



Direction in Dialogue

Facilitator Guide

A lightweight, repeatable format for bringing strategic conversations into everyday work.

How to use this guide

This guide supports you as a Dialogue Facilitator. It walks you through three phases – Preparation, Facilitation, and Translation – and gives you everything you need to run a focused and productive dialogue session.

You do not need to follow it word for word. Use it as orientation and adapt it to your team's needs.

What the guide is

A lightweight, repeatable format to reflect on strategic topics regularly and collectively.

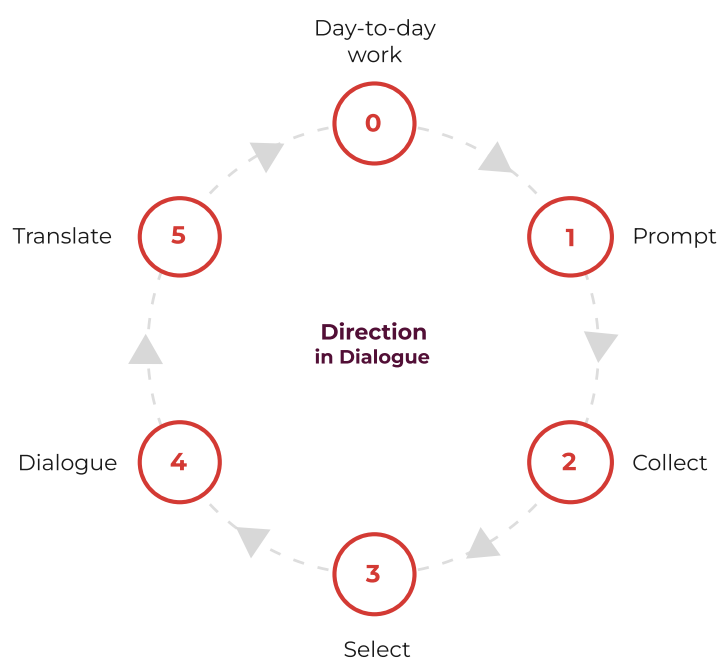
What this is not

Not a strategy workshop.

Not a place to find final answers or make big decisions.

The aim is to gradually build shared understanding.

THE PROCESS AT A GLANCE



- 0 Day-to-day work**
Real experiences, questions, and tensions arise.
- 1 Prompt**
A question is posted in the Thoughts Niche.
- 2 Collect**
Team members contribute thoughts and observations.
- 3 Select**
You curate the inputs and loosely cluster them.
- 4 Dialogue**
A 30-minute, focused conversation.
- 5 Translate**
Key insights are captured and shared.

Preparation

Before the meeting

1 Choose a topic

Pick something that has come up in the team, feels unclear, or relates to the future of Bogen. Any of the four topic areas below can serve as a starting point.

Future / Vision Where are we heading? What kind of organisation do we want to be?	Market / Clients Who are our clients? What are we observing in the market?
Organisation / Collaboration How do we work together? What could work better?	Day-to-day challenges & project work Which challenges or projects deserve strategic attention?

2 Formulate a guiding question and prompts

Keep them open, simple, and relevant. A good guiding question invites thinking – it is not a yes/no question. The prompts should spark different angles on the topic.

e.g.: What are we observing right now? | What could this mean for our future? | Where do we feel tensions?

Guiding question:

Prompts / further thought starters:

3 Set up the Thoughts Niche

Post the prompts and the guiding question in the physical Niche before the collection phase begins. Announce the collection phase to the team.

Even a few inputs are enough. Do not worry if not everyone contributes – the dialogue itself will bring more to the surface.

PHASE 1

Preparation

One day before the meeting

MEETING PREPARATION TEMPLATE

Fill this in before each session:

Topic area: Future / Vision Market / Clients Organisation Day-to-day challenges

Specific topic:

Guiding question:

Collect the inputs from the Niche and create clusters. Either physically or digitally here in the guide.
The inputs form the basis for the dialogue:

What is most important to explore?

PHASE 2

Facilitation

During the meeting | approx. 30 minutes

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- 1 Set the context** 5 Min.

Introduce the topic. Briefly explain why it is relevant right now. Share the guiding question with the group.

Keep this short – the framing matters more than the details.
 - 2 Explore perspectives** 10 Min.

Share the thoughts from the Niche, or invite the group to respond directly to the guiding question. Let different voices be heard without jumping to conclusions too quickly.

Question: What are you observing? What experiences do you bring?
 - 3 Make sense together** 10 Min.

Recognise patterns. Where do perspectives align, and where do they differ? What is clear, and what remains open?

Question: What do we keep hearing? Where are we uncertain?
 - 4 Identify next steps** 5 Min.

Close with something concrete. It does not have to be a decision — it can also be a question worth pursuing further.

Question: What does this mean for us? What could a first step be?
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HINTS FOR FACILITATORS

- You do not need to have all the answers. Your role is to create space for thinking.
- Keep the flow going. If the conversation stalls, return to the guiding question.
- It is okay for things to remain open. Unresolved questions are valuable.
- Protect the time. A focused 20-minute exchange is better than an hour that drifts.

Translation

After the meeting | 5 minutes

Only capture what really matters. The goal is not a complete summary – it is to make key insights visible and actionable.

1 Key insights

What did we understand? (2–3 points)

2 Open questions

What is still unclear or worth following up?

3 Possible next steps

What could we try or discuss next?

Shared through: Board Document E-Mail

EXAMPLE SESSION

Topic	Guiding question	Outcome
How do we want to collaborate across teams?	What is working well right now, and what is not?	Insights: Communication is unclear, responsibilities are not visible. Next step: Trial a short weekly alignment check.

Use this as inspiration – your sessions will look different depending on the topic.