



Interaction and communication¹ Individual preparation on a reflection process Questionnaire for projects and organizational processes^{2 3}

Introduction and overview:

Organizing and organization imply order, reliability, predictability, accountability and are a conditional for productive cooperation and sustainability in all areas of the working life. However, this is only one side of the coin. The complexity and changes require adaptation and evaluation to organizational processes.

Learning is associated with change, openness, surprise and uncertainty for a period of time, while in search of new organizational routines. With this questionnaire we ask you kindly to name previous experiences, in order to strengthen interaction and communication skills.

When facilitating reflection of contributions, the participants increase knowledge on communication, accelerated learning and collaboration, and enable an atmosphere of mutual listening. This is the foundation for a consensual agreement and growing implementation.

This questionnaire collects the information about the interaction and communication in a chosen context, which will be utilized to reflect on the processes with the people involved in the situation.

Context: What area does the questions focus on?

Please answer the questionnaire on interaction and communication in this context.

1st Step: Evaluation

7 key areas will be described. Each area has two opposing scenarios which are to be rated according to the current situation. Please read the two contrasting descriptions with caution and mark the circle appropriate to your situation with "x".

2nd Step: Observation

After you evaluated the 7 tension areas, describe an everyday life situation related.

3rd Step: Perspective

For the final step you are asked to personally identify the importance of innovative development towards a new learning culture. Please use the chart in the final part of the questionnaire and give feedback on priorities you chose in the context.

Please read the following descriptions of the spectrums of interaction and communication with caution and mark with "x" the one appropriate circle that fits to your situation.

¹ Author: Martin Carnap (2016)

² This questionnaire focuses on a group of people that follow shared objectives. These people belong in the same unit or group, or a mixed group with multiple units or organizations.

³ This group includes professors, teachers, trainers, facilitators, instructors, developers, and specialists.

1st Step: Evaluation and **2nd Step:** Observation

Please read the following descriptions of the spectrums of interaction and communication with caution and mark one "x" in the appropriate circle that fits to your situation.

Tension area 1: Mutual support		
Support is happening naturally in everyday life. Providing support is an organizational standard.	<input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/>	Only few support is provided. Supporting takes a long time, everyone rather works individually.
Mark "x" in the circle that fits to your situation		
Observations from your everyday life in the selected context:		

Describe an observation that matches your ranking

Tension area 2: Evaluating experiences		
The evaluation of experiences is part of operational processes; everyone regularly evaluates their experiences and is taking advantages from it.	<input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/>	Experiences are only evaluated rarely. Assessment results are put away in a box. Success of others is observed with critical distance. Mistakes are hidden from each other.
Mark "x" in the circle that fits to your situation		
Observations from your everyday life in the selected context:		

Tension area 3: Workload		
The tangle of rules is time consuming, there is work and time pressure; there is no time to establish and maintain informal contacts.	<input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/>	There are planned open spaces and informal contacts are fostered. Free spaces are used for maintaining networks and searching for new tasks.
Mark "x" in the circle that fits to your situation		
Observations from your everyday life in the selected context:		

Tension area 4: Distributing the functions		
Actors work simultaneously in different groups and implement joint projects. The parts of organization are interconnected horizontally and vertically.	<input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/>	There exists a high degree of specialization in small groups, where the group members communicate in their own language (code). There is only little contact between the different parts of organization, territorial thinking.
Mark "x" in the circle that fits to your situation		
Observations from your everyday life in the selected context:		

Please read the following descriptions of the spectrums of interaction and communication with caution and mark "x" in the one appropriate circle that fits to your situation (one circle).

Tension area 5: Transparency and confidence		
Information is active and open. The actors are well informed and communicate proactively. Confidence is based on the transparency.	<input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/>	Information is barely clear. The actors are badly informed.. The lack of information is used as a tool of power. The possibilities of exchange are rare.
Mark "x" in the circle that fits to your situation		
Observations from your everyday life in the selected context:		

Tension area 6: Freedom of expression		
Expressing criticism presents a risk, one falls in disgrace and the proposals are not taken seriously. Discrepant thoughts are taken as not asserted, and critics run risks.	<input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/>	Criticism is requested and rewarded, proposals are taken into account and change is seen positively. Everyone is welcome to replicate.
Mark "x" in the circle that fits to your situation		
Observations from your everyday life in the selected context:		

Tension area 7: Culture of innovation		
Topics of innovation are not communicated clearly. Any effort is fragmented into too many uncoordinated initiatives. The work remains in the hands of some individualists.	<input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/>	Innovation is driven from different directions. There is a clear definition of priorities and grouping of initiatives. Working together has high priority and everyone ensures to pull the cart.
Marque con x según su percepción de la situación actual.		
Observations from your everyday life in the selected context:		

3rd Step: Perspective

Please identify out of your point of view the importance of each key area for innovation development towards a new learning culture.

Please rank the numbers 1,2,3,4,5,6, and 7 in the left column, without repeating any number, according to the importance of each key area.

1: Very important 7: Only somewhat important.

Rank	Tension area for the development of innovation
	Mutual support
	Evaluating experiences
	Workload
	Distributing the functions
	Transparency and confidence
	Freedom of expression
	Culture of innovation

Of course the questionnaire is anonymous (without indicating names) and the results are presented namelessly as a manual for the group to analyse in a feedback session.

Thank you very much for your contribution

The framework for the development of cooperation is presented by Zimmermann (2011, 2016). The creation of this questionnaire and the presentation in e-meta was supported by Gunter L. Huber, University Tuebingen, Germany. Didactics and methodology for change processes and the electronic platform e-meta have been created by Metaaccion S.A., The certification "Change processes" of Metaaccion provides access to the electronic platform for managing interview campaigns of collaborators and create materials for participants, and skills to facilitate events in a big range of groups. This helps to integrate teams, promote cooperative leadership and develop competences needed. The orientation to practical application and the active learning approach are the real advantages

⁴ Zimmermann, Arthur (2011): Kooperationen erfolgreich gestalten. (Shaping Cooperation Networks). Konzepte und Instrumente für Berater und Entscheider. Reihe: Systemisches Management. Schäffer-Poeschel, Stuttgart and its spanish version

Zimmermann, Arthur (2016): Sistemas de cooperación. Conceptos y herramientas. Abya-Yala, Quito