

Effective Communication: A person-centered approach to successful projects, Certificate Program

Course structure

The total work load for the course “Effective Communication” is 15 ECTS. **Duration:** 1 year

Modules		In-Class-Teaching			E-Learning, Preparation, Assessments	12 months duration
		Days ¹	Teaching Units (UE)	Hours	Workload in hours	
5 ECTS	Module 1	7,5 days	75	56,25	68,75	
	Part 1 -Initial Workshop -Encountering self and the other Person-Centered Communication – foundations	1 day 3,5 days	45			
	Part 2 Encountering self and the other in business Person-Centered Communication in project work	3 days	30			
5 ECTS	Module 2	6 days	60	45	80	
	Encountering international diversity International Communication as Interpersonal Encounter	Summer-school				
5 ECTS	Module 3	6 days	60	45	80	
	Cooperating in (inter)national teams International Communication and the Learning Organization	Winter-school				
TOTAL		19,5 days	195 UE	146,25 + 228,75	375 hours	

Module 1: Person-Centered Communication - foundations and applications in project work

Teaching units	75 units (à 45 min.) (Part 1 – 45 UE, Part 2 – 30 UE)
ECTS credits	5
Focus	Theory and practice of Person-Centered Communication with special emphasis on application in project work
Part 1	Person-Centered Communication Basics
Contents	<ul style="list-style-type: none"> - Theory and practice of Person-Centered Communication - Basic concepts of Person Centered Communication such as: Congruence, acceptance, empathic understanding, actualizing tendency, active listening, conditions of worth, self-concept, contextual selves, etc. - Differences between Person Centered Communication and the basics of selected communication theories (Schulz von Thun, Harris, Watzlawick, Rosenberg) - Encounter groups and the group/team process - The theory and art of dialogue (according to Boehm) and discussion

¹ A full day corresponds to 10 teaching units à 45 min; half a day corresponds to 5 teaching units à 45 min.

Learning outcomes	<p>After passing the first part of Modul 1, students</p> <ul style="list-style-type: none"> - Know the principles of the Person-Centered Approach and have gathered initial experience in applying them - Are aware of their and others' expectations and objectives regarding the certificate program - Can explain the major differences between Person Centered Communication and the basics of selected other communication theories - Can explain the concept of encounter groups and know their advantages and risks - Are able to apply various active-listening techniques in face-to-face and online discourses and reflect upon their experiences - Express themselves more freely than before and are able to listen more precisely and actively - Are able to distinguish between dialogue and discussion and to apply, with initial skills, each of the conversation modes appropriately
Part 2	Person-Centered Communication - Applications in project work
Contents	<ul style="list-style-type: none"> - Overview of learning and motivation theories - Person-Centered Communication and agile practices in classical and agile projects - Promotive activities in person-centered, technology-enhanced cooperation and teamwork - Group/team facilitation and decision making in person-centered settings - Means to transfer concepts into practice, e.g. theme-oriented encounters, group dialogue, role-play and constellations, process reflection, personal diaries, wiki spaces, social networks
Learning outcomes	<p>After passing the second part of Modul 1, students</p> <ul style="list-style-type: none"> - Know the major learning theories and are aware of the function of experience for their development - Know major theories of motivation and are aware of what motivates them - Are able to communicate effectively while applying agile practices - Can apply agile practices in small team projects - Can design and chair/moderate project meetings based on person-centered principles - Have acquired multi-faceted experiences and can reflect upon their transfer the concepts acquired so far in the certificate-course into their work context
Assessment Mode	<p>The first part of Module 1 requires the writing of a short module-paper with a focus on aligning the theory and practice of person-centered communication. Preference is on working together with another participant although individual papers may also be acceptable upon request.</p> <p>Learning contracts with individual- and/or team learning goals will accompany the team-projects of the second part of module 1 that focuses on the transfer of competences into work-related contexts.</p>

Module 2: International Communication as Interpersonal Encounter (winter school)

Teaching units	60 units (à 45 min.)
ECTS credits	5
Focus	Dialogue, feedback, conflict resolution, and cross-cultural communication
Contents	<ul style="list-style-type: none"> - Application of the Person-Centered Approach in multi-national communication settings - The group process in Cross-Cultural Communication Workshops - Dimensions of intercultural differences as to: Time-types, collectivist and individualist, power distance, high versus low context, etc. - Active listening between persons from different cultures - The expression of the person-centered core attitudes in different cultures - Cultures and gender - The nature and process of conflict - Conflict resolution, mediation, peace-work in the person-centered approach - Conflict resolution, mediation
Learning outcomes	<p>After passing this module, students:</p> <ul style="list-style-type: none"> - Can explain the meaning of the dimensions of intercultural differences - Can reflect on language use (or translation) in intercultural groups - Can reflect on difficulties in communicating in a foreign language and to propose and apply workarounds to overcome the resulting problems - Are aware of one's cultural origin and assumptions and the resulting attitudes, habits, non-verbal communication, cultural similarities and differences, mental models, etc. and can reflect upon these observations and experiences - Are able to apply active listening to persons from other cultures and can reflect upon their attitudes and skills in specific active listening situations - Meet persons of other cultures with more understanding and openness to experience than before - Communicate in international/interdisciplinary contexts with more sensitivity than before - Know about the nature, types, resolution strategies of conflicts - Know how to apply the steps of a mediation process - Can reflect upon their actions in project-related conflicts - Can orient themselves faster in new and intercultural situation
Assessment Mode	The written deliverable of module M2 is a detailed reflection on the process within oneself, the process within the group, and the envisaged transfer of experiences to work-related activities. The (inter)personal experiences are then related to group processes in workshops described in the literature and processes in project teams as experienced by the participants. Preference is on working together with another participant or a small team although individual papers may also be acceptable upon request.

Module 3: International Communication and the Learning Organization (summer school)

Teaching units	60 units (à 45 min.)
ECTS credits	5
Focus	Reflective practice, appreciative inquiry, identifying mental models, developing shared visions, leadership and facilitation styles
Contents	<ul style="list-style-type: none"> - The concept of a learning organization - The 5 disciplines of a learning organization - Systems thinking and the concept of self-organization - The Person-Centered Approach as a basis for the learning organization - Nation- and culture specific expressions of the person-centered core attitudes - Applying the 5 disciplines of a learning organization in an international context, in particular identifying mental models and developing shared visions - Building sustainable communities/networks for significant learning. Participants' contact beyond the certificate-course.
Learning outcomes	<p>After passing this module, students:</p> <ul style="list-style-type: none"> - Can explain the concept of a learning organization and the essence of each of the five disciplines - Know the principles of self-organizing systems and can apply a systems thinking perspective to their problems - Can analyze in how far the Person-Centered Approach can serve as a basis for learning organizations - Can see their personal goals, visions, mental models, theories-in-use more distinctly than before - Build a shared vision on top of their personal visions in a group process facilitated by the module-facilitators - Can reflect upon culture/nation/community- and person-centered ways of expressing the person-centered core conditions of congruence, acceptance and empathic understanding - Can reflect upon their acquired knowledge by the means of a certificate-course thesis, ePortfolio entries, and reflections on self-organized records of the application of their competences in their work or study related contexts - Continue learning together and supporting each other as a significant learning community
Assessment Mode	In module M3 participants explore how far their person-centered attitudes are developed and give each other detailed feedback in the final part of the workshop. Together with the facilitators they explore the competences they gained, who meant what to whom, and who made which contribution to the group. Participants, who have not developed sufficient communication skills, will need to evolve and prove their communication competence prior to receiving the certificate. Participants present their ePortfolios and deliver a work product (text, video or interview or drawing or slide show or piece of drama, etc.) on how Person-Centered Communication and the five disciplines of the learning organization will influence their work contexts.