

MINUTES OF THE THIRD MEETING of ESCME – Grundtvig Partnership (Estonia, Tallinn)

Date: 26th -29th June 2010

1st Day - 26th June 2010

Content of the evening 16.00 – 22.00

- Welcome
- Warming up and getting to know each other - the new members
- Agenda for the group
- Common dinner

2nd Day - 27th June 2010

Work with the Estonian and Latvian Supervisors:

1. The common goal

The common goal of all 3 *parallel Workshops* was to learn and practice, how to work with your own prejudices and the prejudices of others in a constructive way.

Ingeborg Luif , Iris Fruehmann-Pribil and Sissi Alder were facilitating.

They focused on giving the participants the possibility to reflect and work on their self awareness – experiencing their own reactions and thoughts.

That is exactly what has to be done in each education for supervisors – to train the students to use methods and tools as well as to give them the possibility to grow in this area of their personality.

2. Participants:

AUT	Ingeborg Luif
BUL	Vanya Ivanova
BUL	Violeta Stoycheva
SK	Libor Klenovsky
AUT	Maria Goldmann-Kaindl
EST	Tiia Raudmägi
EST	Mari Saari
EST	Karin London
EST	Kaidi Peets
EST	Katrin Aava
EST	Lea Taul
AUT	Iris Frühmann-Pribil Iris
SK	Jana Spanikova
CZ	Alzbeta Nedjela
CZ	Pavla Svejcarova
EST	Kaupo Saue
SK	Jan Uriga
EST	Maie Oblikas
EST	Ulla Raid
EST	Tiina Merkuljeva
EST	Natalja Krassalnikova
EST	Sigrid Melts
LAT	Liga Abolina
SK	Sissi Alder
CZ	Vratislav Stranad
EST	Signe Vesso
AUT	Claudia Schröder
EST	Anneli Liivamägi
EST	Taimi Elenurm
EST	Piret Bristol
EST	Petra Poolamets
EST	Helina Mägi
LAT	Sandra Lace

3. Time schedule and groups

Time	Group Ingeborg	Group Iris	Group Sissi
10:00-10:30	Welcome, presenting the goal -agenda and time schedule, remember the work rules Facilitated by Signe and Kaupo		
10:30-10:45	Common wordings for culture and prejudices – Sissi Alder		
10:45-11:30	A 1 Warm up with Speed Networking	A 2 Analog	A 3 Analog
11:30-11:45	Break		
11:45-13:15	B1	B 2 Working on the topic	B 3 Working on the topic
13:15-14:30	Lunch		
14:30-16:00	C1 Working on the topic	C 2 Working on the topic	C 3 Working on the topic
16:00-16:15	Break		
16:15-17:30	D1 Gather results in the group	D 2 Analog	D 3 Analog
17:30 - 18:30	E Ending Round Facilitated by Kaupo <ul style="list-style-type: none"> • Exchange the results from the little groups • Good bye to the Estonian Supervisors 		

4. Common wordings for culture and prejudices

Facilitated by Sissi Alder

Culture and prejudice –Input

The concept of culture as defined by Ed Schein was introduced and some examples done to illustrate the concept. Culture includes all the **successful ways to cope** with problems and challenges from the past internally and externally – and it changes mostly slowly adapting to new challenges.

Culture is everything manmade – there are 3 levels:

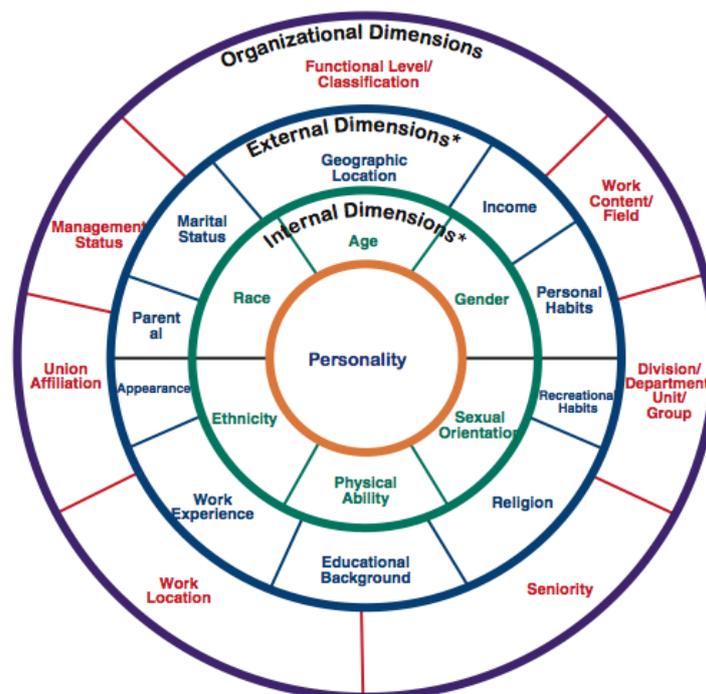
- **Artefacts - What do you see or hear?**
Actions, looks, clothes, space, relations, jokes, stories, tools, rituals, structures of communication, language, rewards, punishments,.....
- **How do people explain things?**
Values that people express, when they are asked to explain their culture.
- **What is the undisputed basic of thinking?**
“Social natural laws” - basic concepts of living, which are not doubted by a member of the culture. Very often people are not aware of the fact, that there are alternative ways to think, evaluate and act. ***You learn about their existence, if you compare your culture to other cultures.***

These basic assumptions are somehow “social natural laws”. They concern different areas
 Reality and truth: How do you proof, that something is true? Dogma, Specialist, Process (debate), Testing, Science - Time: monochrome, polychrome - Space - Human nature - Relations

There are different scientific approaches to characterize cultures based on **culture dimensions** (areas of basic assumptions). For each culture the position between the two opposite poles of these dimensions - i.e. between individualistic and collectivistic – can be found out (estimated) by scientific studies. The model of Geert Hofstede is one of the best known. (Source: <http://www.clearlycultural.com/geert-hofstede-cultural-dimensions/>)

Cultures are not only National Cultures The influence of different cultures, which we are part of, makes us diverse. The Four layers of Diversity - as defined by *Gardenswartz and Rowe* – are an attempt to classify the influences, which makes us the unique persons we are.

FOUR LAYERS OF DIVERSITY



From *Diverse Teams at Work*, Gardenswartz & Rowe (SHRM, 2003)

*Internal Dimensions and External Dimensions are adapted from Marilyn Loden and Judy Rosener, *Workforce America!* (Business One Irwin, 1991)

Prejudice is defined by Wikipedia as “Prejudice is a prejudgment: i.e. a preconceived belief, opinion, or judgment made without ascertaining the facts of a case. The word prejudice is most commonly used to refer to a preconceived judgment toward a people or a person because of race, social class, gender, ethnicity, age, disability, political beliefs, religion, sexual orientation or other personal characteristics. It also means a priori beliefs (without knowledge of the facts) and may include "any unreasonable attitude that is unusually resistant to rational influence." This definition was given as a first starter before going deeper in the nature of prejudice on the following workshops.

5. Work in Groups

5.1 Work in Group 1

Facilitated by Ingeborg Luif

A1 Speed dating

To get a picture I asked two questions: 1. where do you come from? 2. What is the place which is very important for your personal culture? Answers were f.i. Ireland because of the music.

In a second step people did speed dating always two minutes on different topics I told them: country, language, roots, religion, gender and age, political focus and one open question.

They all found it very interesting and were astonished that there are many interests connecting them. They found lots of similarity among them.

B1 Prejudices

1. Polarities: I am involved in the theme prejudice

- personally: few – very much
- in my work: few – very much.

2. Questions to be answered in small mixed groups, written down on flips

- That are prejudices coming out of my culture?
- How can I notice them?
- What is the influence from my work?
- What are the roots of my identity? Think about the places as before.
- How do they influence my prejudices?

Some answers: gives structure, group believes, positive – negative, previous experiences, repeated exp., connected with emotions, habits, fears, values, traditions, desires, feel safety, attitudes towards assumptions, to see people in context.

C1 Influence on the esteem in my work

Roll play

A person who has very strong prejudices – supervisor – observer were asked to work 20 minutes in small groups.

Value systems. What was helpful? When did the system harden?

Fishbowl: they worked on their own prejudices and got very good knowledge about themselves.

They also got useful ideas about how to work.

D1 Gather results in the group

The participants worked in little groups answering the questions:

1. What was helpful for me as a person? What for?
2. What was helpful for me as a supervisor? What for?
3. What do I have to keep in mind, when working with multicultural groups?
4. What did I learn about myself and my way to handle prejudices?

The time was a little bit too short!

5.2. Work in Group 2

Facilitated by Iris Fruehmann-Pribil

The general structure of the work in this group was: doing an exercise, then following reflection and finding connection to the questions below:

Why did we do this exercise?

What did I learn about myself?

What do I learn about culture/prejudice?

What does this mean for me as supervisor working with multicultural groups?

A2 Speed networking

To get a picture about the level of understanding and possibility of communicating in English participants got themselves on a baseline. This showed up varieties and special needs the group and the group leader had to deal with.

In a second step people did speed dating in a “mathematical rotation system” showing some of their diversity, their different cultures. The advantage of this system is that really everybody talks to everybody in a limited time.

As a result of this speed dating we then threw a string of wool from one person to the other whom we had found out to have something in common with. Slowly a net was becoming visible, a symbol for reliable networking and that people sometimes are divided by their nationalities but united by other cultures (according to the 4 layers of diversity by Gardenswartz & Rowe).

B2 Culture

To see by which cultural background and which feelings certain terms/words are led, participants were asked in a nonverbal exercise to draw on sheets of paper three terms: apple, family and (map of) Europe.

We pinned the results on the wall, viewing and interpreting them. Each of the participants had the time to explain his/her own picture.

In the reflection we worked on cultural and personal differences and the importance of active listening, asking questions, accepting variety, seeing diversity as enriching and finding a “third language”, a code that the group has in common.

Concluding the theme and showing that “culture is multivocality” the group sang an Austrian yodeling song together, which is based on one ground melody and becomes lively by the variations each singer is doing.

B3 Prejudices

To reflect on first impressions and prejudices the participants were shown two photos of young women: one type “smart looking, well educated”, the other style “punk”. The group members should then decide on the woman they would choose as babysitter for their children.

Nearly all members (except one) went for the “smart” one. Motivations for the choice were disclosed and put on the poster. Encouraged to talk about proper feelings and speculations statements to the women’s character were given.

In the end participants were informed about the real identities of these women – the “smart” one is actually sitting in jail in Italy for having committed murder on her flat mate.

This exercise was a good self experience and opener to talk about means of prejudices.

In a second step the participants did a guided travel (meditation) through time back in the past to become aware of persons, ideas, ideologies that had influenced and guided them.

Group members should note their memories first for themselves and in a second step exchange them in small groups (if preferred in their mother tongue).

Results were then presented in the big circle and lay in a very broad range from very personal to very theoretical reflections concerning “prejudices and how to handle them”. The tenseness of different approaches was a wonderful field of showing how to work with multicultural groups when conflicts start arising.

D2 Gather results in the group

The participants worked in little groups answering the questions:

1. What was helpful for me as a person? What for?
2. What was helpful for me as a supervisor? What for?
3. What do I have to keep in mind, when working with multicultural groups?
4. What did I learn about myself and my way to handle prejudices?

Participants first reflected for themselves, Similar to the “World Café” each of the four posters was taken care of by one member of the group. The other participants then went from poster to poster to give their most important results and got informed about others’ reflections already written down on the sheet.

5.3. Work in Group 3

Facilitated by Sissi Alder

A3 Speed networking

The group was starting with a speed networking facilitated by Sissi Alder. The participants prepared a “2 min introduction” of them answering the question “Which cultures are parts of me?”

Nearly everybody could introduce him/herself to everybody else and vice versa. Many participants enjoyed listening more than talking to sometimes really unknown persons. Participants, who are less professional, starting with this rather deep question before any other way to get to know each other might be to early. They were surprised, that there was so much cultural diversity and on the other hand so many things they had in common.

B 3 Prejudices

After the break Vratja Strnad introduced the Prague Concept of Prejudices based on thoughts by Foucault, Cecchin, Gadamer, Freedman, Strnad. Describing how our labeling of our experiences sometimes stops us from finding solutions. Being very conservative beings – we humans always look for a way not to change our convictions .

OUR EXPERIENCE IS DIRECTED BY OUR WISHES ..., NOT ON THE CONTRARY!

After this the participants worked in pairs – coaching each other to question own convictions that worked in some specific situation. This coaching was going through different steps which were leading to the main question: “How helpful does this conviction seem to be now? How helpful is it in your actual daily practice?”

The participants took the risk to really question their convictions and found new point of view and ideas for and ways for their life.

C3 Inner Team in Multicultural Groups and Dialogue:

After the break Sissi introduced the concept of the inner team (Friedemann Schulz von Thun). Each of us experiences situations, in which we discover different tendencies, impulses, ideas, wishes, norms existing at the same time in us. Here the model of the inner team gives a metaphor and a tool to do inner teambuilding.

The model can also be used in the multicultural field. After introducing some typical members of the inner team, who tend to be there when we are confronted with another culture – the participants took time to name their team members and to formulate their messages.

Based on all these preparations dialog moderation was done.



Dialoguers agreed to leave behind debate tactics that attempt to convince and, instead, talk with a special attitude:

- Suspending your judgment
- Listening attentively
- Respecting the other and his opinion
- Speaking from your heart

This method is very structured and that way providing a frame for feelings and thoughts. The group managed to reach openness and really to go into a deep process – at some points sharing strong feelings.

C3 Gather results in the group

The participants worked in little groups answering the questions:

1. What was helpful for me as a person? What for?
2. What was helpful for me as a supervisor? What for?
3. What do I have to keep in mind, when working with multicultural groups?
4. What did I learn about myself and my way to handle prejudices?

The presentation of these learning points was done later in the Ending round (E), which Kaupo facilitated.

Vratja switched from the role of a participant into the leading role and back into the role of a participant. This gave a good role model of context dependent leadership, which as a skill is needed for work in organizations.

6. Learning points

Exchange the results from the little groups

1. What was helpful for me as a person? What for?
2. What was helpful for me as a supervisor? What for?
3. What do I have to keep in mind, when working with multicultural groups?
4. What did I learn about myself and my way to handle prejudices?

Group 1

1. What was helpful for me as a person? What for?

-Intercultural level is more personal thema than matter of nationality, gender,.....

-Nationality more associated personal historical stories, evennts, conscious/unconscious belives/attitudes/fears than metodological theories and tools.

2-3 What was helpful for me as a supervisor? What for? And What do I have to keep in mind, when working with multicultural groups?

- Fear is important question in group process. Sometime it needs time to manage this.
- Convictions are connected with imaginations – it is very powerful.
- For safety reasons it is more comfortable to discuss convictions in pairs as in whole group.
- It is important to work with emotions in the group. Good to use structualised methods.

Group 2

FOR ME

Experience the day

Meet new people

Get new energy

Meet old friends

FOR ME AS SUPERVISOR

New technics

To experience the technics myself

Importance of self environment

Confirmed knowledge

Theory to remember

TO KEEP IN MIND

Be ready to deep emotional issues

Share also your own values

Supervisor is also the part of the culture

Keep personal level, avoid meta talks

HANDLE PREJUDICES

Question remains

Awareness through making contacts

Conviction “+”

Prejudices “-”

Group 3

1. What was helpful for me as a person? What for?

The reflection of the partner

The structure of questioning the prejudices

The clearing of identity

The historical background of prejudices of moderating dialogue

2. What was helpful for me as a supervisor? What for?

The method how to go so deep such quickly (dialogue method)

The method avoids talking at the same time and take time for yourself
safe exercise

Clear and punctual structure for a whole day

3. What do I have to keep in mind, when working with multicultural groups?

Multicultural group is not multicultural only by nationalities but who you are (your inner culture)

To understand the inner culture – slowing down method, rules, space for everybody, you are talking only of yourself, filled pauses.

4. What did I learn about myself and my way to handle prejudices?

The small nationalities can carry similar kind of doubts, fears and believes

I learned how I carry the pattern about nation and how strong they are.

Group 4

1. What was helpful for me as a person? What for?

-Getting knowledge that strange people have a lot in common: thinking, way to reasoning, way to speech non-verbality

- To disclose my active listening skills

- Recognition of your own prejudices

- Relation of prejudices to my women role

- Emotional exchange – positive impact

- “time spent with myself”

- Encourage, give self – confidence to lead international groupseven in English

- How prejudice arise -in general- why do we need it? To know how to cope?

2. What was helpful for me as a supervisor? What for?

- New warm-up exercise to use
 - new activities to use
 - Leading practices – to lead group (sensitive issues)
 - Way to work in group
 - Projective techniques usage+ role games
 - Singing- cohesion, relaxation...
 - Small agreements
 - Clarification, questioning- clear + let them say everything
 - Managing conflict situation in a group
 - Sensitive way of leading

3. What do I have to keep in mind, when working with multicultural groups?

- Good contact with everybody
- Non expert position of supervisors
- Diversity as a resource
- Encourage people to open up
- Sincerity
- Asking ideas from a group
- Importance of individual clarification
- be aware each group is multicultural
- All group members are humans
- Don't rush and not pushing
- Differences enrich us and we become prepared for life
- Clear goal
- Listening and answer questions
- be happy to get answer

4 What did I learn about myself and my way to handle prejudices?

- I can find more prejudices through guided imagery to childhood
- To be aware
- To be here and now
- I have to reflect upon prejudices
- I have to be careful about joking
- From one hand prejudice secures us, from the other hand it can be a "hard-stone" on us
- It is important to collect information about people, their background, culture
- Some prejudices can be positive, constructive, helpful
- Diversity is gift that enriches us
- Questioning
- Ability to become distant from prejudices by exaggerating and laughing at themselves
- Better active listening

Group 5

- Realizing similarities in different cultures make us more connected, open, safe, trustful.
- We do influence each other although we don't often realize and believe it
- Education, profession, personal maturity may influence prejudices more than nations.

Group 6

Awareness

Clear mind

Slow down the process

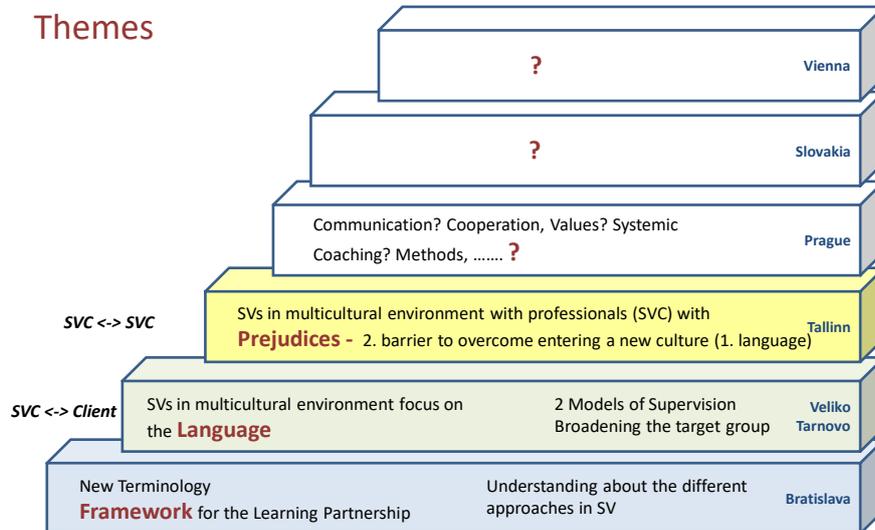
Ask yourself and persons, who you work with

3rd Day - 28th June 2010

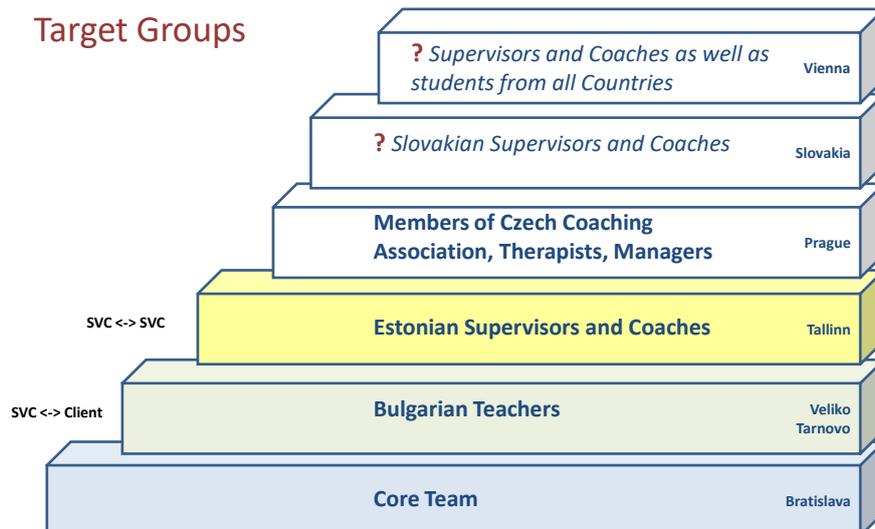
Content of the day 10.00 – 16.30:

- Where we are right now?
- Preparing Prague

Themes



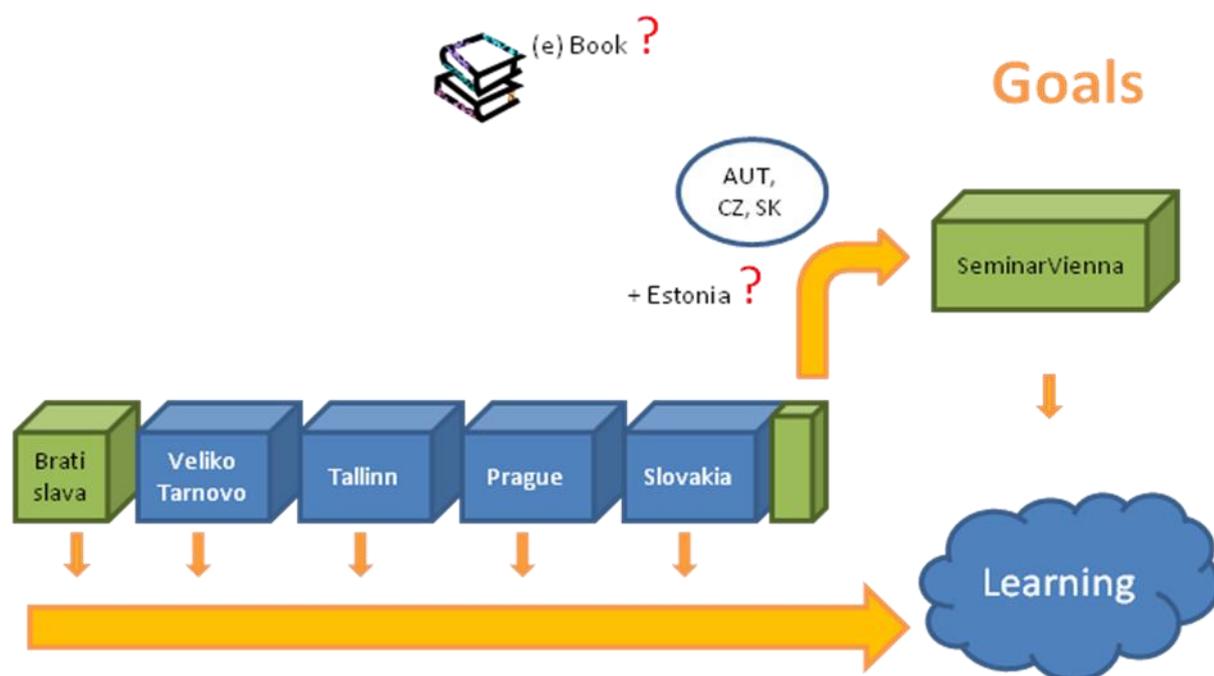
Target Groups



4rd Day - 29th June 2010

Core group meeting 9.00 – 11.00

Participants: Ingeborg, Vanya , Vili, Signe, Kaupo, Vratja, Sissi



Picture based on ESCME Contract

ESCME is a learning Partnership which means it is focused on the process of learning. Nevertheless there is a product we have to have created together by the end of the partnership.

For ESCME we therefore have two goals:

- Multicultural learning for everybody who is part of the project. This learning we all will take to the places we work as supervisors and coaches, trainers, managers, educators etc.
- A seminar “cultural awareness” – some of the methods, exercises and learning we experience during the workshops in Bratislava, Veliko Tarnovo, Tallinn, Prague and Slovakia – will provide the content of the seminar.
- The Partners in Austria, Slovakian Republic and Czech Republic will work together in designing this seminar. The Vienna seminar will be planned in Slovakia. *The question, whether the Estonian partners want also to contribute into this work, is still open.* One day of the Slovakian meeting in 2011 is dedicated to the work of this team.
- *The question whether a common publication is part of the project is still open.*

Decisions taken by the core team:

- Facilitators and other provider of content are asked to document their work and to send it to the coordinator (Sissi) until the **30th of September 2010**.
 - Warm up in Veliko Tarnovo – Libor
 - German Group in Veliko Tarnovo – Ingeborg & Priska
 - Russian Group in Veliko Tarnovo – Kaupo
 - Group 1 in Tallinn – Ingeborg
 - Group 2 in Tallinn – Iris
 - Group 3 in Tallinn – Sissi plus Vratja
- In Prague we will work again in three groups – for the groups the following country teams are responsible : Estonia, Slovakia, Czech Republic
Each team has to provide until **31th of July**:
 - Title of the Workshop
 - Name of facilitator
 - Short description of the work – for the announcement of the workshop
- Basic program for Prague:
 - Friday 29th of October we will arrive in Prague at the between 5 and 7 p.m (two-hours meeting for definite discussion of the programm of the next day. If anybody of you would be against it (maybe because of the time of your arrival...), in that case I would propose you to include our discussion to our dinner at 7 p.m) and have dinner in the evening (at 7 p.m)
 - Saturday 30. October – work in three groups with between 20-30 Czech participants (Therapists, Managers, Trainers, Coaches) –
 - Sunday 31st of October – work in our group (core team as well as other participants)
 - Monday 1st of November – core team meeting
- For the seminar in Vienna Ingeborg will order 4 workshop rooms (one for the plenary and 3 smaller rooms) in order to leave open the possibility to have up to four parallel groups.