

Structured covision model¹ – a method to work with a critical case

A group of participants

(e.g., 4 to 8 participants + the process leader who will keep time and focus)

I Start of the process and gathering information (approx. 30 minutes)

1. Each group member (participant in the discussion) presents a case they need to discuss and gives a very short overview of the case topic to the group. The group decides the order in which the cases will be discussed (for example, the decision can be made with open or closed voting). It might happen that during one gathering, only one of the cases will be discussed (thus, regular meetings and taking care that each member has their case discussed during a reasonable period might be something to consider).
2. The person who brought the case to the group will give a more thorough overview of the topic, the particularities that play an important role in the case, and activities that have already been carried out to improve the situation. The person will also verbalise the need or question they wish the group to help them with. The person leading the discussion should be attentive here so that the need/question will be verbalised. The response should be useful for the person presenting the case.
3. The group members will write one or two questions asking for further information about the case on pieces of paper. Afterwards, the group members take turns asking the case leader questions. The person presenting the case will try to answer the questions as best as possible. The leader of the process should keep in mind that this is not yet the phase where group members should make suggestions or come up with solutions. Sometimes, the questions contain “hidden” suggestions or solutions in the wording. It is important to cover as much information about the case as possible and avoid situations where the

¹ Vesso, S. (2020). *Kovisiooni käsiraamat: kolleegidevaheline coaching*. Tallinn: Dictum.

person presenting the case could feel the need to start arguing or justifying the choices made.

II Deepening the understanding and sharing experiences (approx. 20 minutes)

4. The group members have a round discussion of the case where they analyse different aspects and share their own experiences with (kind of) similar cases. The person presenting the case will not participate in the discussion but just listen to it (the person might leave the room/group for this activity). The process leader should ensure that the group and the case presenter do not engage each other in the discussion. It is useful to listen to other people's thoughts, ideas, and experiences to develop a wider understanding and perhaps gain new perspectives.
5. The process leader should also remind the group to keep the suggestions and solutions out of the discussion. There might often be a short pause of 5 minutes during the discussion. After that, the discussion resumes on a deeper level.
6. The group members will each write a suggestion or a possible solution (or two) on a piece of paper. Then, they will communicate their suggestions or solutions to the person who presented the case; furthermore, they will hand over the pieces of paper (so that the person will have all the suggestions and solutions at hand later on). The case presenter and the process leader will again join the group for this activity.

III Conclusion (approx. 15 minutes)

7. The person who presented the case will thank the group members and reflect on the suggestions/solutions in a general way, bring out their values, and name the first (two) suggestions/solutions they will try to implement. The process leader should take care of two aspects. First, the person presenting the case will not focus on the negative or impossible aspects but on the valuable and applicable aspects. Second, the person presenting the case will describe how their original need or question was answered.
8. Every group member will bring out what they learned from this process/case/discussion.