



**CASE STUDY**

**MANAGEMENT DEVELOPMENT**

**DIALOGUE**

**DIALOGUE** – Dialogue cards are carefully created and selected set of abstract images, photos, and symbols to creatively kick-start, renew, diversify, and qualify group discussions and conversations to enable participants to 'open up' about their thoughts and ideas in a safe environment.

Outlined below is a description of how this image-based experiential activity was used as part of an internal leadership programme during a session on high performing teams to allow groups to visually create a future vision of the team and a bold statement to capture it.

This case study is provided City of Glasgow College and is based on an event organized for more than 100 college managers that came together. Subsequently several managers have now approached the Organisational Development function about using the cards with their teams. There were a number of newly appointed as well as some established managers from across the college representing not only the faculty areas but also the support directorate

Here is the explanation of how Dialogue activity was introduced:

### **Team Vision Exercise**

For the purpose of this exercise you are part of a new management team.

Imagine it is 5 years from now and the team is being recognised for making a game-changing contribution.

### **Step One**

From the images on the table select one image to represent each of the following:

- The way the team works together
- What it feels like to work as part of this team
- What others e.g. senior management/students/stakeholders are saying about us

Once everyone has selected an image to represent the points above each person is invited to share their chosen image and explain the reason for selection

### **Step Two**

As a team distil the range selected down to one or two images for each point to create a collective representation of the team vision.

### **Final Step**

Create a bold statement of the desired future e.g. "This team will be known for..."



Feedback from Douglas Alexander, Organisational Development Manager

*“Dialogle cards provided great feedback, but furthermore these image cards turned out to be a great tool that could also be used in the future.*

*A week after the event there were managers asking for sets of Dialogle cards to use in their team meeting. These provided an opportunity for everyone to speak up. Not only was the manager talking, but all the team is involved and everyone has a chance to express themselves. The engagement from everyone is the same. Of course, more vocal members speak up first, but passive ones also have the opportunity to talk.*

*Images help, as a picture speaks a thousand words. This activity has also proved useful with multicultural teams where language may be a barrier and even when a translator is used, the images still provide the depth for the conversation. Images encourages sharing in an open and honest environment.”*