



FEASIBLE

Fostering Sustainable Living Cities

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D4.1 Report on the outcome and the activities carried out within the consensus building paths carried out in the involved condominium

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Annex 1: List of meetings organized with building managers and various stakeholders associations (years 2019 – 2021).

Annex 2: Il facilitatore e lavorare in gruppo_ Training booklet for facilitators (in Italian)

Important note: this deliverable describes the facilitation activities carried out by the psychosocial team till December 2021. The facilitation activity still continues and it is expected to finish by the late spring/beginning of summer of this year and so the experience accrued and the lesson learned by this pilot facilitation work will be more exhaustively described in a subsequent deliverable.

1 The impact of the Superbonus and the pandemic situation to the initial facilitation methodology

The introduction of the “Superbonus” in July 2020 combined with the social constraints and limitations due to the pandemic situation brought severe changes to the facilitation methodology as it was envisaged in the project Grant Agreement. In practice the new measure made the consensus building path, that had to lead the condominium to a common and shared agreement to invest to improve the building energy efficiency performance, substantially useless. In addition to this, the pandemic situation has considerably limited, at least until late spring 2021, the possibility of holding condominium assemblies with the physical presence of condominiums (having to allow the participation of all apartment owners, including elderly people, it is not always easy or even feasible to organize these assemblies online).

In fact, while, before the Superbonus, the idea was to initially involve a small number of apartment owners so that to form a promoter group able to convince the condominium manager and the other owners to invest (the consensus building procedure), now it is no longer a question of convincing owners to invest but of reassuring them that the procedures put in place by the condominium manager to obtain state funding are correct and do not give rise to subsequent problems. Indeed, the introduction of the Superbonus if, on one side, made things easier by easily convincing many people to the necessity to carry out refurbishment projects in their buildings, being the costs of this refurbishment paid by the state, on the other side, the continuous changes brought to the Superbonus regulation (particularly on needed documents and type of eligible interventions) created a context of uncertainty with owners worried about the impacts of such changes on their pockets. Indeed, what was agreed for free with the Superbonus run the risk to become costly in case of missing documents, prices of supplies far from the national averages, missing or weak compliance with the required refurbishment standards, etc.

2 The activity of the psychosocial team

2.1 Support and involvement of the condominiums

To face this new and complex situation the psychosocial team (see below) decided to readapt and retarget its approach, giving more relevance to the facilitation service as third/trust part that can follow step by step the refurbishment process, providing qualified and trustable updates on regulation and assuring, in close collaboration with the OSS technical staff, the compliance of the condominium management with the law requirements. The task is in fact now more to assist than convince or drive the condominium assembly to the refurbishment. This new role of the psychosocial team is therefore being implemented through the following activities:

- The **organization of information meetings** addressed to condominium managers and/or group apartments owners that have contacted the OSS, to inform them about the

opportunities to take part to the Feasible project and to explain in details the services offered, especially the role of the facilitation and the commissioning services.

- The **organization of assistance and guarantee meetings** once the condominium have accepted to enjoy the OSS services. This unfolds through a continuous support to the condominium manager through physical and online meetings and to the entire condominium by assuring the presence of **one or more facilitators in the preparatory condominium assemblies** to settle possible problems and provide support to the participants to better understand the regulation changes and to reassure them about their correctness or about possible risks or unexpected results (such as extra unforeseen costs, administrative fines for wrong or uncomplete documentations).

In order to better illustrate these information, before, during and after the assembly the psychosocial team, together with OSS team, prepared some **information material** structured as follow:

- Premise: who are we?
- Energy poverty: what is meant
- The project: objectives and actions
- The Super Ecobonus 110%
- Who can benefit from it
- To do what?
- Facilitated interventions - Pulling & Trailing
- The maximum costs
- The payments
- Not only Super Ecobonus 110%

In addition to these introductory points, the psychosocial team prepared a presentation to explain **the meaning of the consensus building** approach and the services offered by the facilitators:

- The facilitation approach: objectives
- The process proposed and the number of meetings offered and the purpose
- What is the promoter committee and why it's so important?
- What are the rules of good dialogue: to facilitate comparison between owners?

It is moreover worth noting that the support offered by the psychosocial team does not end with the participation to the meetings and assemblies but continues, if required, before and after through bilateral or small group dialogues to **help settling possible quarrels and mutual incomprehension**. This interpersonal dialogues, the intensity and duration of which are not programmable but depends on the social situation in the various condominiums, can, upon request, also be extended during the period of work to support the OSS commissioning activity.

Finally, to create an environment of greater trust during the assemblies, the facilitators, in agreement with the building managers, lay out a writing memo during the assemblies by taking note of each question and answer. This memo is then used as communication material and sent to all apartment owners so that, also the people that did not participate to the assembly can be updated and engaged on the discussed topics.

The psychosocial team started its activity from May 2021 by both participating to condominium assemblies and organizing meetings with building managers as well with apartment owners (see annex 1). In fact, in addition to the participation to the condominium assemblies, due to the need to introduce last law's news on refurbishment works, the facilitators had to meet two- or three-times

condominiums that had initially joined the project but that after stopped their process putting them were in a ‘stand by’ phase or even renouncing to the refurbishment works. **Additional meetings** were also organized in condominiums that were already in the project, in order to reassure the owners that they were not affected by the changes. Moreover, this situation generated an increase of requests of the consensus building by condominiums with **hard conflicts between owners**.

More in particular during the **period May – December 2021** the number of events organized or participated by the psychosocial team has been:

- Number of assemblies: 21
- Number of meetings with building managers and apartment owners: 20

This **facilitation activity** was made possible by the fact that till December 2021 38 condominiums have been engaged by the Parma OSS “Sportello 100 condomini per il clima” of which 33 condominiums with 41 buildings (34 in Parma and 7 in Sissa Tre Casali) with a total of 754 apartments decided to join the project while 5 withdrew. Of these 33 condominiums:

- 21 condominiums are still in stand by
- 12 are fully using the facilitation support of the psychosocial team.

From the launch of OSS, September 23th 2020, Andrea Panzavolta, Marco Aicardi and Elisa Soncini from FormAttiva team organized a **bi-weekly call with Ates Parma** to monitor the situation of condominiums engaged and new entries in the project.

2.2 Meetings organization support to the assemblies preparation

To facilitate the decision process within the condominiums taking into account the **opportunities offered by the Superbonus** but also the problem arising from the continuous settling of this law, the informal, assistance meetings had, in general, the following objectives:

- To understand the composition of the condominiums’ owners and to encourage the establishment of informal promoters’ committees.
- To understand the logistics and the setting where the assemblies will be held (also to ensure that the Covid regulation was respected). All the assemblies were held in presence (was a mandatory choice, as to guarantee the validity of the votes during the assemblies).
- To introduce the opportunity provided by the law’s changes to the building managers (such opportunities were different for every building, so it often happened that building managers were not aware of it).

Moreover, the involved building managers were engaged in a process to prepare the assemblies. FormAttiva team led the process, managed the first meetings and assemblies, and supported the facilitators in the organization of the meetings, especially in cases where consensus was more needed (condominiums with owners of different countries, with more tenants than owners living in the condominium, with unpaid rents, buildings with unlawful construction in some parts of the buildings - especially in private parts such as modified balconies).

The psychosocial team also started to do **direct telephone calls to 37 managers of condominiums** where the refurbishment work carried out done by multiutilities, in order to convince them to join the project and use OSS services. At the same time, the team organized meetings with multiutilities companies to present again the services offered and to explain the ‘third part and guarantee role’

played by the facilitators and OSS and to show them why this role is particularly appreciated by owners.

Finally it is worth noting that, from the facilitator side, this complex situation challenged their professionalism to both refine their active listening and negotiation ability and methods and to become “expert” on the Superbonus main structure and details to help the building managers to face the different levels of complexity in the interventions due by continuous changing in the national law (we expect that the law will be finally stabilized during the year 2022). In particular, according to the experience so far accrued, in every meeting/assembly one of the facilitators’ main effort was to **‘translate’ the technical information** for the owners and explain complex and technical issues in everyday language. This often meant to speak in the debate and rephrase technical/complicated sentences both for owners than for technicians.

2.3 The composition of the psychosocial team

The psychosocial team was formed at the beginning of 2021 after a **training session** carried out during the months January and February of the same year. During the training session has been shared a training booklet with technical and practical suggestions for facilitators (see annex 2: “Il facilitatore e lavorare in Gruppo [the facilitator and working in group] Training booklet for facilitators”) Minutes for each training lesson was laid out and a final report on this training activity was finally outlined. In addition to this, a common virtual space on a Miro dashboard to share information among the trainees. Nonetheless, due to the pandemic situation, the team could only start its activity within the condominiums by the late spring of 2021.

The team started with **7 members** but due to the distribution over time of the number of involved condominiums, which allows to organize the facilitation work with a lower number of resources, it was decided to downsize it to **5 members**. This means that the subcontracts with two people with less experience on facilitation and technical aspects have been not signed and that now the team it’s composed by **FormAttiva members** (Aicardi, Panzavolta, Soncini) and 2 facilitators both with sufficient technical knowledge in the field of sustainability and refurbishment and good skill on the facilitation aspects.

3 Consensus building process: solutions to face unexpected problems

The table below shows the problems the psychosocial team faced during its activity and the corresponding solutions that have been adopted. The list of identified problems and related solutions will be updated by the end of the project according to the experience accrued at that time.

Table 1: Consensus building process: solutions to face unexpected problems

Problems faced	Solutions proposed	Actions	Relevance		
			High (need to redesign)	Medium (need changes in approach)	Low (need new materials)
Ecobonus changed the nature of the project: which target is nowadays to reassure owners that the decision to take advantage of the super bonus does not lead to problems in the future	Change consensus building approach. More focus on the relations with building managers	To organize more informal meetings with the building managers as to prepare the field during the assemblies To organize more informal meeting with owners interested in the refurbishment to understand who are the owners opposites to the refurbishment and why To offer facilitation services in the worksite of buildings that have started the refurbishment works			
Need to go fast in the refurbishment process without waiting for the services offered by Feasible	Meet the need	Proposed a specific facilitation/mediation process in condominiums that already started the refurbishment works. The process was proposed before and during the refurbishment work, also to explain the possible disturbances and inconveniencies caused by the interventions works and to provide feedbacks to the architects and engineers			
Lack of engagement of condominiums property of Parma Municipality	Define a specific strategy addressed to this condominium	<ul style="list-style-type: none"> • Have been organized meetings with Ates and Acer Parma (social housing) to understand how promote facilitation in condominium property of Parma Municipality • Proposed a specific facilitation process before and during the 			

Problems faced	Solutions proposed	Actions	Relevance		
			High (need to redesign)	Medium (need changes in approach)	Low (need new materials)
		refurbishment work, also to explain the interventions and related disturbances			
Lack of building firms and architects/engineers, etc.	Research of these actors in collaboration with OSS	Search for these business and professional services at condominiums that already started refurbishment works			
Lack of engagement of condominiums by multiutilities	Design a specific facilitation approach for this type of condominiums/buildings managers	Organized direct telephone calls to convince the building managers to join the project and use OSS services Organized meetings with multiutilities companies to present the services offered			
Covid pandemic	Limitation of meetings in presence. Legal problem to validate the vote in the condominium assemblies	Organize more online meeting, using a Zoom license. Enforce the use of online tools as online dashboard (Miro license) and Google drive			
Continuous changes in the regulation (documentation required, economic benefits with Ecobonus)	Accompany step by step the condominiums more closely	Organized more meetings with the condominiums already in the project to reassure the owners they were not affected by the chances or to explain the new opportunities introduced by the law's changes			
Lack clarity of timing of the Ecobonus 110%	Work more with the condominiums already started the executive project	<ul style="list-style-type: none"> In the first period of the project meetings with representative of building managers, representative of refurbishment firms and representative of small apartments owners have been organized In summer 2021 an internal selection 			

Problems faced	Solutions proposed	Actions	Relevance		
			High (need to redesign)	Medium (need changes in approach)	Low (need new materials)
		was made, with Ates technicians, to select the condominiums to work with and having more chances to complete the refurbishment work			
Lack of information about the Ecobonus 110% and use of technical words	Simplify the information communicated during the assemblies and support it with written informal reports	<ul style="list-style-type: none"> Prepared synthesis documentation to explain which are the technical interventions to be realized and corresponding timing and problems. The informal report presented a use of non-technical terms and a specific section with “question and answer” 			
The Ecobonus 110% is a hard technical subject, also for facilitators	Training and technical skills	<ul style="list-style-type: none"> 2 of the facilitators in the psychosocial team have been selected for their competences in technical field of refurbishment, architecture, etc. It was organized a training related to Ecobonus 110% addressed to all the psychosocial team The psychosocial team worked always in touch with the Ates technicians 			
The majority of the condominium assemblies followed presented hard conflicts	The facilitator is presented in the assemblies as a third part/neutral part	The facilitators used the rules of good dialogue and showed their impartiality related to the project (e.g. facilitators guarantee that if the assembly vote to stop the project, it will be so)			
Complexity of the project related to the different timing of each	Week monitoring	<ul style="list-style-type: none"> Have been organized periodical meetings with Ates technicians as to 			

Problems faced	Solutions proposed	Actions	Relevance		
			High (need to redesign)	Medium (need changes in approach)	Low (need new materials)
condominiums engaged		<p>monitoring the situations of the condominiums involved</p> <ul style="list-style-type: none"> Have been produced Excel file to monitor the situation of each condominium, the progress, the referent, etc... 			
Low confidence of building managers in the project	Give information and create relationship	To organize specific pre- meeting addressed to building managers to present the project and how the facilitator can in concrete help them			
Low confidence of building owners to building managers as responsible of Superbonus	Give more relevance to the facilitation service as Third part – trust part	Prepare a specific presentation to enforce the role of OSS and psychosocial team as impartial part of the process, a sort of guarantee for the building owners			
Lack of dialogue among apartments’ owners in the condominium	Support relationship among owners and people that live in the condominium	The facilitators gave their personal contacts (mail and telephone number) to owners interested to be more engaged in the project, also to support the creation of an informal promotion committees			
Promote participation in assemblies: ensure the participation of more than 50% of owners	Work with the building’ managers to support the “snow ball effect” in the condominium	Written informal communications, shorts and with key words, as to attach promoting flyer in the condominium (also in different languages); organize informal meeting addressed to owners interested in the project			

Annex 1: List of meetings organized with building managers and various stakeholders associations (years 2019 – 2021).

The partners decided to organize small group meetings addressed to local stakeholders and representatives of local associations, national multiutilities in order to promote the project and to enforce the constitution of the stakeholders group. In every meeting a particular focus was dedicated to present the facilitation service

Meetings organized by Formattiva team, Parma Municipality and Isinnova :

- 26/06/2019 A specific meeting addressed to the ESCO (Cicarelli_Responsabile tavolo lavoro Epc Asso Esco e responsabile di una Esco di Eni gas e luce e Pascucci_Rappresentante Federesco e responsabile Esco Italia) to spread the opportunities of the process
- 17/04/2020 – Technical meeting addressed to Federico Mesa-Gruppo Paluan a representative of building associations as present the services of the project and to enforce the stakeholders group
- 23/09/2020 – First stakeholders meeting and press conference held in Parma DUC, Largo Torello Strada 11 with order of architects, order of engineers, Iren multiutility and associations of building managers
- 13/10/2020 Technical meeting addressed to Iren officials- Braglia and Zoello to define a common strategy to engage more condominiums in the Feasible project
- 20/10/2020 - Technical meeting addressed to Iren building managers and officials to update about stakeholders group and others condominiums interested to join the project
- 27/10/2020 - Technical meeting addressed to Acer officials, the department of Social and Public Housing of Parma Municipality (Andrea Cantini, programmazione e controllo e Francesca Ghillani Acer Parma per edilizia residenziale pubblica) to present the Feasible project and the services offered
- 10/03/2021 Meeting to promote the Feasible project to representatives of associations of small apartments owners.
- 12/03/2021 Meeting “100 condomini per il clima - Lo sportello energia & condomini incontra la città” to promote the Feasible project to representatives of associations of architects, surveyors and engineers. The Parma council member Tiziana Benassi introduced the project
- 19/03/2021 Meeting “100 condomini per il clima. Lo sportello Ates” to promote the Feasible project to representatives of associations of small apartments owners and building managers. The Parma council member Tiziana Benassi introduced the project
- 09/04/2021 Meeting to promote the Feasible project to representative of associations of small apartments owners and real estate owners

- 09/04/2021 - Meeting addressed to a big association of builders: Gruppo imprese artigiane. The aim was to present the Feasible project and to spread the services to buildings owners and builders. The Parma council member Tiziana Benassi introduced the project
- 28/04/2021 Meeting to promote the Feasible project to representative condominiums managers and associations of small owners
- 05/05/2021 Meeting to promote the Feasible project to representative of associations of real estate owners

**Annex2: Il facilitatore e lavorare in
gruppo_ Training booklet for facilitators
(in Italian)**



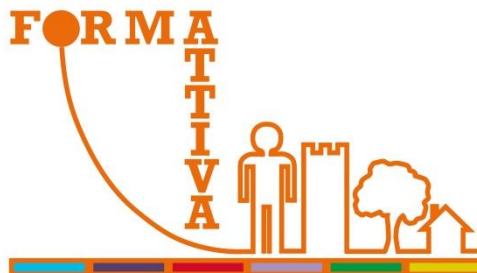
Comune di Parma



IL FACILITATORE E IL LAVORO IN GRUPPO



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Chi siamo: **FORM_ATTIVA**

FORM_ATTIVA è un progetto di Andrea Panzavolta e Marco Aicardi che coinvolge numerosi progettisti e liberi professionisti. Form_Activa mette al centro il tema della comunicazione non violenta e del lavoro in gruppo con processi volti a migliorare la qualità delle relazioni umane per attivare l'intelligenza collettiva nell'analisi dei problemi e nella ricerca di soluzioni.

Form_Activa nel 2020 ha ottenuto il premio Platino dell'International Facilitation Impact Award 2020- IAF.



More info on:

WWW.FORMATTIVA.NET

OBIETTIVI DI QUESTA ATTIVITÀ

Precisare alcune **dinamiche di gruppo**, il ruolo e gli strumenti del **facilitatore**

Individuare strategie e idee per **“lavorare meglio e insieme”**

Se resta tempo: **Attività di simulazione sull’ascolto attivo**



WARM UP

Come mi sento oggi?

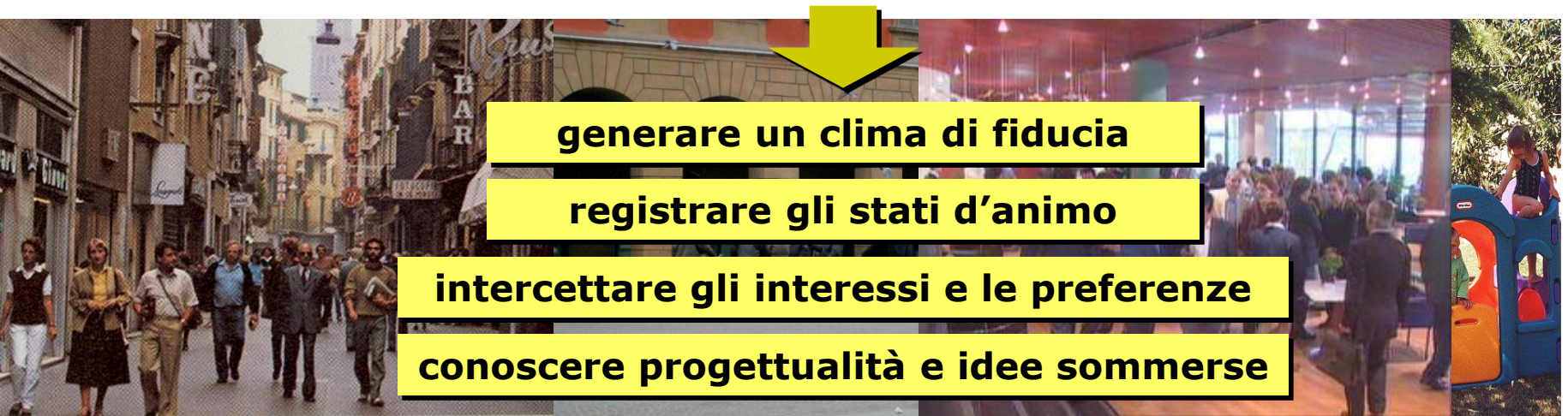


PERCHÉ RIVOLGERE LO SGUARDO VERSO GLI ALTRI?

È una modalità per innovare la capacità di analisi e lettura dei contesti:

- **conoscere il gruppo/la società con cui ci si confronta quotidianamente**
- **anticipare i fattori di crisi**
- **consentire un "approccio di governo" condiviso**

I **percorso di partecipazione/i momenti di condivisione** hanno il fine di:



La consultazione dei diversi componenti di un gruppo di lavoro/della società è volta a promuovere **"l'emersione"** del paesaggio sociale e delle sue istanze, quale condizione sostanziale di sostenibilità.

PARTECIPAZIONE E FACILITAZIONE PER AVVICINARE POSIZIONI CONTRASTANTI

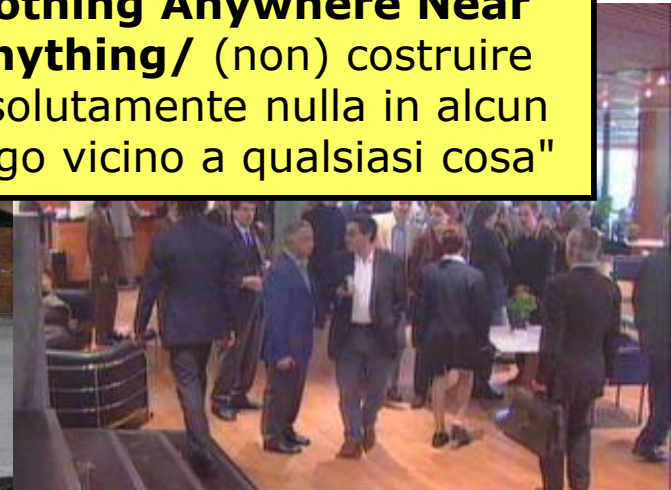
**DAD – Decido Annuncio Difendo
(comitati)**

**NIMBY – Not in my backyard
(interesse pubblico)**

La degenerazione estrema della sindrome NIMBY è **BANANA: Build Absolutely Nothing Anywhere Near Anything/** (non) costruire assolutamente nulla in alcun luogo vicino a qualsiasi cosa"

**NIMO – Not in my office/Non
di mia competenza (nelle
amministrazioni e in uffici)**

**MNFR – NON MI INTERESSA
(giovani e adolescenti)
IN-FORMARE E IN-VOGLIARE**



IL GRUPPO

Il gruppo è visto come:

Un insieme di persone che si influenzano reciprocamente, in vista di uno scopo comune.

All'interno del gruppo, le persone costruiscono relazioni tra polarità, convivono con le differenze, secondo una chiave di lettura inclusiva
(Bateson; Spaltro)

La relazione è:

un tipo di legame o rapporto che si costituisce tra 2 o più persone, sulla base di una serie di interazioni ripetute nel tempo

PERCHÉ IL GRUPPO

Nel 1995 un professore di economia alla Carl Tech (California Institute of Technology a Pasadena, Los Angeles), Scott Page ha costruito un **modello matematico** per studiare l'ottimizzazione delle strategie nella soluzione di problemi complessi. Ha messo a confronto gli esiti di **gruppi composti dai migliori esperti** con gli esiti di gruppi composti in **maniera causale**.

Quasi sempre la **diversità dava scacco alla competenza**.

Ad es. nel sociale se presentiamo un problema ad un gruppo in cui sono presenti tutte le posizioni che interessano un problema, avremo le soluzioni migliori. L'inclusività è vincente. (M. Sclavi 2016)

LE DINAMICHE RELAZIONALI

Si manifestano anche attraverso incomprensioni, malintesi,
opposizioni, rivalse, conflitti
Si può percepire tensione, ansia, disagio



The Gossips, 1948

IL GRUPPO

Naturalmente il gruppo affida la propria guida solo a quei membri che sono percepiti come capaci di influire in modo decisamente positivo sul progresso verso lo scopo, sulla coesione del gruppo, sulla risoluzione dei problemi.

Freud



IL FACILITATORE

Il facilitatore come consulente di processo

Accompagna i gruppi a perseguire i
risultati progettati
valorizza le competenze,
conduce le riunioni del gruppo,
gestisce le dinamiche di gruppo

IL FACILITATORE

Il ruolo

Promuove rapidamente un clima vitale e costruttivo, garantendo forme di comunicazione partecipata, forme di potenziamento e attivazione dei singoli, forme di negoziazione integrativa e di gestione della negatività (P. De sario)

Formatore – Counselor – Coach - Animatore



IL FACILITATORE

Permette che i diversi punti di vista possano esprimersi, rispettando ruoli e posizioni, status e atteggiamenti.

Controlla che la leadership non sia gestita ed in mano ad una unica persona o a un microgruppo



METTERE A PROPRIO AGIO L'INTERLOCUTORE

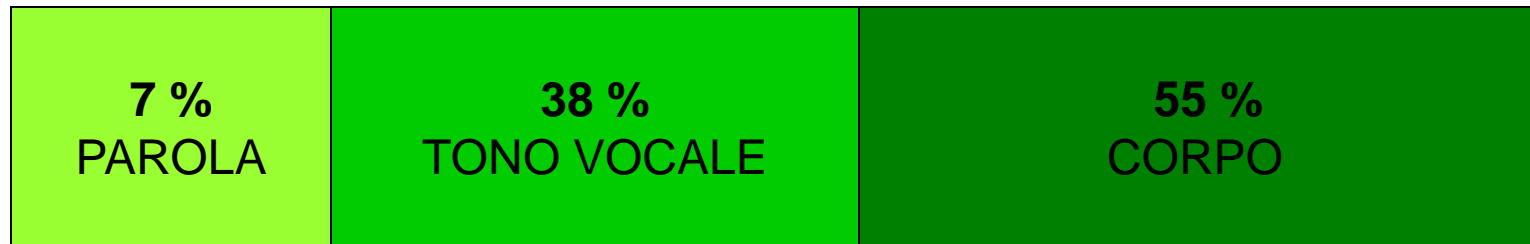
- **Guardare spesso negli occhi** (o nella **telecamera**) i vostri interlocutori;
- **evitare di interromperli** o di parlare sopra di loro;
- utilizzare **marcatori vocali** (mhm, ah, sì, oh, certo, eh...);
- mostrare **posture aperte**, inclinare il busto verso di loro durante l'interazione, sorridere e tenere il corpo orientato nella loro direzione invece di stare dietro una scrivania, **muoversi fra le sedie**;
- sottolineare il proprio discorso con dei **gesti** o enfatizzare certi punti, **modificando il tono di voce**.

Accorgersi di quando **un soggetto intende intervenire** o si sente colpito da quello di cui si parla.

Segnali che suggeriscono attenzione o l'intenzione di prendere la parola ad es.: portare il busto in avanti; tenere un braccio in sospeso per qualche attimo o sollevare la testa e raddrizzare il tronco; aprire gli occhi in segno di stupore e interesse.

LA COMUNICAZIONE NON VERBALE (CNV)

È del 1972 la ricerca di Albert Mehrabian che mise a confronto gli effetti relativi all'espressione del **volto**, al **tono della voce** e ai **contenuti verbali** del discorso per ottenere un **atteggiamento comunicativo positivo**.



LA COMUNICAZIONE NON VERBALE (CNV)

Le **cinque funzioni** fondamentali della CNV sono:

- **Esprimere emozioni**, soprattutto tramite viso, corpo, voce.
- **Comunicare atteggiamenti interpersonali**, stabilire e mantenere relazioni attraverso vicinanza fisica, tono di voce, contatto, sguardo.
- **Accompagnare e sostenere il discorso**, chi parla e chi ascolta è coinvolto in una complessa sequenza di cenni del capo, sguardi, suoni verbali che sono sincronizzati col discorso.
- **Rituali**, i segnali non verbali giocano un ruolo preminente nei saluti e in altre azioni rituali sociali.

LA COMUNICAZIONE NON VERBALE (CNV)








I segnali non verbali sono:

- **Vocalità** (paralinguistica): aspetti non verbali del parlato, qualità vocali, ritmo, accenti, inclinazione, timbri, silenzio...
- **Postura e gestualità**: comportamento motorico-gestuale, pantomima.
- **Mimica facciale**: mimico visivo, sguardo e contatto visivo.
- **Distanza e spazio** (prossemica): comportamento spaziale, contatto fisico, vicinanza.
- **Aspetto esteriore**: conformazione fisica, abbigliamento, trucco, acconciatura...

LA COMUNICAZIONE NON VERBALE (CNV)

La **gestualità intenzionale** (P. De sario)

Sono una serie di **gesti regolatori**, che partecipano, **insieme alle parole**, all'espressione del contenuto del discorso e alla **regolazione della conversazione**.

Repertorio GIA (Gestualità intenzionale applicata) ³⁵		
Uso/Impiego	Gesto coesivo	Icona
Ascoltare, dare la parola	Vassoio	
Invitare, incoraggiare	Vassoio doppio	
L'altro deve concludere	Pinza	
Imperativo a concludere	Pinza chiusa	
Andare alla sostanza	Borsa	
Togliere la parola, proteggersi	Stop	
Connettere	Indici a pendolo	
Elettrizzare, smuovere	Scossa	

LA COMUNICAZIONE NON VERBALE (CNV)

La postura “energetica” (P. De sario)

- **Movimenti del capo:** è un aspetto che influisce sul prosieguo del discorso
- **La pantomima:** il sistema di comunicazione gestuale (ad es quando si parla con uno straniero senza conoscerne la lingua)
- **Postura energetica:** postura aperta all'altezza del torace; Postura ben orientata verso il destinatario; Postura eretta su asse evrticale
- **Grounding:** poggiar ei piedi bene a terra per creare il maggiore radicamento
- **Biocentro:** porsi in modo tonico e morbido, orientandosi verso l'altro, con un baricentro su di sè

DISPUTE RESOLUTION CONSORTIUM NY

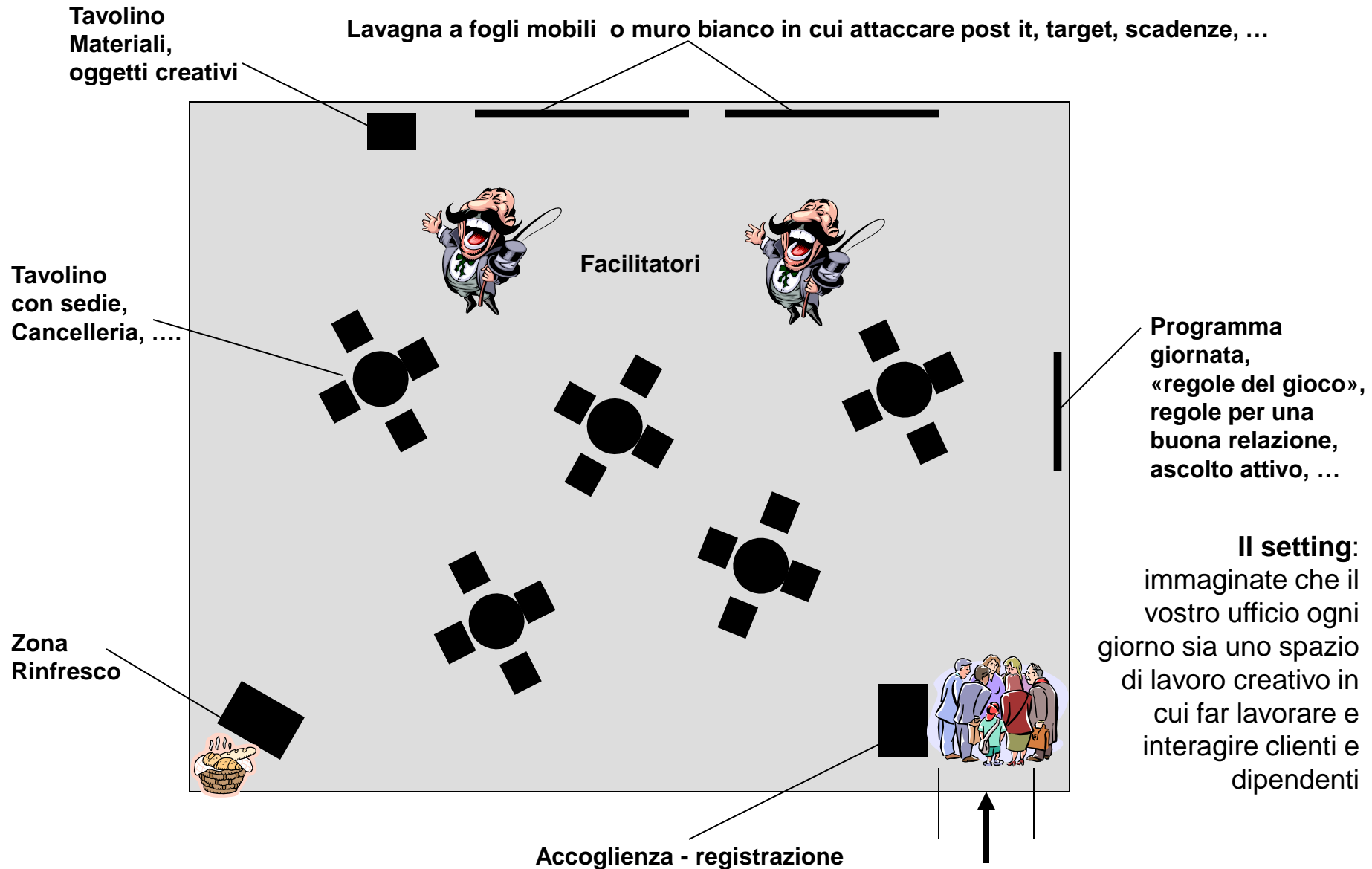
<p>Dispute Resolvers MAKE TALK WORK®</p> <p>FIND COMMON GROUND Explain What Matters and Why</p>	<p>Dispute Resolvers MAKE TALK WORK®</p> <p>Practice Courtesy!</p> <p>Be Willing To Listen</p> <p>Respect Differences</p> <p>And Remember What you have in Common</p>	<p>Dispute Resolvers MAKE TALK WORK®</p> <p>Appreciate the Variety in People's Backgrounds and Customs and Colors and...</p>	<p>Dispute Resolvers MAKE TALK WORK®</p> <p>When you're SURE you're RIGHT</p> <p>Talk about what can be done List pros & cons of all sides</p> <p>Find ideas in common</p>	<p>Dispute Resolvers MAKE TALK WORK®</p> <p>ASK QUESTIONS TO GET INFORMATION</p> <p>What do you think? Is this what you mean? How will this work for you?</p>	<p>Dispute Resolvers MAKE TALK WORK®</p> <p>It's OK to say you're sorry even if you didn't do anything wrong</p> <p>I didn't want to hurt you I'm sorry this happened</p>
<p>Dispute Resolvers MAKE TALK WORK®</p> <p>NOTICE BODY LANGUAGE We communicate with or without words</p>	<p>Dispute Resolvers MAKE TALK WORK®</p> <p>Use AND instead of but to add your thoughts and let ideas flow</p> <p>— I hear what you're saying s — AND —</p>	<p>Dispute Resolvers MAKE TALK WORK®</p> <p>Use Silence to: Listen and Hear More</p> <p>Take Time to Think</p> <p>Understand Better</p>	<p>Dispute Resolvers MAKE TALK WORK®</p> <p>Apologies</p> <p>Apologies can Reduce Tension Acknowledge Another's Hurt Help People Move On</p>	<p>Dispute Resolvers MAKE TALK WORK®</p> <p>Cool Down The Conflict</p> <p>Take a deep breath Lower your voice Take time out</p>	<p>Dispute Resolvers MAKE TALK WORK®</p> <p>Use Effective Words, See What Happens!</p> <p>Thank You</p> <p>Excuse Me</p> <p>I'M SORRY</p>

STRUMENTI

I COMPITI DEL *FACILITATORE*

- **Conduce le riunioni** insieme all'amministratore e invita tutti i partecipanti a fornire contributi attivi
- Raccoglie informazioni, segna l'ordine di arrivo delle **domande** dei partecipanti che si prenotano per alzata di mano
- **Controlla il** tempo delle riunioni e le **scadenze** prima e dopo gli incontri
- Osserva il comportamento dei partecipanti e come si svolge l'organizzazione degli incontri
- Collabora costantemente con i **tecnici di Ates Parma/sportello energia e condomini**
- **Scriva il diario** delle attività realizzate
- **Scriva il** report degli incontri e integra con immagini o infografiche

L'IMPOSTAZIONE DELLA SALA/SPAZIO DI LAVORO



IL DIARIO

Segnalare tutti gli incontri realizzati formali e informali e descrivere brevemente le attività realizzate in un unico file

Es.

Data 20/1/21 – Oggetto: incontro di coordinamento con Andrea Panzavolta e Elisa Soncini

Cosa ci siamo detti:

Prossime azioni:

IL REPORT

Il facilitatore si occupa di redigere il report dell'incontro – riunione e di condividerlo con l'amministratore



Comune di
Parma



100 CONDOMINI PER IL CLIMA Assemblea condominio Bergamo - Verbale 9_12_20

Presenti per Feasible: Simona Acerbis, Monica Porcari, Andrea Panzavolta

Presenti per condominio: 16 condomini e amministratrice Salinas.

Verbale

L'amministratrice Ada Salinas apre la serata, saluta i presenti e comunica che con le presenze e le deleghe possono esprimersi 26 condomini per un totale di 408,16 millesimi di proprietà, quindi l'assemblea è validamente costituita, e può votare per deliberare di indirizzo ordinario.

Prende la parola a Simona Acerbis Direttrice di Ates e introduce il progetto con le slide illustrative che illustra i vantaggi della riqualificazione energetica e i meccanismi degli incentivi statali.

Monica Porcari illustra le caratteristiche dell'immobile.

IL REPORT

il report – i dati del condominio

IL CONDOMINIO BERGAMO

- Anno di costruzione: 1962-1964
- N° di unità immobiliari:
 - 51 appartamenti con ingresso comune
 - 2 unità immobiliari con accesso autonomo
 - 35 autorimesse
 - 8 locali commerciali
 - 3 altro
- N° di proprietari: 61
- Impianto di riscaldamento: centralizzato con caldaia a gas



IL REPORT

il report – i prossimi step del percorso

PROSSIMI STEP



1. Verifichiamo la conformità delle parti comuni con:
 - reperimento della documentazione in Archivio Storico
 - sopralluogo solo nelle parti comuni
2. Verifichiamo il salto di classe con APE ante e simulazione APE post con:
 - cappotto esterno
 - sostituzione della caldaia condominiale (caldaia a condensazione/TLR)
3. Indichiamo eventuali altri interventi utili e i limiti di spesa
4. Siamo disponibili a chiarire eventuali dubbi attraverso incontri informali con gruppi di condomini
5. Condividiamo i risultati della verifica preliminare per l'accesso al Superbonus 110% per deliberare se procedere con il progetto

IL REPORT

il report – domande e chiusura

Domande e risposte

Al termine dell'assemblea viene chiesto se si vuole aderire al progetto Feasible e **tutti i presenti sono favorevoli ad aderire e a proseguire con la valutazione della fattibilità dell'intervento.**

Si decide di comune accordo di convocare una prossima assemblea il

Si ricorda che il progetto Feasible offre ai condomini un servizio di facilitazione per:

Sensibilizzare sul potenziale degli interventi e sui vantaggi che comportano

Fornire supporto informativo su sostenibilità e trasparenza della procedura, requisiti delle aziende di ristrutturazione

Fornire informazioni ai proprietari degli appartamenti rispetto a possibili inconvenienti e disagi che potranno sorgere durante l'esecuzione dei lavori

Costruire un clima di confronto sereno

Rafforzare il consenso dei proprietari all'interno del condominio

Per informazioni o comunicazioni scrivere a

ATTIVITÀ DI FACILITAZIONE – LE REGOLE DEL BUON DIALOGO

- La parola ai partecipanti viene data dal facilitatore
- Quando un partecipante parla nessuno può interromperlo o sovrapporsi
- Ogni partecipante deve presentarsi e chiarire se parla per conto proprio e/o per conto di altri proprietari;
- Ogni partecipante ha al massimo 3 minuti per parlare (per garantire a tutti la possibilità di parlare)
- La parola ai partecipanti viene data dal facilitatore attraverso alzata di mano
- Tutte le opinioni vanno rispettate (non si offende)
- Al termine dell'incontro è possibile aderire al comitato operativo dei proprietari del condominio (fornire nominativo e contatti diretti)

FAVORIRE IL DIALOGO

Domande per chiarire

Può spiegarmi meglio cosa intende con....?

Cosa significa

Domande per esplorare

Rispetto a “quanto detto ora” cosa ne pensano le persone che non si sono ancora espresse?

Vi sono altre opinioni/idee in merito?

Parafrasare

Se ho ben capito lei intende dire.....

Quindi per riassumere le sue parole, potremmo dire.....

GRAZIE PER LA PARTECIPAZIONE

[*www.formattiva.net*](http://www.formattiva.net)



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