



*2022*

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!

*R. Lienke* 

Ragna Lienke & Sebastian Kunert

## SERVICES

We are pleased to present this brochure, which contains our English-language offers for 2021/2022. In addition to consulting services we offer within the framework of the artop Academy programmes and trainings on advisory professions – also with a focus on internal functions. For more than 20 years, we at artop have been combining findings and methods from science and consulting with current topics and practical concepts in training and further education.

## ABOUT ARTOP

artop - Institute at Humboldt University Berlin offers consulting, research and training in the fields of organisation, human resources and usability/user experience.

For further information  
please do not hesitate to contact us!  
You can find us on the internet at:

**Get in touch!**

# PROGRAMMES & TRAININGS

## Programmes

For more than twenty years, artop training programmes combine scientific insights and well proven approaches. At artop, we practice what we preach: our participants get educated by certified professionals. As consultants, trainers, coaches, and facilitators we contribute our experience, expertise, and passion.

All training programmes are based on a 3 pillar concept. We provide research based knowledge about the field, show how to apply means and tools by testing them, and explore personal preconditions to become a professional.

## Trainings

In our trainings on selected topics, experienced trainers convey the latest know-how from research and practice.

## In-House

All programmes and trainings 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.

**Get in touch!**



# SYSTEMIC COACHING TRAINING

## 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.

The Training is approved by Germany's leading coaching association **Deutschen Bundesverband Coaching (DBVC)**.

### Start

07.11.2022 (2. Curriculum)

### Offer

10 modules

193,5 hours of training

Kathleen Grieger (training director)

Dr. Thomas Bachmann

Dr. Stephan Bedenk

Dr. Sebastian Kunert

Ragna Lienke

Jenny E. Jung

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

Supervision

Contact Based Consulting

Conflict Coaching

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 are inevitable for every company to survive. Although most companies realize the „need to change“, the failure rate of change projects is quite high. In this training program we will focus on understanding the dynamics and pitfalls of development projects in organisations. We will equip you with the necessary skills to face the change journeys of the future.

By first exploring the principles of culture and structure, we will dive deeply into the core of what drives organisational behaviour. Next, we will focus on the psychology of change: how to guide individuals, teams, and organisations through their development journey, so that change projects are not only communicated but designed to be put into action and be effective. As change projects are always a matter of learning the right things in the right way, we will have a module on the art of learning and how to motivate others to learn. Finally, we will deal with the management and leading of a change project. We will go into the psychology of failure and success – and how to manage both in such a way that learning from both dark and bright moments, becomes an integral part of your organisation.

### Content

Understanding Organisations: Culture and Structure

Guiding Change: Individuals, Groups, Organisations

Empowering Learning: Growth on different levels

Managing Development: Failure and Success

### Dates

02.09.2022

16.09.2022

07.10.2022 &

14.10.2022

### Online Training

Times: 9:30 am - 1:30 pm

### Offer

4 modules of 4 hours

Dr. Sebastian Kunert

Dr. Stephan Bedenk

### Price

820,00 € (for private persons)

980,00 € (for companies)

plus VAT.

# DESIGNING AND FACILITATING EFFECTIVE MEETINGS

## Support virtual communication processes in groups and teams

Effective meetings are at the core of creative and cooperative processes in any company. However, sometimes meetings are perceived as the opposite: either repetitive and redundant or as an arena to act out conflicts and tensions.

**The goal is: designing the right meeting formats in your organisation and facilitating them skilfully.**

In this training program we will first explore the core ingredients of effective meetings, such as communication principles, time management and member structure. Of course, that alone does not guarantee a good meeting: moments of boredom (on the one hand) and disagreement (on the other hand) are a part of human interaction and can happen in any meeting. Thus, we will also talk about skilful facilitation as a way to moderate and balance polarities and perspectives in a group setting.

Last but not least: As a lot of meetings (as well as this training program) are held in a virtual setting, we will have a particular focus on online settings.

We provide answers to the most important questions:

- What are success factors for effective meetings?
- How can meetings be moderated efficiently and result-oriented?
- How do I ensure that the attention span and participation level of everyone is sufficient?
- How can I support group dynamic processes and create a good working atmosphere?
- How do I deal with disagreements among participants?

The training program consists of 4 virtual modules of 4 hours each. In addition, there are 3 offline phases to deepen specific topics. All modules are interactive and take place in a learning group.

### Dates

02.09.2022  
16.09.2022  
07.10.2022 &  
14.10.2022

### Online Training

Times: 2:30 pm - 6:30 pm

### Offer

4 modules of 4 hours &  
offline phases

Dr. Sebastian Kunert  
Dr. Stephan Bedenk

### Price

820,00 € (for private persons)  
980,00 € (for companies)  
plus VAT.

# INTRODUCTION TO HUMAN-CENTRED DESIGN

## Participate in the design of interactive systems in a responsible way

This online training is intended for interested people from all areas in developing interactive systems – e.g. product owner, project manager, human resources or managers. Participants gain an understanding of the human-centred design approach and procedure. Through theoretical input and practical exercises, participants will get a systematic overview of the approach, related deliverables and methods. They obtain mindset and vocabulary to argue, design, implement or decide in a human-centred way within projects.

The training (4 days, 4 hours each) is conducted by **Knut Polkehn**. He has years of experience in usability, user experience and human-centred design: e.g. establishing UX within organisations, providing UX services, conducting tailor-made inhouse trainings. Besides his work at artop, he is active member of **UXQB** and substantially involved in developing the curricula **CPUX-UR** and **CPUX-DS**.

### Dates

06./07.10.2022 &  
13./14.10.2022

### Online Training

Times: 8:00 am - 12:00 am

### Offer

4 modules of 4 hours

Knut Polkehn

### Price

850,00 € (for private persons)  
990,00 € (for companies)  
plus VAT.



# INHOUSE TRAININGS

## **We are coming to you!**

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.

**For further information  
please do not hesitate to contact us!  
You can find us on the internet at:**

**Get in touch!**

# 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 consulting as well as proven didactic skills.

## 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 keynotes 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!**

# 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:**

# 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:**

# CONTACT & REGISTRATION

## Registration and participation

We look forward to hearing from you!

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

## 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:

## Address of our office, seminar and consulting rooms

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

Detailed information  
on how to find us can  
be found under:

