



# Mastery in Deep Facilitation

2-Day ICF-accredited Certification  
Program in Deep Facilitation

October 21-22, 2019

Shanghai Marriott Hotel Pudong East

## Why Deep Facilitation >>>>>

### **Increase Your Organization's Agility and Capacity to Adapt**

Deep Facilitation helps you build insight into the limitations of default behaviors and how to respond with agility and in productive ways to novel, complex and messy challenges. It provides skills and the confidence to intervene purposefully and to stay the distance under intense pressure.

### **Build Collaboration and Increase Useful Feedback between Teams**

Because individuals learn how to turn up in role, and let go of defensive behavior, they stop getting caught up in turf and territory wars and instead bring a sharp focus to the challenges that need solving and to the hand-offs between groups. Feedback becomes more frequent, richer and more useful.

### **Expand Your Leadership Effectiveness**

Deep facilitation enables you to understand and identify group dynamics in any group context, to be more purposeful about how and when to intervene. You will be more effective working with groups.

### **Increase Your Mindfulness and Perform Better in Role**

You will learn to pay attention to how you turn up, how to remain in the service of the group when the going gets tough, how to wind back unhelpful internal chatter, and how to be fully present in the moment.

“Complexity is your enemy. Any fool can make something complicated. It is hard to keep things simple.”

– *Sir Richard Branson*

"Agility is the ability of an organization to renew itself, adapt, change quickly, and succeed in a rapidly changing, ambiguous, turbulent environment. Agility is not incompatible with stability - quite the contrary. Agility requires stability."

– **McKinsey & Company**

## 4 Reasons for Attending >>>>>

- **ICF Accreditation.** Our program is accredited by ICF (the International Coach Federation), ensuring alignment to the highest global coaching standards. *Mastery in Deep Facilitation* (MDF) earns 12.75 ICF core competency hours and 1.25 ICF resource development hours.
- **World-class Facilitator.** Dr. Fullerton is an expert in group psychology, leadership development and group dynamics. He has worked for more than 30 years to help individuals, groups and companies in Australia, New Zealand, Singapore, Hong Kong, Thailand, the Middle East, South Africa, the UK and the USA to work more effectively as commercial complexity, turbulence and uncertainty increase.
- **Record of Success.** Since its launch in 2008 as a public and in-house program, our MDF has served participants from Amgen, Australian Navy, BASF, Bayer, Bendelta, Bunnings, Coca-Cola, CGU, Danone, Deloitte, Duke Corporate Education, Emirates Airlines, INSEAD, IHG, LION, Melbourne Business School, Minter Ellison Lawyers, Mondelez, SAP, Transurban, and many more.
- **Life Changing Event.** Participants describe our MDF not only as unique skills development but also as a life-changing and self-authorizing experience.

## Who Should Attend >>>>>

- Executives and leaders who want to be more effective at influencing and motivating groups.
- For HR, OD and L&D specialists who are involved in human systems change and who are responsible for building organizational capability to respond to a VUCA - volatile, uncertain, complex and ambiguous - world.
- Managers, consultants, trainers, facilitators, entrepreneurs, counselors, coaches and psychologists who want to build their transformational skills, expand their repertoire and enhance their credibility.
- Professionals who work with groups who want to increase their mindfulness and their ability to be present.
- The workshop presumes prior experience working with groups or in behavior change. This is not an entry-level program.

"A must-attend program if you are looking to stretch yourself deep into the learning zone."

– **Mark LeBusque,**  
**Purposeful Provocateur,**  
**Melbourne**

## Workshop Overview >>>>>

The world is becoming a more VUCA place to do work. More is being asked by stakeholders and customers, by government and regulators, and by competitors. The pressure to do more with less, and to be agile in response to unseen challenges that are just around the corner, is profound. Standing still is not an option.

We know how to respond to most organizational challenges. We use our existing knowledge, experience and expertise. But when the challenges are adaptive in nature - i.e. the challenges are completely new to us, there is no blueprint for action that we can draw on, we've tried to work on them but we keep going round and round in circles and make little headway, or the way forward is unsettling - we tend to fall back on default behaviors and decision-making styles of the past and just hope that we can muddle through. What ends up happening is we get stuck, and innovation and adaptation are stalled, because we stay with what we know. We don't build any new capacity or attend to the adaptive challenges (sometimes called "wicked problems") that are essential to future success.

Our MDF builds knowledge and skills in the psychology of group behavior to enable deeper and more effective facilitation of groups struggling to attend to their organizational adaptive challenges. It is a diagnostic framework, and a method for intervening to produce change, and a set of discrete skills. You can use parts of it in widely different day-to-day settings, or you can use it in a planned way to get traction on existing or future adaptive challenges.

Our MDF is a careful blend of instruction in diagnostic filters, experiential exercises to demonstrate how to interpret and intervene, practice sessions (not role plays), and exploration of how to go about using this in your workplace or with your clients. The group assembled in the workshop becomes a living laboratory for you to explore new ways of working together in real time.

"One of the most outstanding experiences and pieces of learning we have ever done."

– *Director, Ilume, Auckland*

## Benefits of Program >>>>>

- 1. Intensive "Deep Dive" Program.** This is an immersive and experiential program that will take you deep into the heart of human behavior, starting by looking at yourself and how you have to flex away from your own defaults if you are to be in the service of those around you.
- 2. Highly Practical and Relevant.** Designed and delivered by an expert in the field who applies these skills daily in global organizations. Your diagnostic skills will be sharpened so that you can see as soon as you are back at work new ways of interpreting group behavior, of intervening to help groups perform better, and to identify adaptive challenges. You will use some of the skills of the program "in the moment" all the time, and you will use the whole range of skills when inviting people to work on specific adaptive challenges.
- 3. Tailored for the Chinese Reality.** Our program acknowledges the inherent challenges of a business environment where Western leadership best practice and Chinese tradition aim to co-exist. We provide a forum for understanding the differing styles, beliefs and behaviors with a goal of increasing your capacity to work most effectively across the East/West paradigms.
- 4. ICF Accreditation.** Gain the well-respected ICF accreditation as a testament to your credibility in the workplace or marketplace.

## Why Us >>>>>

- 1. Specificity.** While we deliver cutting-edge approaches to organizational change, our key differentiator is our focus on being specific to the Chinese market. We are convinced that Deep Facilitation, whilst evolving from the Western psychological tradition, needs adaptation during implementation in the Chinese environment to be equally effective.
- 2. Distinctive Expertise.** A former senior manager and consultant in Ernst & Young, KPMG and NAB, Dr. Fullerton boasts 21 years' experience in group psychology and group dynamics, and is a recognized expert in this field. While most facilitation programs focus on issues and problem-solving, his MDF goes beyond and touches upon emotions and workplace relationships, which makes the program much deeper and a lot more impactful in learning outcomes.
- 3. Sharing Experience, Not Theory.** You are learning what works! Our cutting-edge Deep Facilitation methodology is designed by a corporate executive-turned consultant. He does this work with his clients, and he helps you to do this work with your clients.

“Thank you for facilitating our global reorganisation project and for bringing such a diverse range of people to consensus so elegantly.”

– **Andy Vickermann,**  
**Group Executive,**  
**Rio Tinto plc, London**

## Program Outline >>>>>

### What You Will Learn

- Major frameworks for understanding the psychology of group behavior and group dynamics drawn from psychoanalytic social psychology
- How to build safety and permission in groups so that they can work on hard adaptive challenges
- How to facilitate with purpose and resolution when the group is anxious or unclear about how it can proceed, or when it gets stuck
- How your own default positions and patterns of behavior help and hinder your role as facilitator, coach, leader or influencer - and how to flex them in the service of the group

### Method

- Presentations of key frameworks
- Experiential exercises that illuminate understanding and build skills
- Masterclass practice sessions (not role plays) that build insight and skills
- Rich dialogue that focuses our attention on the particular dynamics in the room and on the needs of the group present
- The group assembled becomes the laboratory for action, reflection, observation and discovery as part of case-in-point learning

### Outcomes

- You will become more confident in taking up a deep facilitation role and using deep facilitation skills
- You will be able to diagnose whether your challenge requires traditional facilitation, some elements of deep facilitation, or a fully-framed deep facilitation intervention
- You will gain insights about group behavior that will enable you to target and time your interventions with greater focus and impact
- You will expand your capacity, and the group's capacity, to work with difficult, disruptive organizational challenges in a constructive manner
- You will understand how to contract to do this kind of work with your peers or with your clients

### Learn the Key Diagnostic Lenses

- Tavistock framework of group dynamics
- Kleinian framework of inter-personal interaction
- Heifetz & Linsky's adaptive leadership framework
- Kegan's Immunity to Change (full exercise)
- Stacey's Close to certainty/close to agreement framework
- Wheatley, Dalmay & Boas' Green Line framework
- The unconscious defensive routines in groups
- The social defensive routines
- Purpose-driven disclosure and feedback
- Positioning skills from neuro-linguistic programming

“The most powerful learning and discovery process I have experienced in years.”

– **Anisha Kaul,**  
**Managing Director,**  
**Mindspring TCC Pte Ltd,**  
**Singapore**

## Program Outline (Cont'd) >>>>>

### Establish Your Authority as a Facilitator

- Exercising leadership without authority
- Respectful inquiry, paying attention
- Critical role of disclosure and feedback
- When to acknowledge discomfort and cynicism
- Establishing structure through physical and time boundaries
- What it means to be in role and how you can be seduced out of it
- Understanding benefits and drawbacks of default positions (yours and theirs)
- How to turn up in groups: Kegan's Immunity to Change, windchimes and internal chatter
- Assess the limits of your permission to act

### Working with Difficult Groups and Individuals

- Orchestrate the conflict
- The role of interpretation
- Holding the frame, staying in role
- Putting the work at the center of the room, not you
- Valency: when the group goes feral
- Using the group to defuse individuals
- Depersonalizing: making the issue the issue
- Moving it off to the side
- Using the physical space as a constructive resource
- Time bandits, narcissists and vocal non-believers

### The Role of Structure and Sequence in Building Trust and Accelerating Feedback

- Early disclosure as a test of willingness in the group
- Inact organizational groups vs mixed organizational groups
- Single-organization groups vs mixed public groups
- The anxiety/disclosure breakthrough curve: how to use both loose and tight structure
- 4 key disclosure tools: from light to significant
- 4 key feedback tools: from hallucinations to good data
- Feedback in the round: role and relationship biases
- How to build safety and normalizing feedback

### Raising the Heat

- Timing is everything: early flag and later immersion
- Open and closed: confidentiality and protection
- Calling the bluff
- Working with themes
- Establishing protocols
- Totems and taboos
- Connecting to feedback and re-entry
- When to suspend overt content and deal with the dynamics openly
- Which part of the facilitation process to explain - gaining permission, building boundaries
- Holding up the mirror as a distancing device
- Using the space to influence and contain group dynamics
- Exercises and breaks
- The group assembled as a data source

“Peter’s style is calm, direct, confronting and highly experiential. Every time I’m with Peter I’m at the edge of my comfort zone and in hindsight always better for the experience. There are Peter wisdom pearls woven into the fabric of all my coaching and facilitation work.”

**– Soozey Johnstone,  
Director, Method9,  
Melbourne**

*author of I Am the Problem:  
9 Obstacles That Suck away  
Organizational Success - and  
How Every Leader Can  
Overcome Them*

## Facilitator >>>>>

### Dr. Peter Fullerton



Dr. Peter Fullerton has worked for more than 30 years with organizations on how they can improve their performance by paying attention to leadership effectiveness, group dynamics and engaging people in change projects. His passion is to assist groups and individuals to find more effective, more creative and more satisfying ways of working together as the demands of organizational life increase.

Peter has been Senior Partner at Rushall Consulting Group (RCG) in Melbourne, Australia for more than two decades. For many years he was an Associate Program Director at Melbourne Business School Executive Education. Before establishing RCG in 1996 he worked in senior OD and consulting roles with BHP Petroleum, National Australia Bank, Ernst & Young, KPMG and the Public Service Board of Victoria.

He has a PhD in Applied Social Psychology. His research was conducted in the "Big Four" Australian banks.

Peter works with groups in the round. No simulations, no role plays, no distractions, no workbooks to prove that he’s smart. He focuses participants on the demanding and powerful work of becoming more leaderful and impactful in real time, and on how to build safety and permission to take peers and clients into the disruptive world of adaptive challenges. He guides people carefully to escape the habits and default behaviors that no longer serve them well, to acquire new insights about influencing and leading change, and to deploy a more sophisticated and targeted repertoire of behaviors built around adaptive leadership.

“Currently there are many men and women in executive positions... who have attained positional power without a sense of ‘presence,’ seem to have little of this dynamism, this ‘presence’ of the leader.”

– Ron Crossland (leadership development authority)

## About MindSpan >>>>>

Founded in Shanghai in April 2006, MindSpan is a client-centric leadership development company and a leading executive coach network in the APAC with more than 400 coaches including 45 ex-CEOs in top companies.

MindSpan’s core business is one-on-one executive coaching, which accounts for 60% of our revenue. In addition, we provide other cutting-edge coaching/leadership programs such as:

- **High-performance Leadership Team** program (HPLT, delivered in both English and Chinese).
- **Experienced Leadership Program** (ELP, an integrated 6-month leadership program blending assessments, workshops of 8 days and 1:1 coaching)
- **Global CEO Coaching** program by Gary Ranker and other top CEO coaches
- **Executive Presence for Impact program** (EPI)
- ICF-accredited **Executive Coach Certification Program** (ECCP, in both English and Chinese)
- **Leader as Coach** workshop (LaC, delivered in both Chinese and English)
- **High Flyers Leadership Coaching** program (HFLC, low-cost coaching program for HIPOs/mid-level managers)
- Marshall Goldsmith **Coaching for Leadership Excellence** workshop (C4LE, designed and delivered by Goldsmith himself)
- **Thinking and Leading Strategically** workshop (TLS, customized workshop)
- **Leading Transformation Alan Mulally Way** workshop (LTAM)
- **China Leadership and Executive Coaching** Conference (CLEC, biyearly conference, the 5<sup>th</sup> CLEC will be held in Shanghai in 2019)

MindSpan serves more than 400 leading MNCs and Chinese companies. Partial client list includes Microsoft, J&J, GE, Ford, IBM, Deloitte, Bayer, Mars, Standard Chartered, Roche, Boehringer Ingelheim, ABB, Bristol-Myers Squibb, Novartis, Texas Instruments, Coach, AB Agri, Starbucks, GSK, ThyssenKrupp, Philips, BCG, Bosch, Schneider Electric, Coca Cola, Pfizer, Jaguar Land Rover, Intel, B.Braun, Bertelsmann, McKinsey, Eaton, Saint-Gobain, Honeywell, Delphi, PepsiCo, Cisco, Mead Johnson Nutrition, L’Oreal, Richemont, Lenovo, Huawei, Alibaba, Midea, JD.com, Lianjia and China Resource.

We serve clients in Greater China, Japan, Korea, Thailand, Indonesia, Singapore, Vietnam, India, Australia, Israel, South Africa, EU and North America.

## About Rushall Consulting >>>>>

Dr. Peter Fullerton established Rushall Consulting Group in Melbourne in 1996. RCG works with clients in the private, government and not-for-profit sectors on

- leadership development
- high functioning groups
- collaboration, and
- engaging people in change

Peter developed deep facilitation as a diagnostic framework and as a methodology across 20 years’ experience and learning. He uses it in all his client work.

RCG’s clients include AGL, Amgen, ANZ Bank, Australian Super, BHP Billiton, Boral, CSIRO, CSL, National Australia Bank, Emirates Airlines, Ericsson, Ernst & Young, Fletcher Building, Fosters Group, GHD Engineering, General Motors Holden, IHG, Lion Group, Queensland State Government, PwC, Rio Tinto, South Australian State Government, Telstra, Victorian State Government, Uncle Tobys, and more.

**Reserve Your Seat Today!**

## Workshop Information

**Dates:** October 21-22, 2019

**Venue:** Shanghai Marriott Hotel Pudong East/上海金桥红枫万豪酒店

**Address:** 15 Jinqiao Road, Pudong New Area, Shanghai/浦东新区新金桥路15号

## Participation Fee & Discounts

Item	Fee	Remarks
Individual Fee	RMB ¥ 15, 800 (US\$2,488)	
Group Fee	RMB ¥ 14, 220 (US\$2,239)	We offer a 10% discount to companies that send 3 or more participants

## Participant Information

#	Full Name	Company	Title	Cell Phone #	E-mail
1					
2					
3					

## How to Make Payments

or x	Bank transfer/电汇	See the bank account information below
or x	Check/支票	See the company name below

(人民币支付)

公司名称：上海励行企业管理咨询有限公司

开户名：建设银行上海分行花木支行

Swift code：PCBCCNBJSHX

银行帐号：3100 1523 2120 5000 5786

(Payment in US\$ Or Other Currencies)

Company Name: MindSpan Asia Ltd.

Beneficiary Bank Name: HSBC Hong Kong

Beneficiary Bank Address: 1 Queen's Road Central, Hong Kong

Beneficiary Account Number: 848 654 232 838

Swift Code: HSBCHKHHHKH

**Register Now! >>>>**

- Fill out and scan the Registration Form and send to your Account Manager or contact myron Li by email myron.li@mindspace.cn or by phone (86-21) 5059 8969 x 807

## Terms & Conditions >>>>>

- Participant fee is inclusive of participant workbooks, refreshments and luncheons.
- The program participant shall not videotape any session of the workshop.
- If you are unable to attend, a substitute delegate is welcome at no extra cost. Or your registration can be credited to a future MindSpan workshop.
- Participant fee will be paid in full amounts and invoice will be issued upon receipt of full payment of participant fee. For corporate participants, we can also issue invoice before payments are made.
- Cancellations should be confirmed in writing four (4) weeks before the workshop commencement date. In this case, half the participant fee will be charged for cancellation. MindSpan will not accept cancellations within four (4) weeks of the workshop commencement date. Workshop workbook, however, will be couriered to the delegate.
- Failure to attend this workshop without prior notice will result in loss of participant fee.
- MindSpan will refund full participant fee if the workshop is cancelled due to its own operational reason, but will not be held accountable for any other expenses incurred by the participant or his/her employer as a result of the cancellation. Alternatively, the delegate can choose to attend another MindSpan workshop to be organized in future.
- MindSpan reserves the right to change the dates, location, trainer or combine the workshop with another Mindspan workshop as a result of circumstances beyond its control or as it deems necessary, without penalty and in such situations no full refunds, part refunds or alternative offers shall be made.
- The registration information you provided to MindSpan will not be published or shared with external parties for whatever purpose.
- 100% attendance in the 2-day workshop is required for certification.