

Complex

Probe Sense Respond

Emergent

Complicated

Sense Analyze Respond

Good Practice

Disorder

Chaotic

Act Sense Respond

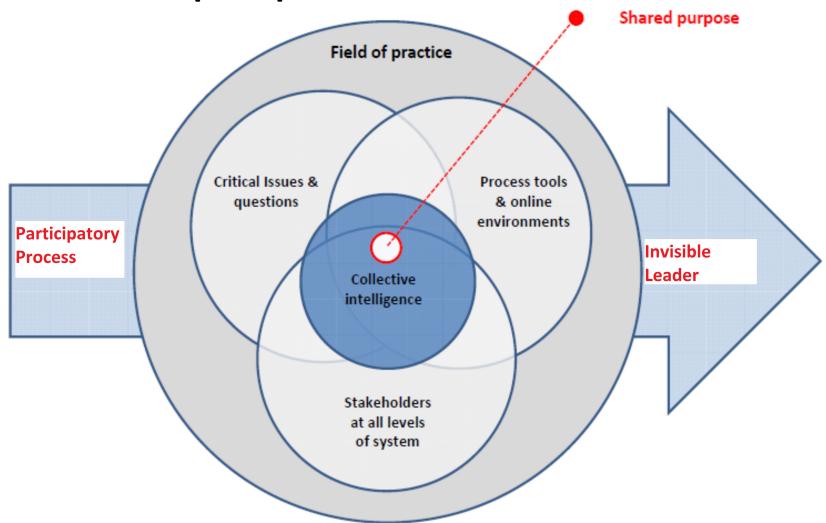
Novel

Simple

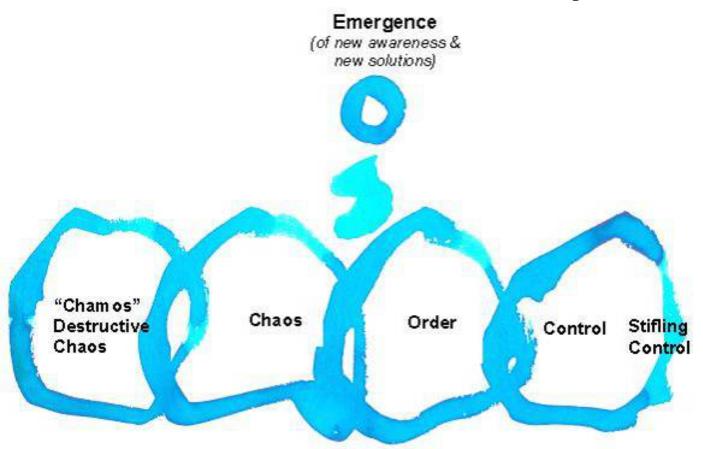
Sense Categorize Respond

Best Practice

Shared purpose as invisible leader

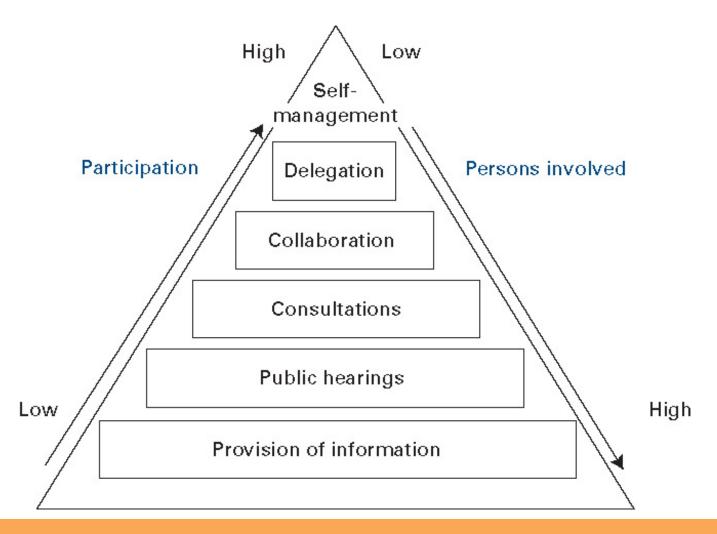


Structure & Creativity



Trust

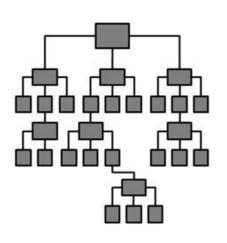
Degrees of participation

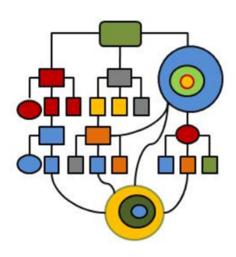


Degrees of collaboration

Business shaped by Conventional Thinking Business shaped by Hybrid Thinking

Business shaped by Living systems logic







Theory U

Downloading past patterns

Performing by operating from the whole

su<mark>spe</mark>nding

Seeing with fresh eyes Open Mind

Prototyping the new by linking head, heart, hand

embodying

redirecting

VoC

VoJ

Sensing from the field Open Heart

Crystallizing

enacting

vision and intention

VoF letting go

Open Will letting come

Presencing

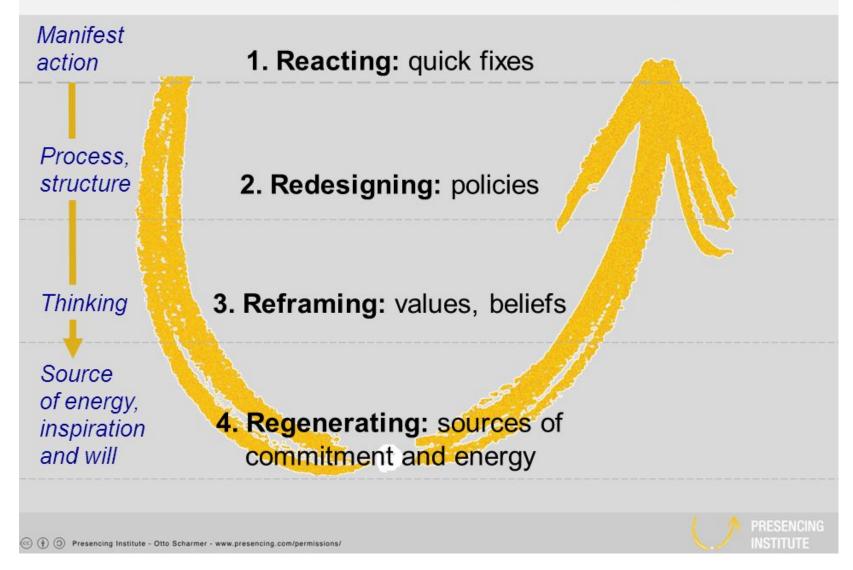
connecting to Source

Levels of Listening

LISTENING 1: Downloading reconfirming old from habits opinions & judgments habits of judgment LISTENING 2: Factual disconfirming from outside listening Mina [new] data noticing differences seeing through **LISTENING 3:** Empathic another person 's eyes from within listening emotional connection Heart **LISTENING 4: Generative** connecting to an from Source listening emerging future whole; (from the future shift in identity and self wanting to emerge)



Four Levels of Responding to Change



Participatory Process for Results



NEEDS & GIVENS

- What are the real needs felt and complexproblems to be solved?
- · What is given (non-negotiable)?
- What is open for participation?



PURPOSE OF THE PARTICIPATORY PROCESS:

 What is the new that we are really looking to discover now?



NEXT ITERATION / COLLABORATION?



FOLLOW-UP

- · Monitor the results
- · Spread the success stories



Commitment

Host the whole process

Trust each other

Trust the process

Learn together Be authentic



DESIGN THE PROCESS

- Share the needs and purpose of theprocess
- Invite people in the spirit ofparticipation
- Clarify logistics



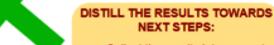
CONVENE WITH CLEAR INVITATION

- Share the needs and purpose of the process
- Invite people in the spirit ofparticipation
- · Clarify logistics



HOST & HARVEST THE ENGAGEMENT PROCESS

 Be clear, honest, trust the processdesigned, adapt if needed, safeguard the cohesion of your hosting team, harvest the results



- · Collect the results into a report
- Identify the next wise steps
- Distil the important learning as ahosting team to facilitate your next collaboration

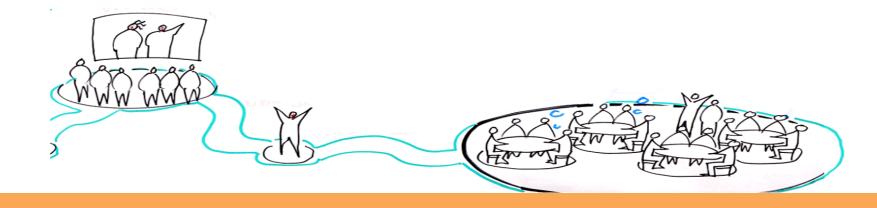






Resources

- **✓** 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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