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## Overview of methods in an alphabetic order

Moderation methods follow the stages of the group process and the respective requirements of the situation. The standard for the selection of methods is determined by the group`s mood and the factual problems, which have to be solved. Methods are applied to proceed in the topic.

### Action–reactions

It is about fun, communication, change of levels, perception.

The participants walk around in the the room. Everybody follows his own way in his own speed. After a while the group tries to reach a common speed. As soon as this is successful, somebody changes his speed significantly (he can also stop). The group immediately tries to copy this speed. Alternative: not the speed changes, but a different form of locomotion is chosen.

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### Arguing in written form

For the suggestions of the sub-groups there is developed a list (for example on a flipchart) with pro and cons, which are just shouted spontaneously by the participants. The rule: the moderator writes down the shouted arguments in keywords. The order of the shouts is not important. The arguments must not be commented. Comments and "killer phrases" will be rejected. Every argument is written down. But the time for pointing out an argument is limited. After finishing the argumentation in written form there is time for an evaluating and reflecting discussion in the plenum. To the reflection belongs the determination of criteria, which serve the reflection.

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### Brainstorming

A brainstorming is an easy technique to quickly collect ideas regarding one topic. The goal is to produce a list with ideas, which can be discussed afterwards. After a brainstorming the group members can remove inappropriate and less important ideas from the list. During the collection of ideas there should be no evaluation. Everything should be written down without comment.

Preparation:

Choose a topic for the method.

Performance:

1. The entire group sits around or in front of one paper and chooses one person to be the writer.
2. Now the group members have to express their spontaneous ideas regarding the chosen topic. Everybody can speak several times.
3. The comments will be structured after the brainstorming by creating a mind map, a wall paper or by clustering the ideas.

Function of the moderator:

The task of the moderator is to introduce the method to the group and possibly also to write down the thoughts. He has to take care that everybody sticks to the rules:

- no comments
  - spontaneity.
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### Bridge building

Solving a task together as a team or a bigger group helps the participants to get to know each other and to interact. This method requires cooperation and a comfortable atmosphere. The participants learn to interact in the team and to present the result in the plenum.

#### Preparation:

You have to know how to lead a group to results. Therefore you should be familiar with group dynamics and with the method in connection with the topic.

Material: You can use for example 10 paperboards, 4 pieces of paper, 1 pencil, pens, glue, scissors, rulers, magazines, Scotch tape, triangles, calculators, straws, plastic bags, (for each group).

#### Performance:

1. Build groups (at most 6 people).
  2. Tell the teams that they have about 40 minutes to build a bridge out of the present material. The bridge has to be stable.
  3. Mention now that the equipment is not complete, some things seem to be totally needless others are absent. But there is another package, one for all groups. All the teams have to decide together what has to be done with this equipment.
  4. The groups work on their bridges.
  5. The built bridges are presented and awarded in the plenum. The cooperation of the teams and the knowledge they share determine the success of all groups.
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### Card query

In a moderation there are often used card queries for the collection of ideas. The moderator asks the group a certain question (visualize it!). The participants receive moderation cards. The moderator then asks the participants to write down their ideas or suggestions regarding the question on the cards. It is important to give precise orders, for example about the use of colours and the size of the writings.

There are two forms of card queries:

- The moderators collect the cards after some time and fix them on the movable wall. In this case it is possible to save the anonymity of the authors to a certain extent. This procedure is reasonable when there are for example hierarchic structures in the group. These could inhibit particular participants in giving a statement.
- The participants fix the cards on the movable wall themselves. This is reasonable when it is important to reveal the own opinion. The participants are for example asked to shortly comment on their card while fixing it on the movable wall (this procedure is also appropriate to bring a certain order into the ideas in the beginning).

The card query is very effective because the participants can work simultaneously and therefore collect many aspects in a short time. The card query also has an advantage in comparison to a discussion because those participants, who have problems to speak in an open discussion can equally state their opinions in a card query.

Sometimes it is important to collect as many ideas as possible. In this case the participants can write on as many cards as they want to. In other cases it is important to force the participants to only write down important aspects. Then the participants only get a limited number of cards (3 to 5).

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### Cause-effect diagram

The planned rules and procedures defined the causes. Afterwards the participants try to find out which effects the causes will probably have. In the next step it is discussed whether these effects are intended and wanted and which conclusions have to be drawn from the results of the diagram.

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### Circus exercise

This exercise is about imagination, fun and action. The participants perform a circus. Everybody chooses a role that seems right at the moment. There are animal trainers, animals, mu-

sicians, acrobats, etc. According to their role the participants look for fellow performers for their circus entrance. These groups appear one after another in the circus ring. Afterwards the experiences are being exchanged in the plenum.

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### Clustering

The moderation cards, which were collected in the first step, now become classified according to contexts. Those cards with similar contents are put together to a so called "cluster" Each cluster gets a headline. Like this there are revealed step by step different main topics. In the end there may be still some cards, which cannot be assigned to any cluster. The group does not work on them any longer but they will be visualized at a certain place in the room so that they can be used again if required. It is important that the participants agree when a card is assigned to a cluster. Especially important is the agreement of the author of the card (if the ideas were collected in an open way). This can happen in a verbal or in a nonverbal way. After the group has agreed on the built clusters the selection of the most important topics (the clusters) can take place by a point query.

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### Conclusion questionnaire

Questionnaires are a popular instrument to receive a feedback for a finished section within a meeting or for a total meeting. Questionnaires make sense if the participants have the feeling that their answers are taken seriously and do not remain without consequences.

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### Controlled dialog

This exercise is applied for efficient and exact communication. You invite two participants with different opinions, who hardly listen to each other, to lead a controlled dialog under the lead of your moderation. The three of you sit in the centre, the participants are sitting in front of each other and you are sitting beside them. One of them starts with a quite short statement, which is related to the subject. Before the other one gives an answer he has to repeat what he has heard completely and in his own words. Only then he gives his answer. His statements are also repeated by the dialog partner. These steps have to be repeated in the same order. After the first public demonstration of this method the group is split into subgroups, which consist of three participants. They lead controlled dialogs in the same way.

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### Decision matrix

First a table has to be drawn. Each line represents an evaluation aspect and each column represents a suggestion for the decision. Like this a matrix is developed, which is useful for the decision making. The participants receive for every cubicle in the matrix one sticking point. If the matrix consists for example of 20 cubicles, each participant receives 20 sticking points. These points have different colours: for example half of them are red, the other half is blue. So according to our example every participant would receive 10 red points and 10 blue points. Now the red points represent the factor 4 and the blue points represent the factor 2 to allow a differentiated evaluation of the decision alternatives (there can even be chosen more factors but the credo is: the less complicated the better). The participants can freely distribute these points to the cubicles according to their evaluation of the decision alternatives. An alternative, which is preferred by a participant, would then certainly receive one of his red points. It is also possible to fix several points to one alternative. Afterwards the moderator calculates the sum for each suggestion.

Like this a picture is created, which reveals the favourites of the group and brings them into a ranking. It is possible that the decision matrix shows a clear tendency to one alternative. In this case the group can show by raising hands whether it agrees on this alternative.

If there are only little differences in the evaluation of several alternatives there has to be a discussion about the advantages and disadvantages of these favoured alternatives. The decision can be made by a formal vote then. It is often recommended to make the participants move. On moderation cards there are written the favoured alternatives. These cards are afterwards placed in different corners of the room. The participants are asked to move to that

corner, which contains their most favourite alternative. Now it becomes obvious whether there is a clear preference of one alternative or whether further exclusion steps are necessary until there are only two alternatives left. The advantage: because the participants move within the room it is also symbolized which persons prefer which alternative and which participants are still doubting. A "more-step" procedure like this facilitates the involvement of the "inferiors". At the end of the process the "inferiors" are asked whether they can agree on the final decision. They can continue to express their doubts or they can accept the decision. This question leads to the reflection and to the ending of the moderation.

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### Exercise to practise faith

This exercise is suitable if a garden or park is available, in which the participants can move safely. The group is divided into couples, so that two persons work together. One of them is blindfolded the other one is leading. Both of them agree on who wants to go "blind" and who wants to lead the other. The "seing" person blindfolds the other and leads him on their way to a tree, a fountain etc. and leads the hands of the blindfolded to interesting things. It should not be spoken during this exercise. After a certain time they switch their roles.

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### Expert interview

The expert interview consists of six steps:

Step 1: previous clarification (Is the expert suitable to help?),

Step 2: prepare the expert for the interview (the participants` questions shall be in the focus, only the most essential aspects shall be mentioned),

Step 3: the participants collect their questions (Are the questions important? Can they be answered by the expert?),

Step 4: question circle (introduction, clarification of the rules, for example time limits, visualizations),

Step 5: The questions are answered (observe the attention, make further questions possible, indicate answered questions),

Step 6: ending (summary, common evaluation)

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### Flashlight

The flashlight gives a momentary feedback both regarding the factual level and the interpersonal level. The purpose is to catch present impressions. It is essential to first reveal and accept the individual thoughts. The remarks should be short in order to activate the participants to summarize the essential of their thoughts and to enable the others to follow.

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### Garden of living

The idea is to exchange concepts of live and to assign them to special questions of the professional life.

The task for the participants is:

Relax, close your eyes and breathe deep and calm. Do a bit of soul-searching and say quietly: "I am in the garden". Let the pictures and images regarding this "garden" come as they are: dive fully in the mood of this metaphorical field. After that the participants are asked to document their experiences and to think about which metaphor fits best to their "garden of living". The participants exchange their experiences.

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### Interior designers

This method is about group coherency, joy, playing, realizing the own needs. Several materials are put on the participants` disposal: scissors, Scotch tape, paper, cloths, pillows, fabrics, coloured paper, oil chalk, leaves, drawing-pins, candles, natural materials, etc. The participants design the room according to their needs. Alternative: The participants receive certain tasks

for the design: the seating plan, the wall decoration, comfortable corners, decoration of the floor, composition of colours, bringing in the topic of the seminar etc.. Afterwards there is an exchange of experiences in the plenum.

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### Jigsaw

With the Jigsaw method a text can be accessed by a group in division of labour, which turns out to be advantageous for all participants.

In a first phase the group works on a section of the text in division of labor (five sections = five working groups).

Second phase: The groups are arranged newly, with one member of each previous group in each new group, so that in all groups each text section can be described by a member. Like this all participants receive an overview of the entire text. Questions can be asked, tasks can be solved together. At the same time it can be observed how the individual participants deal with the text and which problems and perspectives result from it for the entire group. A condition for this method is a well arranged and meaningful text. If the compiling succeeds according to the Jigsaw method, the group perceives it as a successful experience.

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### Let´s see if I manage to get myself involved

It´s about fun, communication, strategy, self-esteem, dexterity and empathy. The participants form groups, which consist of three persons (A; B; C).

A and B are sitting in front of each other and start talking without hesitation about a given topic. C tries to participate in the conversation. After five minutes the positions change. In the end the participants exchange their experiences in the small group regarding the aspect of which strategies have been successful.

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### Letter to myself

The idea is to write down the current observations and feelings in privacy to think them over at a distant point of time. In a relaxed atmosphere the participants write a letter to themselves. There should be no restrictions regarding the content of the letters. Important is only the information about when the letter will be posted. This can be immediately after the seminar ending, some days or even some weeks later. The letters will be addressed and closed by the participants. The moderator takes care of the dispatching.

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### Mandala

Explanation in the context of conflict moderation: Large package paper is put on the floor. A circle with a radius, which reaches the outside margin of the paper, is painted around the centre of the paper. From the centre there are divided many segments, one segment for each participant. Each participant is asked to draw a symbol or several symbols for what he regards as the central point of conflict. As material oil chalk is suitable.

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### Mind map

A mind map is a method to collect ideas in an organized way. It is like a big map showing the relations between the thoughts, which are expressed in a group.

Preparation:

Think about the topic you want to talk about. It has to fit the group and the method. During the preparation you can create your own mind map just to see if it works for the topic.

Material:

You need a big paper, on which the map can be painted. There is also required a flipchart stand where you clip the paper (you can also use a table or the floor -please check it before everybody's clothes get dirty), pens, wax crayons and eddings.

Performance:

1. The members of a small group (4 to 8 people) sit around a big paper.
  2. One of them has to become the declared writer, who writes down all the ideas and puts them to the right places on the mind map.
  3. Now the group talks about the topic and the goals of the teamwork.
  4. The topic is written down in the middle of the paper and the writer asks the group for the most important aspects.
  5. These aspects are written around the topic like limbs. From these limbs the other not so important ideas are ramified. The entire group decides where the mentioned aspects should be painted.
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### Mood barometer

The mood barometer reflects in a visualized form the evaluation of the factual level and the emotional level from the participants' point of view. In this method the participants compare two different moments of the meeting. The procedure forces to connect in a straight way the "ups" and "downs" between these moments. Because in reality the process of the event is not straight and the "ups" and "downs" change with different ranges on the factual and interpersonal level the participants are forced to reflect and summarize their strongest impressions and moods.

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### My roots

Each participant chooses a place on the floor. The moderator gives an introduction to the question: "What are the roots of the conflict in my opinion?" This question refers to the most important conflict topics, which have been developed before. The participants are asked to present their perception of the roots of the conflict. This can happen individually or also in small groups. Afterwards the group discusses the objects, which have been developed. The conflict situation is specified. As material there are available -among others- books, fabrics, strings, cords, small dolls, soft toys, wood etc.

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### One minute paper

The one-minute paper can serve as feedback for the organizer and/or the moderators. On a prepared form the participants write down spontaneously their impressions from the meeting. These can refer to the contents, but also concern the group situation or the emotional level. Like this organizers and moderators can receive situational impressions, which can be compared to their own perceptions and interpretations.

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### Pair interview

After a meeting the participants get the opportunity to exchange their perceptions and feelings. They say how they perceived themselves in the meeting and how they were concerned by this behaviour in each case on the emotional level. The dialog partners try to explain to the other partner their observations and feelings, which are possibly based on unfounded perceptions or unknown interpretations. This offers the chance for a better understanding of the other person's position.

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### Partner work

In the partner work two until four participants work on a task together. The moderator determines a task or confronts the participants with a problem.

The terms of reference shall enable the participants to analyze a topic intensively and assess on the basis of their experiences.

The group members stimulate each other, different perspectives are expressed. Afterwards the partners formulate the quintessence of their exchange. The results are brought into the entire group.

The visualization of these results is guaranteed. The participants can either choose themselves who they want to work with or the groups can be divided by the moderators according to certain criteria or by drawing lots.

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### Point query

The one point query proceeds as follows: each participant receives a sticking point and puts it onto his favoured cluster-headline. The result of this procedure shows how important the single clusters seem to be to the participants. The advantage of a one point query is that you get a relatively clear illustration of the group's opinion. The disadvantage is that the participants cannot express their indecisiveness and differentiation in a one point query because they only have one point and they have to put it on only one headline. But especially in a selection it can be recommendable to allow a certain unclarity in the expression of opinions. Maybe the participants want to treat several topics equally.

In this case it is reasonable to use the several point query. This can be recommended when priorities have to be expressed. The rule: each participant gets that number of points, which represents the half of the cluster alternatives. If there are for example six clusters, each participant receives 3 sticking points (it should not be more than 10 sticking points). The participants can decide on which clusters they want to fix the points. Like this there is produced an illustration of the participants' ranking regarding the clusters. The rule: point queries represent opinion pictures or atmospheric pictures. If they are used for a decision the moderator formally asks for the agreement of the group. He asks the group whether the ranking, which is expressed in the picture, fits the group's decision.

As a feedback instrument it is suitable to interrogate the interpretations of the group concerning a certain problem. It is essential to formulate a precise, concrete and understandable question in order to ask for the problem.

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### Poster session

A poster session is appropriate to collect all the pieces of information, which are important to the employees. The poster is a short illustration of the issue.

Usually movable walls are applied for the poster session to fix the posters on them. The posters (made of poster paper) have the size of about 120 cm x 150 cm. The headline of each poster contains the topic and the names of the participants, who created the poster.

The group members are asked to design a poster with those pieces of information, which are most important to them, individually or in small groups. The criteria can but do not have to be determined before. During the poster session all participants have the opportunity to watch the other posters and discuss them with the authors. Afterwards the impressions from the poster sessions are exchanged in the plenum.

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### Role play

Explanation in the context of a conflict moderation: Everyone notes a short description of his situation in the context of the conflict. This can be a scene, which states his experience and his attitude in this conflict. Afterwards the participants with similar situations come together in small groups. The descriptions are exchanged between the groups and each group develops a scene from the descriptions of another group and presents it. Afterwards the played scenes are reflected. The results of this reflection are visualized for the continuation of the work.

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### Rotation circle

The rotation circle is a method to activate the participants and to discuss different topics simultaneously in many pairs.

Preparation:

Create a list of topics (imagine some on your own or collect them in a pre-discussion or in the plenum before the rotation circle starts). In a group, in which the participants know each other, you can also use "private" questions as topics in the rotation circle. Afterwards you copy all the topics, so that you have a complete list of all topics on one sheet. Another possibility is to develop a topic booklet, in which each topic is written on one page.

Arrange two chair circles with the same amount of chairs so that always two participants sit face to face while they talk about the topics.

Performance:

1. distribute the group to the inner and the outer circle
  2. give the topic booklets/papers to the participants of the inner circle
  3. the participants of the inner circle choose a topic from the list and start to talk about it with their neighbour in the outside circle (3-5 minutes)
  4. distinct break (ring the bell!)
  5. give the booklets/papers to the outer circle
  6. all the participants of the outside circle move one place to the left
  7. now all the participants of the outside circle choose the topic they want to talk about and the discussion continues as before
  8. after the break the booklets/papers are given back to the inside – another movement to the left or right takes place
  9. cooperative evaluation in the plenum.
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### Shall-is comparison

The shall-is comparison compares the data from the procedure planning with the really achieved results. This takes place in a matrix regarding different criteria. The "shall" is compared to the "is", the difference between them is discussed. The results of the discussion are picked up in the changed procedure planning. The comparison does not only refer to the factual situation itself but also to the process of the realization.

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### Silent writing conversation

On wall newspapers several topics are being listed, which have been discussed or compiled. The participants are asked to write down their observations and assessments regarding the topic in key words or in whole sentences. The participants are asked as well to complete, to assess, to contradict or to broaden the statements of the others in a written form. It is not allowed to talk. After a while a very differentiated image results from the perceptions regarding the discussed topic.

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### Supporter photo

In the end of the workshop the participants note their personal intentions and the overtaken tasks on a flipchart paper. Now each participant shall first present his flipchart paper to the plenum and afterwards everybody is photographed with his flipchart paper (which has to be well readable). These "supporter photos" are published in the workshop documentation.

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### Traffic light - feedback

You invite the participants to state their position regarding prepared statements, so that the participants get in contact with each other. For that purpose you hand out "traffic-light cards" (red, green, yellow): each participant gets a red, a green and a yellow one corresponding to the colours of a traffic light.

If possible the participants sit in a circle so that they can see each other very well. You start reading out the first statement. Participants who fully agree with it show the green card, those

who do not agree show the red card and those who agree partly show the yellow card. Now you can invite the participants to explain their chosen colour. The participants can also ask each other for a statement.

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### Two-field board

A wall newspaper is required for this method. The wall newspaper receives a headline and is afterwards divided into two areas. In these areas or fields there can now be noted for example all opinions regarding the pros and cons. It is important to make concrete remarks. The two-field board is easy to handle and suitable for the work in small groups. The method can also be extended to a four-field board.

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### Utopia game

The group consciously leaves the existing basis of reality, in order to create new ideas with the help of carefree intellectual games.

In the context of a compiling moderation the most important results from the previous phases are now projected onto the future:

- how would it be in 30 years,
- if this result was realized?

The utopias are discussed in small groups or represented pictorially with different means. Afterwards the results are presented to the whole group. They are thereby projected back onto the present.

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### Valueable water

For the farewell of the participants the moderators plan the method "valuable water". In this exercise the participants form a circle. Everybody forms a bowl with his hands. The moderator fills water into the first person's palms. This water is passed on from person to person. The goal is to lose as little water as possible until the last person of the circle is reached. This exercise serves to symbolize the group's common work. The moderators want clarify to everybody that the continuation of the process depends on how carefully every participant deals with the available resources.

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### Vernissage

The working results of the single groups are arranged together in the seminar room. The participants can stroll beside the pinboards as in an exhibition to watch the single results. They can attach their questions, disagreements, agreements and additions by symbols onto the results. The used symbols are discussed in the plenum afterwards. The advantage of this presentation form is that the participants can determine themselves the intensity and duration of their occupation with the pieces of information.

The results of the vernissage can be used, in order to prepare a presentation if necessary for other persons or groups.

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### Wall newspaper (painting a picture)

With this method it is possible to overcome the language barrier by leaving the speaking level. In this method the participants become artists. The topic of the picture is the reflection of the process of the group and the results.

Preparation/material:

You need a big piece of paper on which the participants can paint their picture (for example wrapping paper). There are also required crayons, wax crayons and eddings/markers in various colours. Magazines and diverse pictures can also be put at the group's disposal.

Performance:

1. Build small groups (at most 6 participants).

2. Tell the participants how much time they have at their disposal.
3. The participants design the picture freely.
4. The pictures are presented in the plenum.

Function of the moderator:

The moderator has to pay attention that the group sticks to the topic and to the task. The group shall be motivated by the moderator to start quickly with the picture and not to hesitate with the composition. The moderator makes clear that the picture does not have to be all perfect.

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### 6-hats method

In order to particularly clearly work out the outlines of a topic, the different perspectives are symbolized by six hats. A discussion topic is defined; six "thinking hats" in different colours symbolize these perspectives.

- white: neutral, objective;
- red: fire, emotion;
- black: caution, criticism;
- yellow: sun, optimism;
- green: nature, growth;
- blue: sky, overview.

Participants put on these hats, the discussion begins. It is possible to change the hats after a certain time.

The main statements of the represented positions are noted and evaluated together after the discussion. Before the participants are "delivered" from their roles.