

*2021/22*

ACADEMY  
CONSULTING  
RESEARCH



# Dear colleagues and interested parties,

Since more than 25 years artop stands for learning from each other and with each other. Our aim is to support our clients and participants to see the opportunities of today and tomorrow. To do so we pass on our knowledge and our practical experience. In the same vein many participants, teams and companies have accompanied us and shared with us. This makes artop a unique learning pool for what is at the core of our mission: the human experience – as an individual, in a group or team, within an organisation and our modern technological environment.

As many of our consulting projects become more and more international, we are receiving a lot of requests for coachings, trainings, workshops and academy programs in English. It was always our ambition to grow with our clients and, beyond that, to address future developments in a proactive manner.

As a result, and in addition to our consulting services in English, we are more than happy to announce the start of our English academy programme. You will find many proven artop formats covered in trainings and workshops as well as some new and tailored concepts to address specific (international) learning fields.

With this spectrum we look forward to contribute to your professional and personal development. We wish you a lot of inspiration reading the artop English program!

A handwritten signature in blue ink, consisting of the name 'R. Lienke' followed by a stylized signature that appears to be 'Sebastian Kunert'.

Ragna Lienke & Sebastian Kunert

## TRAININGS

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Leading Change \_\_\_\_\_ S. 7

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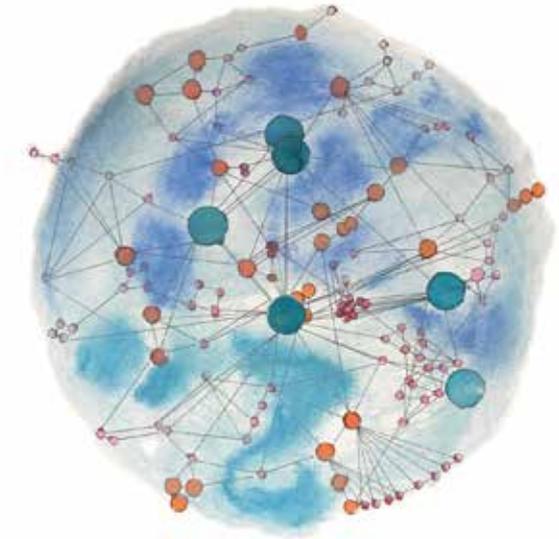
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Get in touch!

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ACADEMY

# SYSTEMIC COACHING

## Support individual Progress

Technological advances, ever-shrinking product cycles, globalisation, and tremendous increase in knowledge require organisations, leaders, teams, and employees to constantly change and adjust in uncertain contexts. The continuing importance of coaching is the answer to the culture of change of our time.

For us, systemic coaching means designing a consulting relationship in a sustainable way, looking at people, teams and organisations with a systemic view, and providing relevant impulses. In this way, we initiate developments and accompany change processes. The aim of the training is, in addition to the methodological know-how and the basic skills, above all to develop the personal resources and abilities of the individual participants in an application-oriented manner.

**Start** November 2021  
**Offer** 10 modules  
193,5 hours of training

**Instructors** Kathleen Grieger (training director)  
Dr. Thomas Bachmann (training director)  
Dr. Stephan Bedenk  
Dr. Sebastian Kunert  
Ragna Lienke  
Carmen Stephan  
Carsten Tesch

**Price** 8.400,00 € (for private persons)  
10.500,00 € (for companies)  
The offer is exempt from VAT.

### Content

Basics of Coaching

Contracting

System Theory and Systemic Coaching

Diagnostics

Group Dynamics

Individual Coaching I

Individual Coaching II

Contact Based Consulting

Conflict Coaching

Supervision

My Profile as a Coach

Coaching in the Field of Organisations and Leadership

Final Colloquium

# LEADING CHANGE

## Strategies and Tools for Learning, Development and Innovation in Organisations

Organisational development and change is inevitable for every company to survive. Although most companies realize the „need to change“, most change projects fail in the end. In this program we will focus on understanding the dynamics and pitfalls of organisational development projects, detecting specific organisational patterns, and blind spots.

We will equip you with the skills to face the organisational change journeys of the future. In so doing, we will have an eye on all levels that need to be addressed: the single employees you want to encourage to get their change resolutions started and to stick to it; the groups and teams you need to move from competition to cooperation and shared innovation; your organisation's need to support developing practices and processes for a sustainable organisational transformation – so that learning from both failure and success can become an integral part of your organisation's journey towards the future.

**Start** Fall 2022

**Offer** 7 modules  
104 hours of training

**Instructors** Dr. Sebastian Kunert  
Dr. Stephan Bedenk

**Price** 7.500,00 € (for private persons)  
9.000,00 € (for companies)

The offer is exempt from VAT.

### Content

Understanding: organisational

Recognizing: patterns, blind spots, and new perspectives

Learning: individual growth

Innovating: organisational transformation

Coaching: feedback on individual projects

Perceiving: failure and success

Developing: team empowerment

# INNOVATION JOURNEY

## From Ideation to Implementation

Innovations are energising, magical and sometimes even visionary. The best innovations speak for themselves. You look at them and ask yourself: Why wasn't this here before? This new idea seems so simple and clear. But innovations can be strangers for organisations. Organisations do not connect easily with innovations. This is one of the reasons why innovations fail. They are either not implemented or they are changed to such an extent that they become fragmented. The basic idea or the innovative impulse is lost.

In our 3-day workshop, we will dive deeply into the nature of innovations and organisations. With the support of the Design Thinking approach, we will find the blind spots of failing innovations. Ultimately, we will have an idea about how the world of innovations ticks and what is necessary in order to communicate successfully. In addition, we will gain an understanding of the Design Thinking approach.

**Dates** Spring 2022

**Instructors** Dr. Sebastian Kunert  
Kathleen Grieger

**Price** 1.100,00 € (for private persons)  
1.400,00 € (for companies)

The offer is exempt from VAT.



# EFFECTIVE FACILITATION OF TEAM- AND PROJECT MEETINGS

## How to Support Successful Communication of Groups

Today, teamwork is a crucial factor in modern everyday work. We share knowledge, discuss findings, and make decisions in meetings and workshops. Skilled facilitators ensure a goal-oriented and efficient approach to these types of communication and effectively deal with the dynamics in the group. Qualified moderation supports changes, uses resources and achieves viable goals of the group and the individual. Our participants learn how to develop moderation concepts and successfully implement them in different contexts. Furthermore, we take a look at typical pitfalls, learn how to deal with difficult situations, and we present the best tools for successful teamwork.

**Dates** Spring 2022

**Instructors** Dr. Sebastian Kunert  
Ragna Lienke

**Price** 1.100,00 € (for private persons)  
1.400,00 € (for companies)

The offer is exempt from VAT.

# AGILE LEADERSHIP

## Leadership in Times of "New Work"

The saying "The times they are a-changin'" has become more and more true in the business world. Current developments in society, technology and markets create a demand for agile ways of working and co-working in organisations. As a consequence, leaders are urged to understand and implement the corresponding principles of what is often called "new work": quick and agile communication instead of hierarchy, situational and individual feedback instead of standard operating procedures, participation instead of instructions, sharing and cooperation instead of silo mentality.

As the old concepts of leadership no longer apply, we need to re-think the nature and culture of leadership. In this 3-day workshop, we will present the psychological background for leadership in times of "new work". We will dive into the core principles of motivation, demonstrate the fundamental aspects of successful teamwork, and encourage participants to welcome "new work" as a chance to lead their organisations in these times they are "a-changin'".

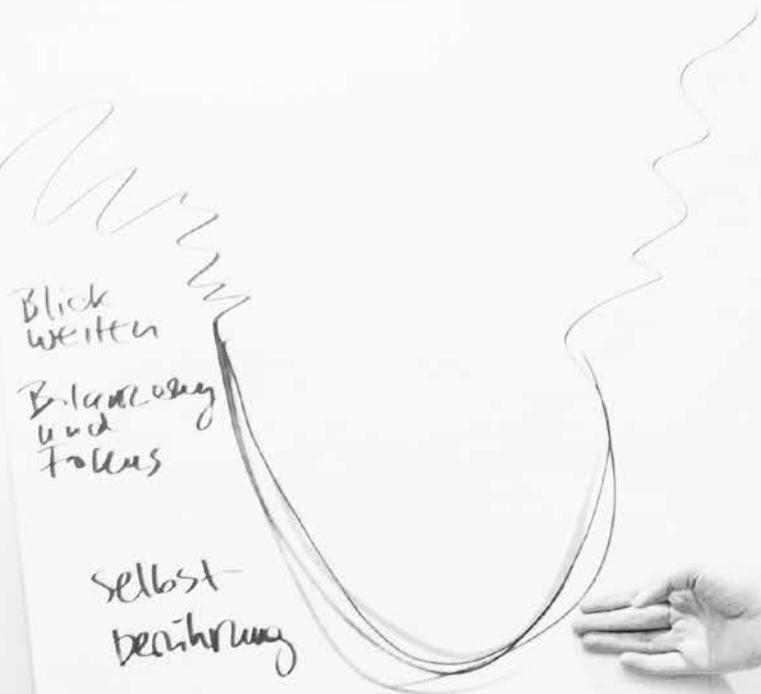
**Dates** Spring 2022

**Instructors** Dr. Sebastian Kunert  
Dr. Stephan Bedenk

**Price** 1.100,00 € (for private persons)  
1.400,00 € (for companies)

The offer is exempt from VAT.

# Prozessmodell



# IN-HOUSE TRAININGS

All trainings and workshops are also offered in-house. In this way, we focus on your specific wishes and goals. You can expect content that fits best to your organisation, your team and the industry-specific needs.

In our training courses we focus on the particular strengths of our participants and how to foster them. Typically, trainings are about self-management, project management, communication, conflict resolution, intercultural cooperation, leadership, and facilitation.

## Flexible for you on site:

Whether at your own location, at a conference facility or in our extensively equipped training rooms in Berlin-Prenzlauer Berg -- we adapt to your needs and together we find the perfect place for learning and development.

## Tailor-made:

We work in a practical and custom-fit manner. The content and methods are based on the participants' level of knowledge, resources and learning goals. One day workshop or extensive seminar series - we offer you individual solutions.

## Learning with experts:

All trainers and cooperation partners are proven experts in their respective fields and have, in addition to the relevant qualifications, many years of practical experience in consulting as well as proven didactic skills.

## A strong "all together" feeling:

Working as a group in workshops or seminars promotes team spirit and improves cooperation among each other. A shared basis of values, knowledge, and sensitivity facilitate implementation.

Get in touch!

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CONSULTING



# CONSULTING

We offer a broad variety of consulting and training formats, specifically designed for your needs and wishes. You are kindly invited to get in touch with us so that we can begin the process of communicating regarding how to satisfy your requirements. The process begins with a kick-off meeting in which we will have the opportunity to discuss openly and clearly, thereby clarifying your expectations. In so doing, we will be able to develop a tailor-made format, guaranteeing the best support and results for you. Every offer is unique. That's what makes our working together so fulfilling.

## Organisational Development

Organisational development is a long-term consultation with the goal of a comprehensive structural and process change. The consultant supports and accompanies the organisation on economic, social or strategic issues. Crisis situations, innovation requirements, changes in the organisational chart or changes in leadership are often the reason to seek advice. Organisational consulting helps companies, public authorities and associations to analyse the current state of affairs critically, to design a future target state and to find a way there.

## Team Building

Team development is the support of a group's ability to self-reflect. The consultant coach supports and accompanies teams in making themselves the topic of reflection. In moderated meetings lasting one day or longer, relevant topics are addressed, conflicts are unveiled and replaced by cooperation. The process is based on team phases that each group goes through in the process of developing cooperation. Group discussions, role plays, interviews, or simulations allow team members to reflect on themselves, their role in the group, their relationship with colleagues, critical events, communication needs, leadership issues or future strategies.

# CONSULTING

## Coaching

Coaching is an individual, work-related consultation. The coach supports and accompanies the client in matters of individual professional orientation and personal development. Change requests, transitional situations and reorientation processes are often the reason to seek coaching. Coaching is a dialogical process in a protected space. Coaching reflects the interaction of the client, the role and the organisation. With regard to the current situation, as well as the client's biographical development, coaching promotes self-reflection, broadening perspectives, and helps to clarify personal and professional positioning.

## Facilitation

Facilitation is the steering of an opinion forming or decision making process in groups. The facilitator advises the group in the conceptual preparation, leads the event, visualizes the discussion process, and documents the results. Facilitation makes use of an uninvolved person for structuring the process. That is based on the facilitation cycle. A facilitator helps the group to focus on the content, to address emotionally charged topics, and to keep in tune with each other during the discussion.

## Company surveys

Company surveys are the method of choice if you want to get an overview of success-related issues. This can be done as a questionnaire, interviewing or focus group discussion. Our instruments have been scientifically tested and we have comparative data. The survey can be done both face-to-face and online. In subsequent survey feedback workshops, the results can be interpreted with the management as well as the workforce. At the same time, this opens up the opportunity to decide on initial measures, and thus to initiate a change process.

## Interview studies

Interview studies serve to address issues of particular relevance in a trusting atmosphere. The information is collected and evaluated objectively. The results can then be reported in the form of a survey feedback or a presentation.

## Evaluation

Evaluation is the systematic assessment at the end of a development process or project. The evaluator assists in conception, assists in the selection or development of suitable instruments, participates in data collection, data processing and evaluation. Evaluation is usually based on a multi-level approach to cover different facets and the variety of possible effects. Evaluation studies serve as proof of effectiveness or learning from past experience, such as development projects, new launches and pilot programs.

## Organisational Analysis

Organisational analysis serves to give an objective picture of the current situation of the company or the authority. The consultant helps to clarify the issue, helps to select or develop appropriate tools, participates in data collection, data preparation and analysis, and offers to present the results in a survey feedback process. Organisational analysis can be done by means of questionnaires, interviews, group discussions, or observational studies. The possible topics include the evaluation of the organisational culture, the job satisfaction of the employees, and customer surveys. Along with the [modul\\_or](#) or the [Interview Guide for Innovation Process Analysis IPA](#), artop offers its own scientifically tested instruments.

## Keynotes

Members of artop are educated professionals with specialised interests. We give keynote talks in front of high-ranking audiences in large-scale events, and in small-group meetings.

### Topics are

- Innovation
- Failure
- Contact
- Leadership
- Organisational Culture

Get in touch!

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RESEARCH

# COLLABORATIVE RESEARCH

Together with Humboldt-University Berlin we do research in the fields of corporate culture, leadership, innovation, failure management, and coaching.

We organise exchange formats on both research and practical levels. We regularly invite outstanding researchers in the field of work, personnel and organisational psychology to our colloquium. Here, practitioners not only have the opportunity to get inspiration from current research, but also to seek direct contact with the researchers in a relaxed atmosphere.

We organise theme days in open-space or fireside chats with international experts. We invite researchers and practitioners to exchange views on current issues in the world of work. These meetings have attracted a great deal of professional attention. Articles co-organized by artop, dealing with cooperation between companies and research institutions, have been published in specialist journals, and presented in research projects.

We organise exchange projects, dealing both with research and practice. In collaboration with researchers and practice partners, artop has initiated and implemented a number of government-sponsored projects. In these usually long-term projects, issues relevant to corporate culture and entrepreneurship are intensively pursued.

The result of these projects are often particularly innovative solutions, leading to improvements in companies.

We facilitate accompanying research. Especially in the case of long-term strategy and change projects, many companies wish to keep up-to-date with the progress of the project. Accompanying research can provide such an opportunity. With the aid of scientifically proven analysis and evaluation instruments, accompanying research offers the opportunity to visualize and measure project developments and change processes.

For latest news on joint research programs visit [www.artop.de/en/research](http://www.artop.de/en/research)



# Trainers



**PD Dr. Thomas Bachmann**, Dipl.-Psych., is a certified coach, trainer and consultant. He is a partner of artop.



**Dr. Stephan Bedenk**, Dipl.-Psych., supports individuals and organisations in their unique learning, development and change journeys.



**Kathleen Grieger**, M.Sc. Coaching, Psychologist and Gestalt Therapist, is consultant, career coach and trainer.



**Jenny E. Jung**, Graduate Media Scientist and former Operations & HR Executive in the Start-up and Venture Capital ecosystem, works as a consultant and coach.



**Dr. Sebastian Kunert**, Dipl.-Psych., is facilitator, trainer and consultant focused on leadership, corporate culture and innovation. He is a partner of artop and a lecturer.



**Sandrina Lellinger**, M.A. Educational Science, accompanies individuals, teams and organisations in development processes.



**Ragna Lienke**, Dipl.-Psych., is a trainer, coach and mediator. She is a partner of artop and manager of the artop academy.



**Carmen Stephan**, Dipl.-Reg. Wiss., is a blended learning trainer and certified experiential educator.



**Carsten Tesch**, graduate actor and theatre scientist, works as coach, consultant and journalist.

# ARTOP – AFFILIATE INSTITUTE OF HUMBOLDT-UNIVERSITÄT ZU BERLIN

artop offers consulting, scientific research and training in the fields of organisation, personnel and usability/UX.

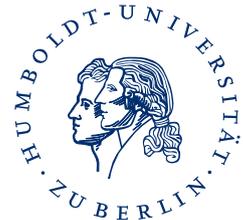
Our core competencies include providing consultancy services to companies and organisations, conducting organisational and personnel projects, application-oriented basic research, training and coaching. Furthermore, as a registered training institute we offer in-service training and in-house teaching programs.

artop consists of a knowledgeable and flexible team of qualified employees in the fields of training, coaching, moderation and mediation, based at our headquarters in Berlin's Prenzlauer Berg. In order to meet specific requirements, we work together with a competent and reliable network of professionals.

Our intention is to develop solutions in cooperation with our clients. Therefore, we work in a process-orientated, supportive manner in order to achieve our goals and the transfer of learning. Our overall aim is to increase the exchange of information between the academic world, researchers, practitioners, and society. To this end, we cooperate closely with companies, research sectors and university departments.

Since 1995, artop has operated as a registered association for work design and technology engineering, organisational and personnel development under the direction of representatives from the Institute of Psychology and Applied Computer Science at Humboldt University. In 1997, a cooperation agreement was signed with the university. Since that date, artop has been a registered affiliate institute. Since 2006, artop has been a limited liability company (GmbH).

For further information visit  
[www.artop.de/en](http://www.artop.de/en)



# CONTACT & REGISTRATION

## Registration and participation

To participate in our trainings and workshops, please register using the forms on our website:

[www.artop.de/en/academy](http://www.artop.de/en/academy)

## For further information please do not hesitate to contact us!

Our contact persons ensure transparency, and offer individual consultation.

For inquiries and registration please contact us at:

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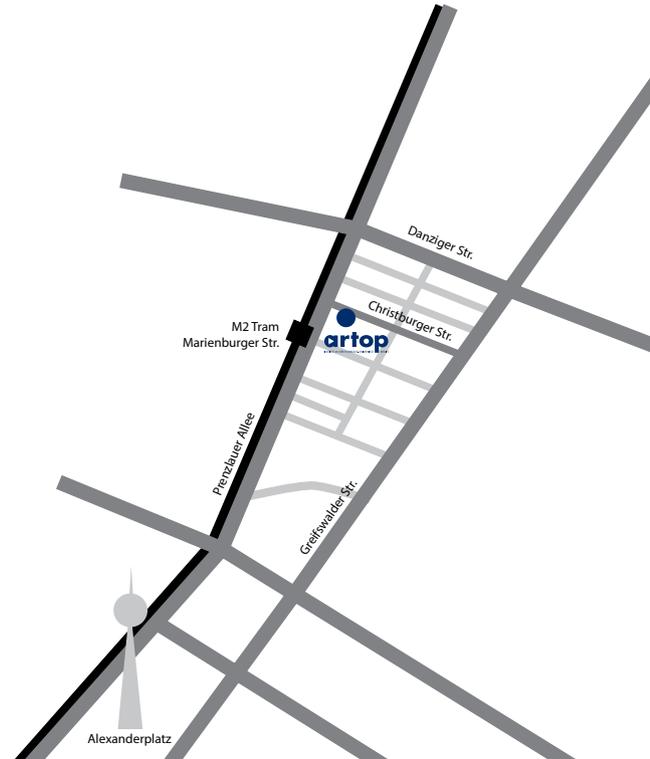
✉ [contact@artop.de](mailto:contact@artop.de)

## Address of our office, seminar and consulting rooms

artop GmbH  
Institut an der Humboldt-Universität zu Berlin  
Christburger Str. 4  
10405 Berlin

Detailed information can be found at [www.artop.de/en](http://www.artop.de/en).

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