The aim of this exercise is to help you to apply your learning from the workshop to a real issue you are facing at the moment. During this exercise you will be working as a member of a small group of three participants (a triad) to explore the issues or challenges identified by each member of the triad. You will be working together in your triads at various times during the week to consolidate and apply the learning from the course to the issues each triad member has brought with them to explore. Each person will, in effect, be a client seeking help from the other two participants who will work as organisational development consultants. The exercise is not a role-play, but an opportunity to explore a real organisational issue with help from other participants and to gain some ‘hands-on’ experience of helping others with the challenges they are facing.

PREPARATION (DAY 1)

On Day 1 of the workshop identify a specific challenge that you are currently facing in your work that you would like to work on during this week. Try to pose your issue or challenge in the form of an open question. Examples might be: “How can my team encourage our partners to accept the monitoring and evaluation protocols imposed by our donors?” or “What is the best way for our team to deal with the excessive number of indicators we have developed?”

Formation of Triads
The formation of the triads will be guided by the PEN International Team and the facilitator.

Entry to Triad discussions
You will need a short introductory session in the newly formed triad groups.

• Each triad member in turn will briefly explain the background and context of their issue to the two other members of their triad (consultants).
• Together the group will decide the order in which you will discuss the three issues over the three triad sessions to be held during the workshop.

DURING THE WORKSHOP

There will be three triad sessions of approximately 1 hour each over the course of the workshop. The session is an opportunity to focus on each person’s issue in turn, with that person being the client and the other 2 acting as consultants, helping the client to explore his or her issue, and ideas for taking the issue forward on their return to the workplace. We suggest following the process below:

• The client provides enough background information so that the consultants understand the context of the issue without being overwhelmed by too much detail.

• The consultants should try to help the client explore her/his own issue in the following ways:
  - Listen carefully to the client
  - If necessary, paraphrase what the client says in order to check your understanding
  - Ask questions of clarification
  - Identify and test your assumptions and the client’s assumptions
  - Offer insights and share experience (but only give advice if it is asked for!)

• Together, the triad identifies and considers the options open to each client:
  - With help from the consultants, the client identifies what they see as the main options for dealing with the issue they have explored during the session.
  - The consultants can introduce other possible options and help the client to summarise the discussion and to identify what she/he plans to do to follow up the exercise.

• At the end of each client’s time, summarise the discussion and draw out any insights and learning points.

• Between this session and the next, reflect on your own issue and the issues presented by the other members of your triad. Think about the questions that they have posed and how you might assist them to find answers to their questions.

On the final day we will ask everyone to share key learning points from the triad work so please keep some notes of your discussions!