

Intervision

- a powerful tool to explore a dilemma for which a person seeks advice and to design tips and solutions based on its root cause -

Intervision (also known as ‘peer-to-person’ or ‘peer-to-peer’):

AS = Advise Seeker / AP = Advise Provider

One person in the group brings a dilemma or question to the group. (S)he is the Advise Seeker. The other group members are the Advise Providers.

Introduce dilemma and formulate questions

AS: Dilemma/question: introduce the dilemma, explain why this is a dilemma and provide context and information.

AP: Each person writes down 2-3 open questions for him/herself.

Objective: to complete the understanding of the dilemma, no advise, no solutions!

By asking questions the group gets a better understanding of why this is a dilemma.

AS: (S)he writes down all the questions.

Several rounds of asking questions

AP's: Asks 1 question at a time, when the answer is unclear a follow-up question is allowed.

AS: Answers the question or can choose not to answer.

AP's: 2-3 rounds of questions until there are no more questions.

‘Positive gossiping’

AP's: As a group, exchange observations for about 10 minutes: What reactions pop up when you listen to the answers? What are your thoughts and ideas? The idea is to exchange thoughts and ideas freely with each other. No judgments! Just observe and reflect.

AS: Stays in the room but not at the table and listens to the exchange.

After about 10 minutes the AS re-joins and gives a first impression. What does (s)he experience when listening?

Reframing dilemma by AP's

AP's: Write down for yourself ‘My dilemma is’

(What do you think the real dilemma is if you get under the skin of the other?)

AP's: Reads out the dilemma as the see it.

AS: If the AP who reads out the dilemma is ‘warm’ or ‘cold’. No further reaction or comments.

Reframing dilemma by AS

AS: If you listen to all the questions and reframed dilemmas how would you describe your dilemma now? ‘My dilemma is’.

Advise and tips ‘as a friend’

AP's: If you oversee the whole situation what are 2-3 tips/pieces of advise you want to give to the AS as his/her buddy or friend?

AS: Which pieces of advise/tips you want to take back?

Closing

All: Short exchange on what insights this intervission has brought to you.

Examples of dilemma's from family members

- I have decided to step down from an operational role and become a non-executive in the board because the leadership style that is needed now in the company does not match with how I want to run the company. Now my father has asked me to temporarily replace his PA as she is ill and because there are some important dossiers to handle. I don't know what to do as I do care for our family business.
- My father is convinced that there should only be one captain on board. Therefore he rejects my proposal that I want to run one of our companies together with my husband. We complement each other very well. Given the complexity of the business and the commercial challenges it is the best solution. How hard should I play this?
- As a family we are very close and cherish our good relationships. But now the transition from my father to me and my siblings is putting some fundamental questions at the table. We have started family meetings but find it difficult to go beyond informal conversations.
- I feel a huge responsibility for our family business which my father confirms and stimulates to take it in full. But with my 3 children and my illness I can't meet my own and my father's expectations. How can I find a suitable role?
- In my own time and with my own money I have developed a new IT platform which increases planning efficiency in our industry very much. So, it can also be helpful for our family business. Now my uncle, who is the CEO, wants to incorporate it without providing a compensation whereas I feel that is not fair and will limit the expansion of my new platform by selling it to other companies as well.

Examples of dilemmas by team members

- It's more difficult to attract participants to our events, numbers are going down, whilst we communicate more. What could we do?
- The board questions the amount budgeted for FBN International and wants to know what the tangible deliverables are for our members. I don't seem to have the right arguments that are convincing for the board.
- We send out all the materials well before the board meeting but when at the meeting I still must provide a lot of information because not all have read it. Necessary decisions are postponed. How can I make it more effective?