Day 1. - July 22, 2014.

Schedule	Program	Goal	Preparation	Evaluation by the trainer
9:00	**Introduction** **Introduction of the trainer and the participants** **Clarification of the expectations** Each participants on post-its: What I want to bring with me after the training? What have I brought with me here? What are my expectations toward the session? Trainer: Summarizing, clarifying. **Goals of the training program and of today's session:** About the AdapTYKES, about the workshops	-Getting to know each other -Presentation of the goal of the program -Attunement to the workshop	wrapping paper sheets glued on the wall moderation cards Flipchart papers post-its, markers ppt	It was needed since they did not know much about the program, had no idea what to expect.
9:20	**The Problem** 1. Corporate communication / trainer's introduction 2. One point question: mark one's opinion through placing a sticker on a scale 1 to 10 on the flipchart : 'Our internal communication is perfect' 3. What would the choces mean? The extreme viewpoints are asked about	- Introduction of the Theme fixed by the client - the concept of Corporate communication, stakeholders -Learning the viewpoints of the participants regarding the matter -Attunement to the acceptance of the different viewpoints	ppt Flipchart with the prepared scale stickers	Well done. There were no extreme opinions but the participants were thinking about the different points of view which all seemed to have their own reasons.
9:40	**Affinity diagram**/ Exploration of the factors affecting the theme 1. Individual collection on post-its: what factors are having negative effects on corporate (internal) communication? 2. Grouping of the post-its without communication	Goal: exploring as many factors affecting internal communication as possible then putting the ones belonging to each other into similar groups	wrapping paper sheets on the walls post-its moderation cards	The collection went on well but then a very active conversation, rather an argument got started. Among the collected factors appeared some phenomena, symptoms, even some conclusions and consequences.

	3. Label the themes			Finally a consensus emerged from these discussions and the groups were formed successfully. The given space was too small. Perhaps the given questions were inadequate (or not precise enough)
	Coffee Break			
10:15	**Fishbone diagram** Looking for the reasons of factors, phenomena and symptoms. 1. Put the names of the theme groups to the single fish bones 2. In 2 small groups: Looking for the reasons (4-4 theme groups). What can cause these negative effects? 3. Writing the reasons on the smaller fish bones growing out of the ribs	Goal: Looking for all the possible reasons out of the collection of phenomena, causes and consequences with purpose.	Fishbone on wrapping paper, post-its	Looking for reasons seems to be a hard job. Mainly others make mistakes… Something useful: some reasons appear at different places. The final conclusion was that the choices of the groups failed. So then we agreed on me grouping the reasons in a different way to be able to take the next step forward.
11:00	**Interrelationship digraf** Searching for the narrow section and the causes.		Flip chart and post-its	We had no time for this activity
	Egyéb problémafeltáró módszerek **Other problem solving methods**	Short introduction of other problem solving methods that were not used here during the workshop	ppt	
11:45	**Closing circle** How was your day here? How did you feel? What will you take with you after the training?	Closing of the workshop and the program, farewell.		It gave an excellent chance for the participants to ventilate

Day 2. - 5th August, 2014.

Schedule	Program	Goal	Preparation	Evaluation by the trainer
9:00	**Welcome. Attunement** Jelly baby exercise	Detecting energy level and frame of mind of participants	Jelly baby colouring sheets, felt-tip pens	
9:10	**Recall of the previous occasion** What do you remember, what did we do the last time, what did we achieve? **Overview and confirmation of the new fishbone diagram**	Getting back to the process: Consensus on the modified fishbone groups	old fishbone on wrapping papers on the walls the new fishbone printed on A4 size sheets given to everyone	The alterations made on the fishbone were accepted by them after the amendment of certain points
9:20	**Interrelationship digraph** Please draw arrows between the reason groups on the flipchart. Which affects the other one?	Finding the root causes	Flipchart sheets post-its (with headlines)	They were very active and they discussed the effects thoroughly. It was really useful, well done.
9:30	**Setting priorities** Aspect: Which theme can we affect, work with or improve?	Selection of a theme that we can work further on: collecting solutions	Flipchart with a chart prepared before small flecks	It has worked well. The most important theme they wanted to work on was selected clearly.
9:40	**Introduction of idea generating methods** Highlighted, in detail Brainstorming method Six Thinking Hats method	Introduction of methods we can process problem solving and look for solutions	Ppt Previously prepared flipcharts on the walls	
10:00	**Exercise with the Six Thinking Hats method:** Let's talk about this room! Changing the hats in the following order: white, red, yellow, black, green and blue.	Attunement to the Six Thinking Hats method		Well done, participants managed to comprehend the steps of the process and the function of the method
	Coffee Break			
10:15	**Problem solving through the Six Thinking Hats method:** 1.The Problem: the chosen topic	Designation of the topic in focus (with its correlations)	Flipchart, markers	Collection of facts with the white hat was hard to do without labelling, naming people and

	2. Collecting facts and data			emotions.
11:00	**Brainstorming: Ideas (green hat)**	Collection of ideas and proposals under regulated conditions	Flipchart, markers	Many ideas were collected, it went on well. Interruption was needed only few times to stop criticism
11:10	**Continuation of The Six Thinking Hats method** 1. Look at the advantages and benefits (yellow hat) 2. Look at the weak points and threats (black hat)	Assessment of the proposals pros/cons	Flipchart, markers	It has worked well.
	3.Comparing ideas with facts and reality, selection of ideas to be implemented (white hat) 4.Feelings regarding the ideas (red hat) Summary: where did we get from where (blue hat)	Selecting the proposals for the solution		It has worked well. We created 4 groups: We are going to do it ourselves. We are providing others with fully prepared proposals to do. We are going to ask the person has been assigned for this job to do it We have no power, we cannot achieve it
11:45	**Other idea generating methods** Brainwriting, mind map, 5 Whys, etc.	Presentation of other methods used for collecting ideas	ppt	
11:50	**Closing circle**	Closing of the program, farewell.		The participants fully agreed on taking the program useful as it is, and they moved from complaining towards the programme of action

Day 3. - 2nd September 2014

Schedule	Program	Goal	Preparation	Evaluation by the trainer
~~9:00~~ **9:15**	**Icebreaking, Attunement** What do you remember about the previous session? Has anything happened to you regarding the matter? Have you done anything (differently)?	Warm up, Attunement		They did not remember much (As it was expected)
~~9:15~~	**Recall of the previous sessions** How have we progressed? Where are we now? Proposal: How shall we go on?	Connect to the subject and the previously achieved results. Remind participants the original goal	ppt	It was important to brush up and summarize the previously learnt things
~~9:20~~ 9:40	**Change and Project Management** Things to know: resistance and managing resistance, communication, change management	Presentation of knowledge regarding changes in organizations Showing the effects of changes	ppt	It seemed to be important to talk it over after getting to know the culture of the organization and the participants – they recognized certain things…
~~9:30~~ **9:50**	**Project planning** What is the project? Goal setting Stakeholder analysis	Presentation of the project structure of the planned changes starting with the specifications of a good goal	ppt	It is still rather theoretical… We did not have to spend much time on this.
~~9:35~~ **10:00**	**Project Planning/ Peasants' breakfast 1. (model exercise)** Planning of main and subtasks step by step Setting subtasks	Presentation of the Methodology of Project planning A practical example	ppt, testing sheets	It went on well
~~9:50~~ **10:30**	**Project Planning/ Peasants' breakfast 2.** Gant diagram Time and resource planning	Presentation of the Methodology of Project planning	PPt, workheets	It went on well- The main points and the structure of the Gant diagram went through
	Coffee Break			
11:20	**Planning of an own project** What can we create a project for?	The application of the acquired knowledge through making an own	Worksheets: charts and blank	We managed to select the proposal from the previous session than we

	Goal setting (SMART) Action planning (chart) Time and resource planning (Gantt)	plan. Practising the method	GANTT chart	can create an action plan for. Setting the goal was quite difficult for the participants. Since we were lack of time we could plan only the beginning of a process. Two of the participants volunteered for the rest of the job, that is further planning and management of the process.
	Stakeholder analysis together	The application of the acquired knowledge through making own plans.	Flipchart	We could not do it since we had no time left
~~11:30~~ **11:50**	**Other methods for action planning:** Action cards Field analyses Collective notebook RACI matrix	Presentation of other tools for process and action planning.	ppt	Participants have found out that the application of Collective notebook in the actual project would be useful
~~11:40~~ **12:00**	**Closing circle**			
	Filling out evaluation sheets			
	Closing			

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