</p> <p>Allow a dialogue to develop</p> <p>Build on the experience of those who have gained particular insights to explain it to others.</p>	

Session 5 - Outcome

Colleagues are challenged about their personal effectiveness, how their unconscious preferences manifest themselves in their day to day performance.

Approx minutes	Activity	Key points	Materials

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5	Evaluating the cycle of completion	<p>Briefly present the cycle of completion on a flip chart Idea; Action; Completion; Recognition Link each step to mindsets. Provide examples of a single dominance individuals, who struggles to complete: Visionaries-stuck in ideas; Workaholics stuck in tasks; Analysts never able to accept a job is complete; Talkers always stuck in meetings</p> <p>Group Exercise</p> <ol style="list-style-type: none"> 1. explore their strengths and weaknesses within their profile when it comes to personal effectiveness. 2. Ask everyone to briefly share the challenges they may need to address as teams/ individuals to increase their effectiveness. <p>Engage in gentle challenging</p>	Cycle of completion slide
12			

Session 6 - Outcome

Colleagues are excited as they realise the knowledge of mindsets can transform relationships.

Approx Minutes	Activity	Key points	Materials
6	Evaluating language	Ask people to watch the following video and look out for the different mindsets Show the video Ask people in teams to explore who is who in the school.	Space the final frontier
6		Briefly present the language patterns of each of the mindsets.	Spaceship Slide
4		Group Exercise	Accident slide
12		<ol style="list-style-type: none"> 1. From the themes that emerge from the earlier exercise ask each team to explore their strengths and weaknesses within their profile when it comes to personal influence. 2. Ask everyone to briefly share the challenges they may need to address as teams/ individuals to increase their influence. <p>WHAT NEW THEMES ARE EMERGING...</p>	Cycle of completion slide

Session 7 - Outcome

Colleagues understand their capacity to lead.

Approx Minutes	Activity	Key points	Materials
6		<p>Group Exercise. Ask the groups to list three differences between leadership and management on their flip chart. Ask them, which mindsets dominate each discipline.</p>	Flip chart and pens

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8		<p>Briefly present the double loop learning model using leadership and management as an example.</p> <ol style="list-style-type: none"> 1. Show the connection in theory between: <ul style="list-style-type: none"> Governing values Conceptual filters Operational strategy Outputs* 2. Emphasise the feedback loop between outputs, historic values and governing values 3. Show what happens when we get stuck giving real life examples of the stuck loop 4. Use the management double loop as an example 	Single and double loop slides
4		<p>Group Exercise Ask the groups to draw up a leadership double loop. Ask the groups to identify which elements in the loops they can identify in their school/ department. Ask the groups to identify what new governing values and outcomes would help lift school/ department performance</p>	
6		<p>Engage in gentle challenging</p>	Mngmnt double loop slide
12		<p>Briefly present the leadership diamond Show the slide as ' something else to think about</p>	Leadership diamond slide

You may choose to illustrate this with the Father from Mary Poppins, the song A British Gent.

Session 8 - Outcome

Colleagues understand their attitude and approach to change and are open to reconsider their experiences.

Concluding Session - Outcome

Colleagues commit to doing differently.

Approx Minutes	Activity	Key points	Materials
15	Film on strategy	<p>Introduce the film in the light of our learning lets revisit our insight on school development strategy. KEY POINT – ONLY ONE Painting a different picture changes nothing except perhaps other people’s view of our sanity!!</p>	Black adder goes forth Captain Cook NO MANS LAND - TOO MANY ELEPHANTS
	Assignments	<p>ASK FOR DEFINITE COMMITMENT</p> <ol style="list-style-type: none"> 1. Please feel free to take the assignment books. 	
	Departure Drill	<ol style="list-style-type: none"> 1. Thank you for the day I have enjoyed guiding you through the processes I have learned a lot, specifically... 	