



Best practices in Stakeholder dialogue 25 January 2017



Complex

Probe
Sense
Respond

Emergent

Complicated

Sense
Analyze
Respond

Good Practice

Chaotic

Act
Sense
Respond

Novel

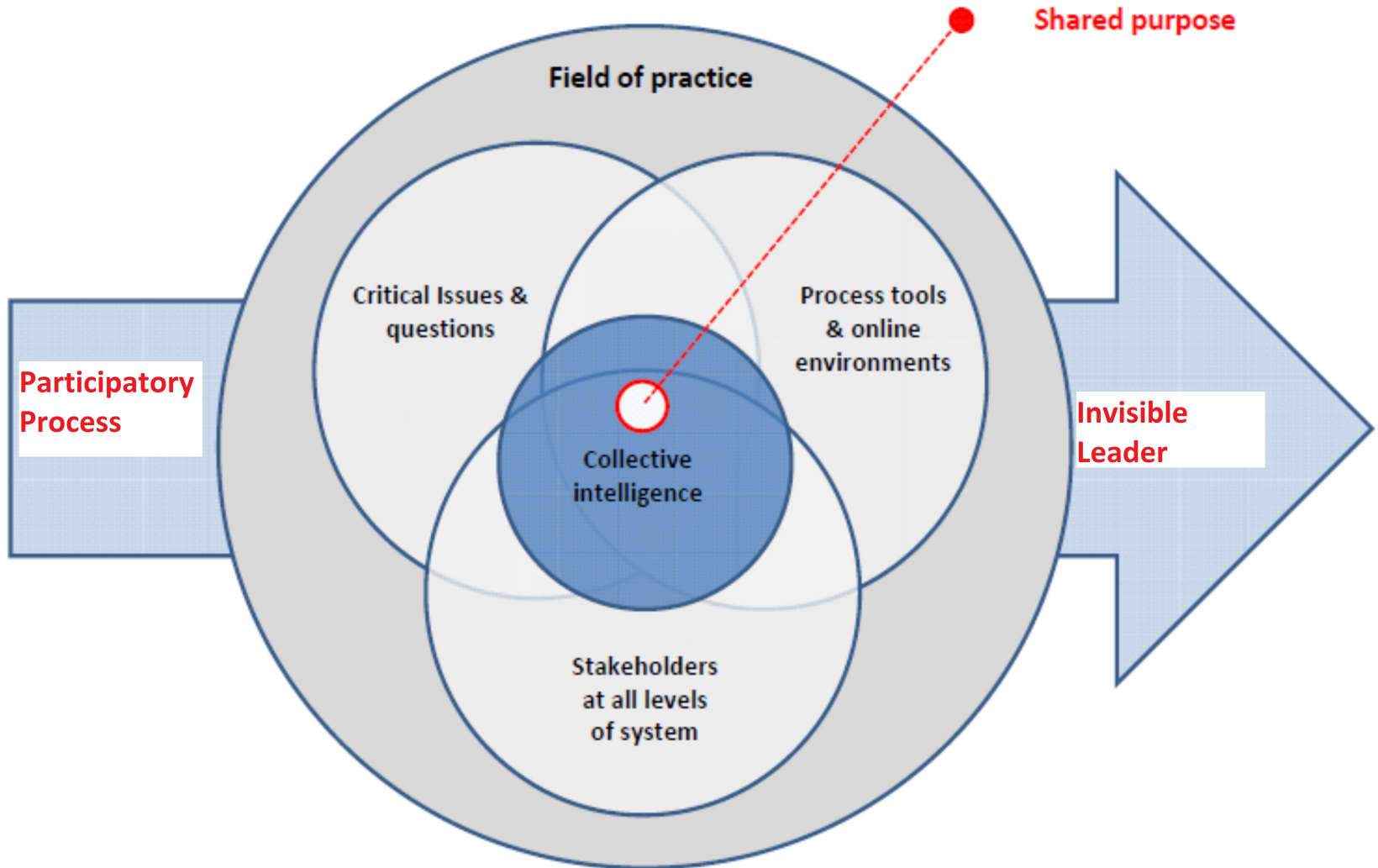
Simple

Sense
Categorize
Respond

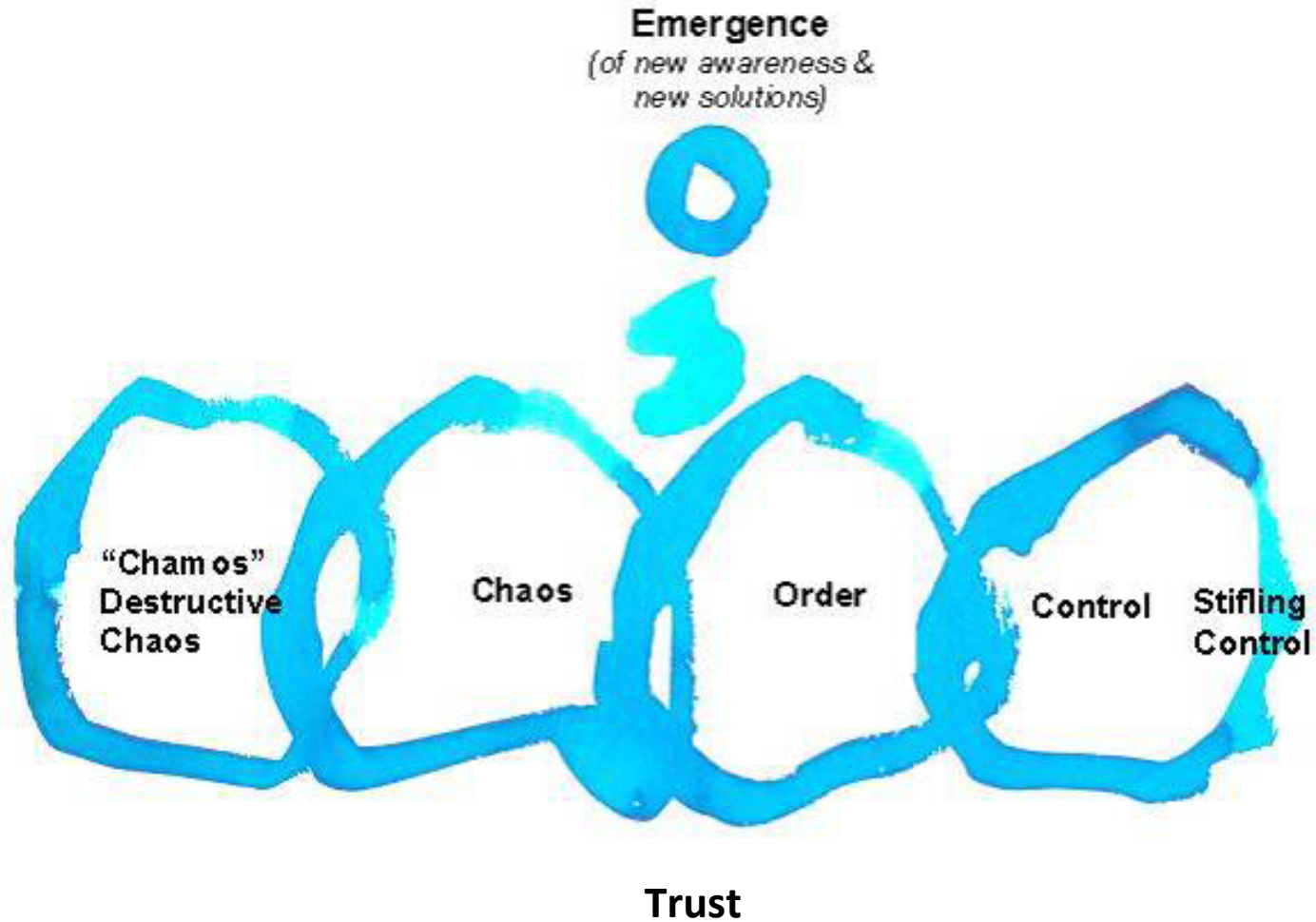
Best Practice

Disorder

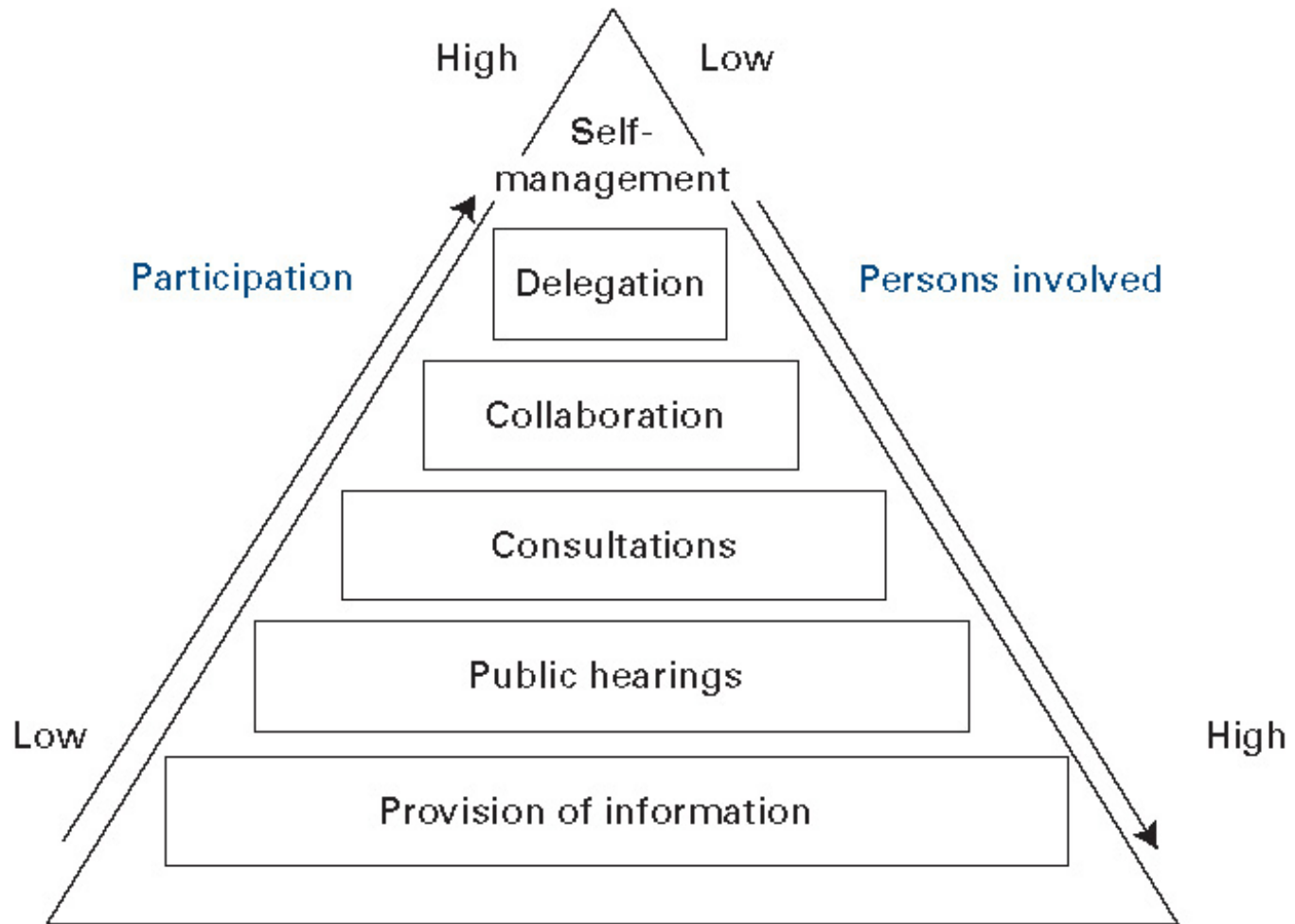
Shared purpose as invisible leader



Structure & Creativity

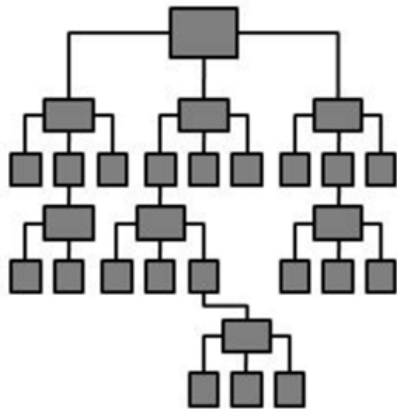


Degrees of participation

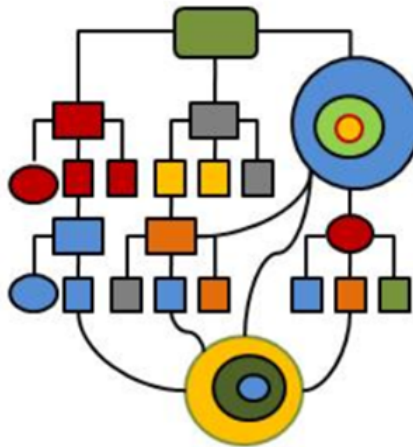


Degrees of collaboration

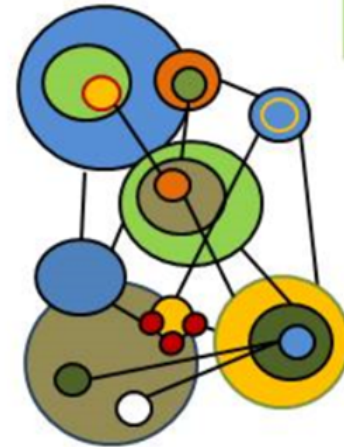
Business
shaped by
Conventional
Thinking



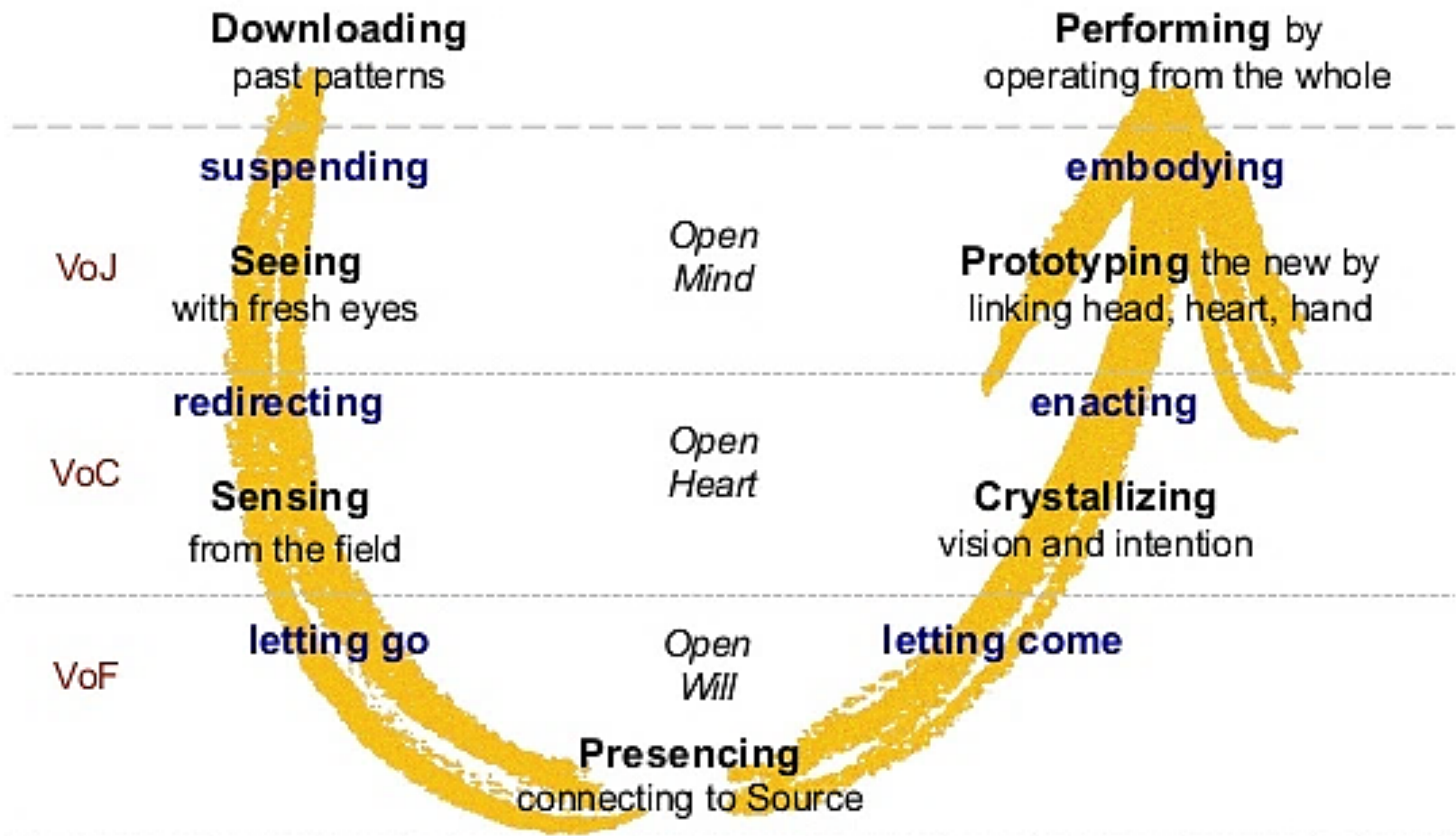
Business
shaped by
Hybrid
Thinking



Business
shaped by
Living systems logic



Theory U



Levels of Listening

LISTENING 1: Downloading reconfirming old
from habits habits of judgment opinions & judgments

LISTENING 2: Factual disconfirming
from outside listening noticing differences **Open Mind** [new] data

LISTENING 3: Empathic seeing through
from within listening **Open Heart** another person's eyes
emotional connection

LISTENING 4: Generative connecting to an
from Source listening (from the future wanting to emerge) **Open Will** emerging future whole;
shift in identity and self



Four Levels of Responding to Change

*Manifest
action*

1. Reacting: quick fixes

*Process,
structure*

2. Redesigning: policies

Thinking

3. Reframing: values, beliefs

*Source
of energy,
inspiration
and will*

4. Regenerating: sources of
commitment and energy



Participatory Process for Results

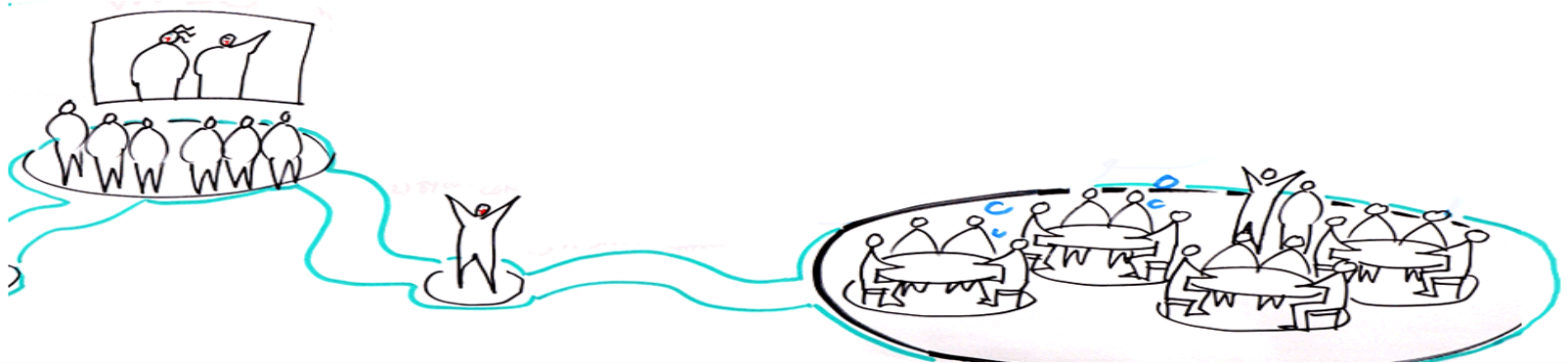






Resources

- ✓ **Art of Participatory Leadership Trainings in the EC**
- ✓ **2000 colleagues trained**
- ✓ **Art of Hosting Trainings – in the Member States**
- ✓ **Community of Practice worldwide**



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