

# Conference

Brussels, 22 January 2019



**Hein & Nielsen**  
Consultancy and Coaching

## Organisational development and change using participatory leadership.

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# What is participatory leadership?

- Initiating - designing – facilitating - documenting
- Conversations between people
- Meaningful topics and questions
- Systemic methods of engagement

# Systemic methods of engagement.

- **World Café**
  - Collective Intelligence and knowledge sharing
- **Open Space Technology**
  - Innovative solutions and empowerment in implementation
- **Appreciative Inquiry**
  - Analytic process and future design
- **Circle Practice**
  - Common understanding and difficult issues

# Where do we use partici- patory leadership?

- **Organisational Development**
  - vertical & horizontal
- **Stakeholder Engagement**
  - internal and external
- **Leadership Development**
  - staff and management
- **Meetings**
  - big and small

## Why do we use participatory leadership?

- Share and develop knowledge
- Ideas and Solutions
- Actions, Prioritisation and Planning
- Inclusion
- Motivation
- Empowerment

How does a  
change process  
look like?

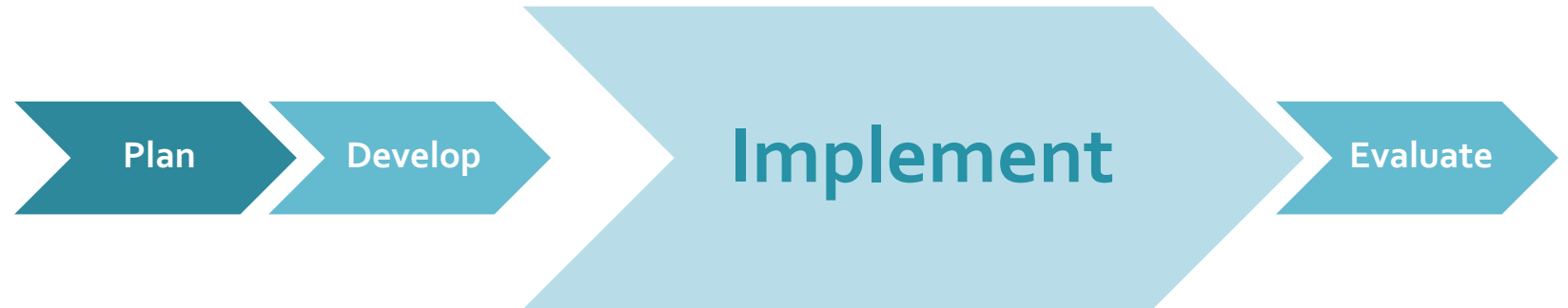


## Experience of change process in a large organisation.

Share an experience of change with a colleague.

- *What made it work well?*
- *What made it not work well?*

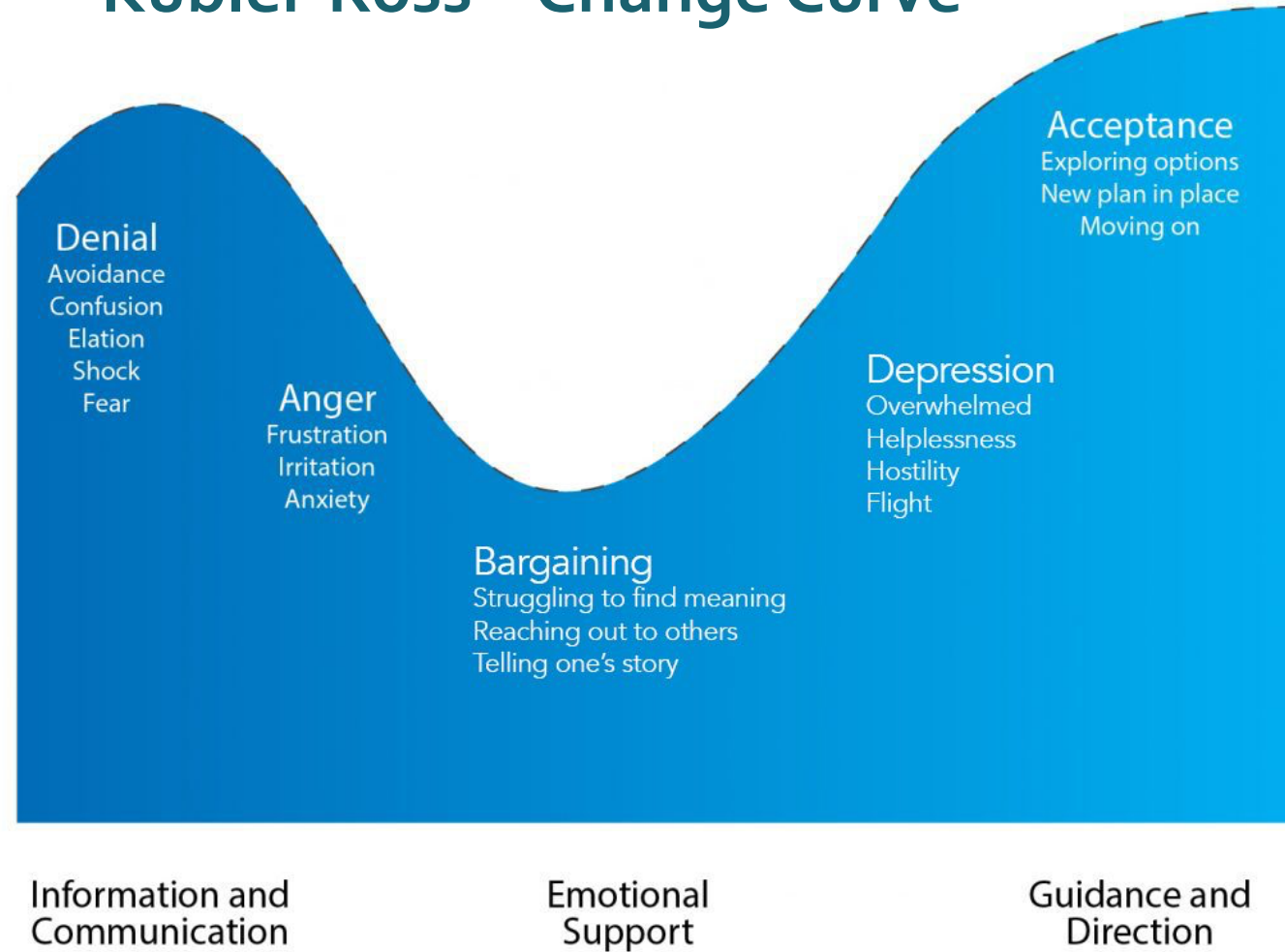
Why does a  
change process  
not always  
provide the  
results hoped  
for?



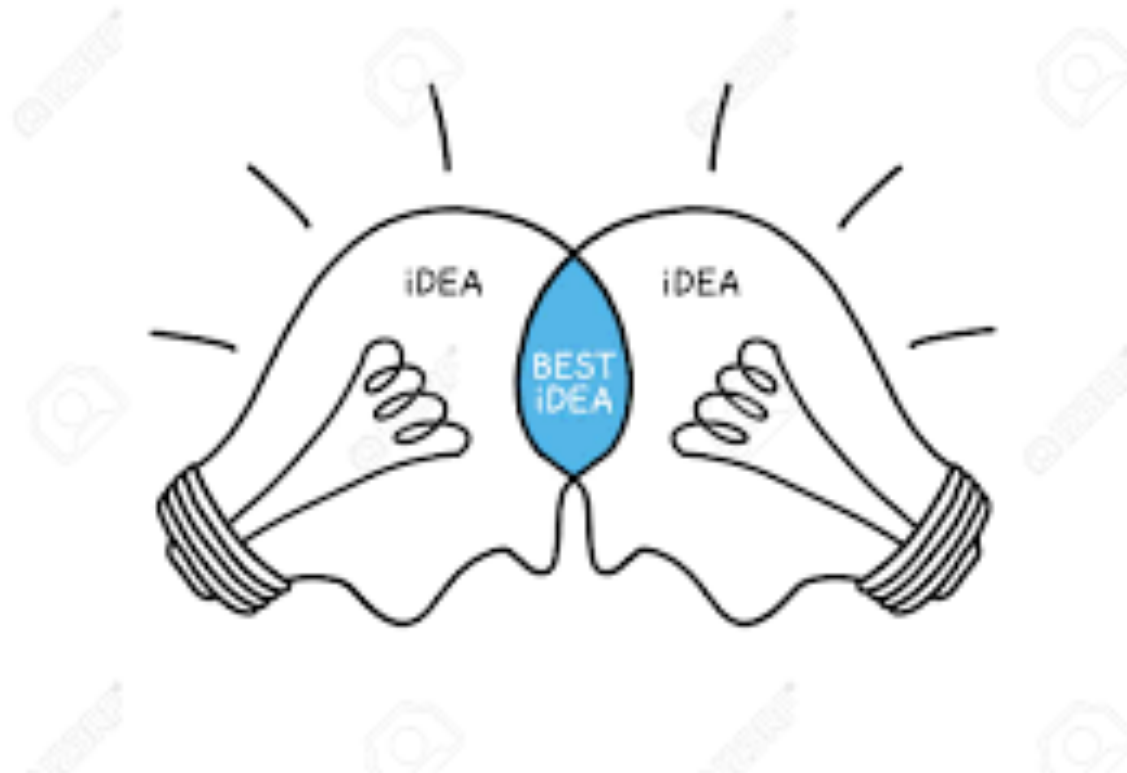


# Why is change difficult?

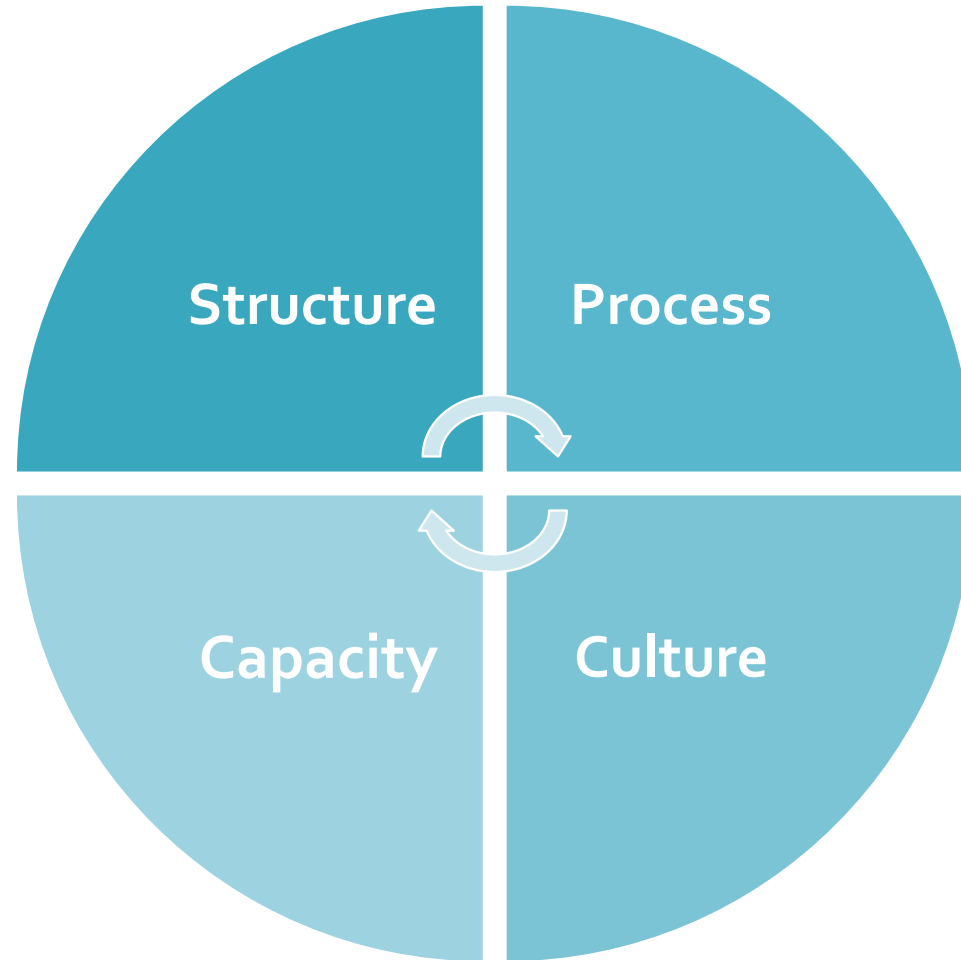
## Kübler-Ross – Change Curve



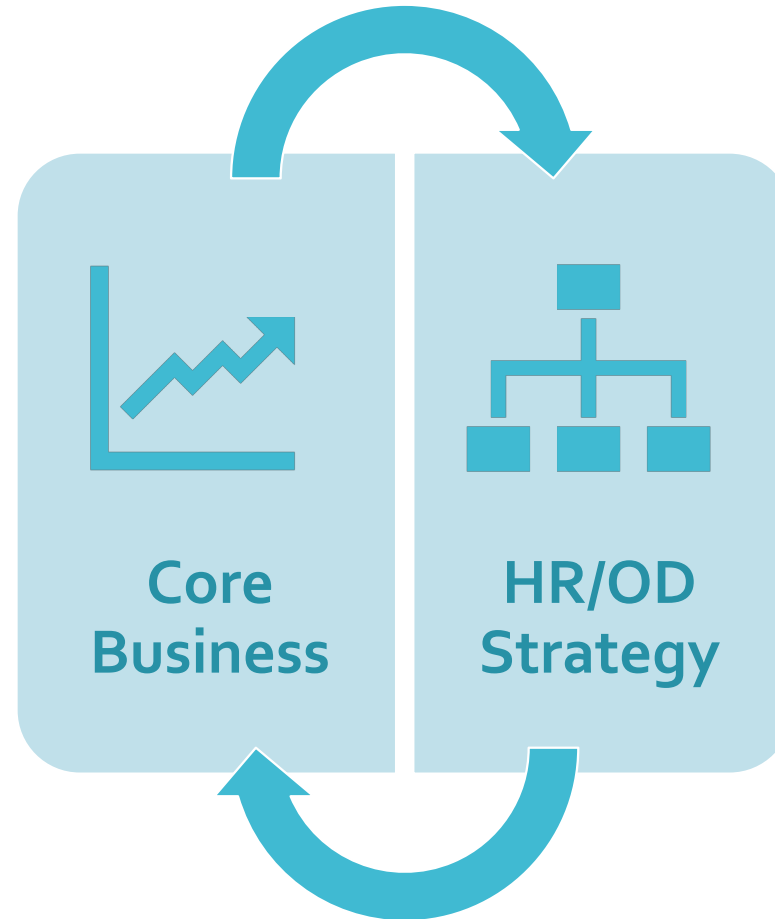
# Why can a HR/OD change and develop- ment process fail?



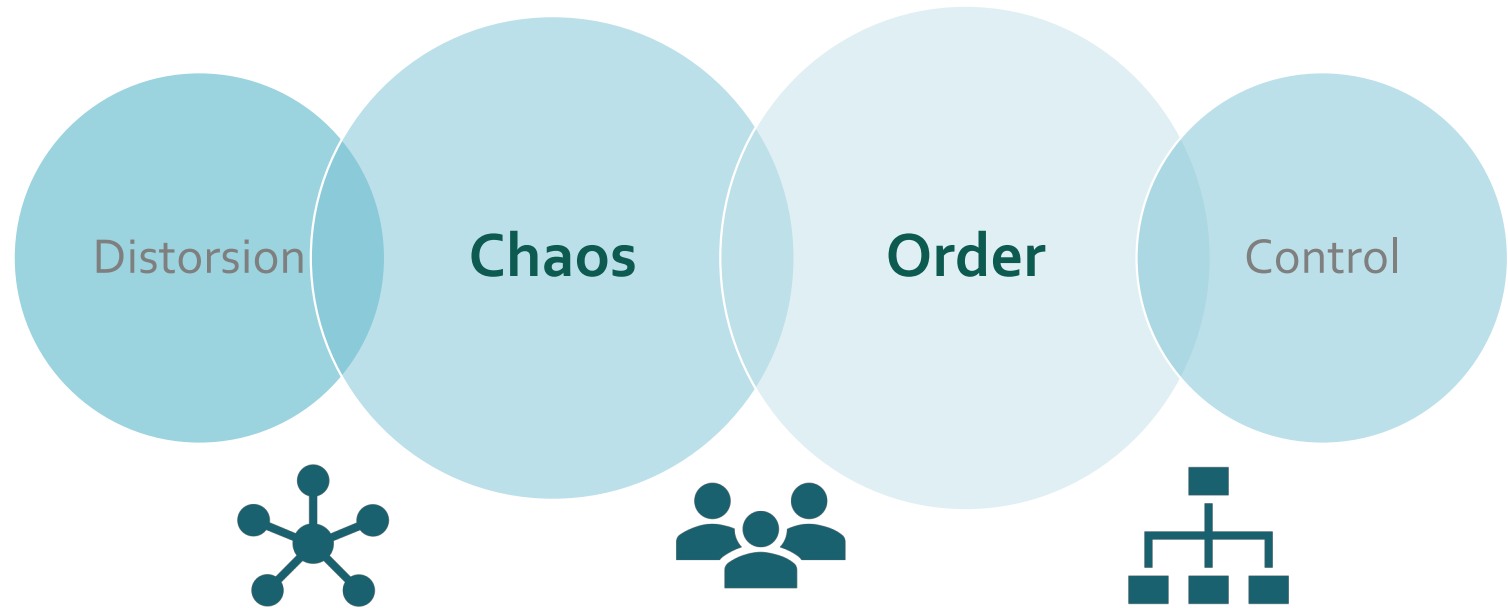
# Coherence of OD elements.



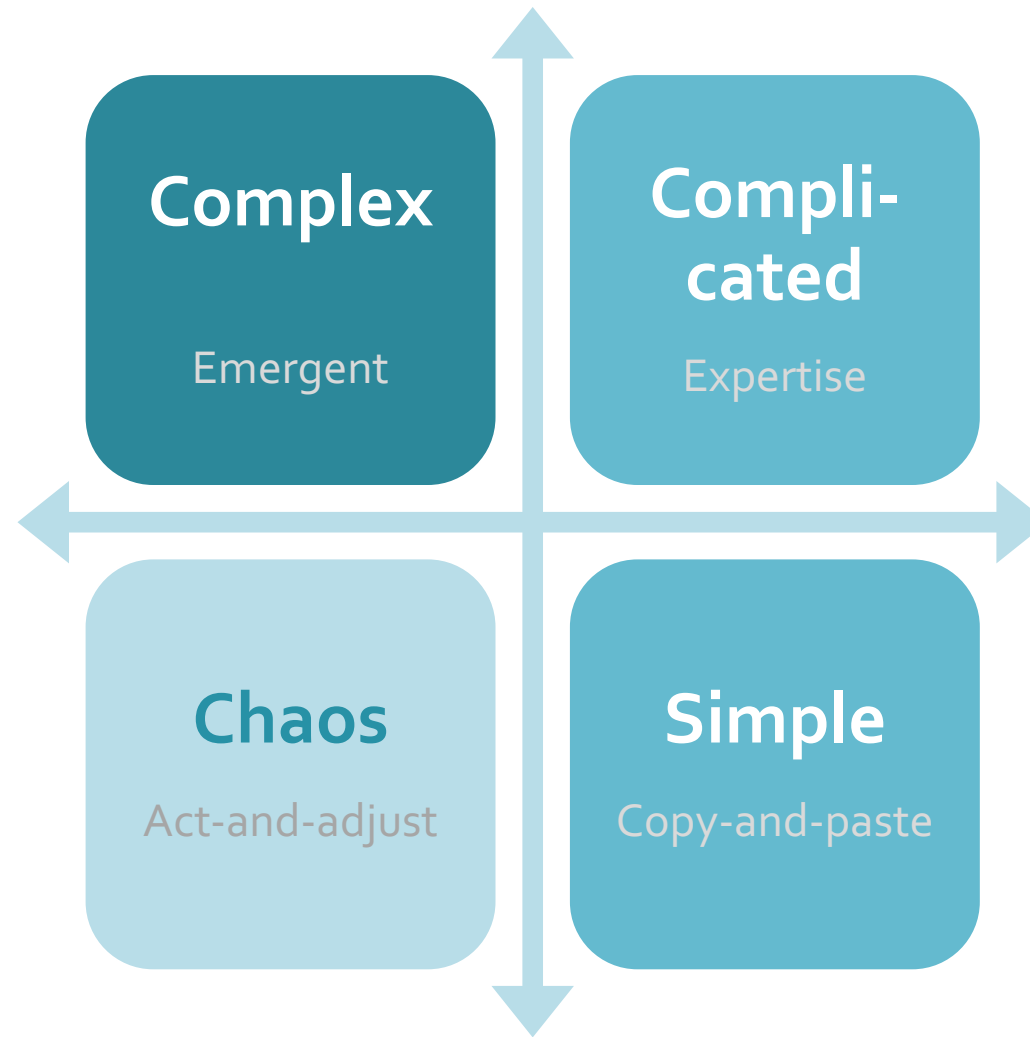
# Alignment of core business and HR/OD strategy.



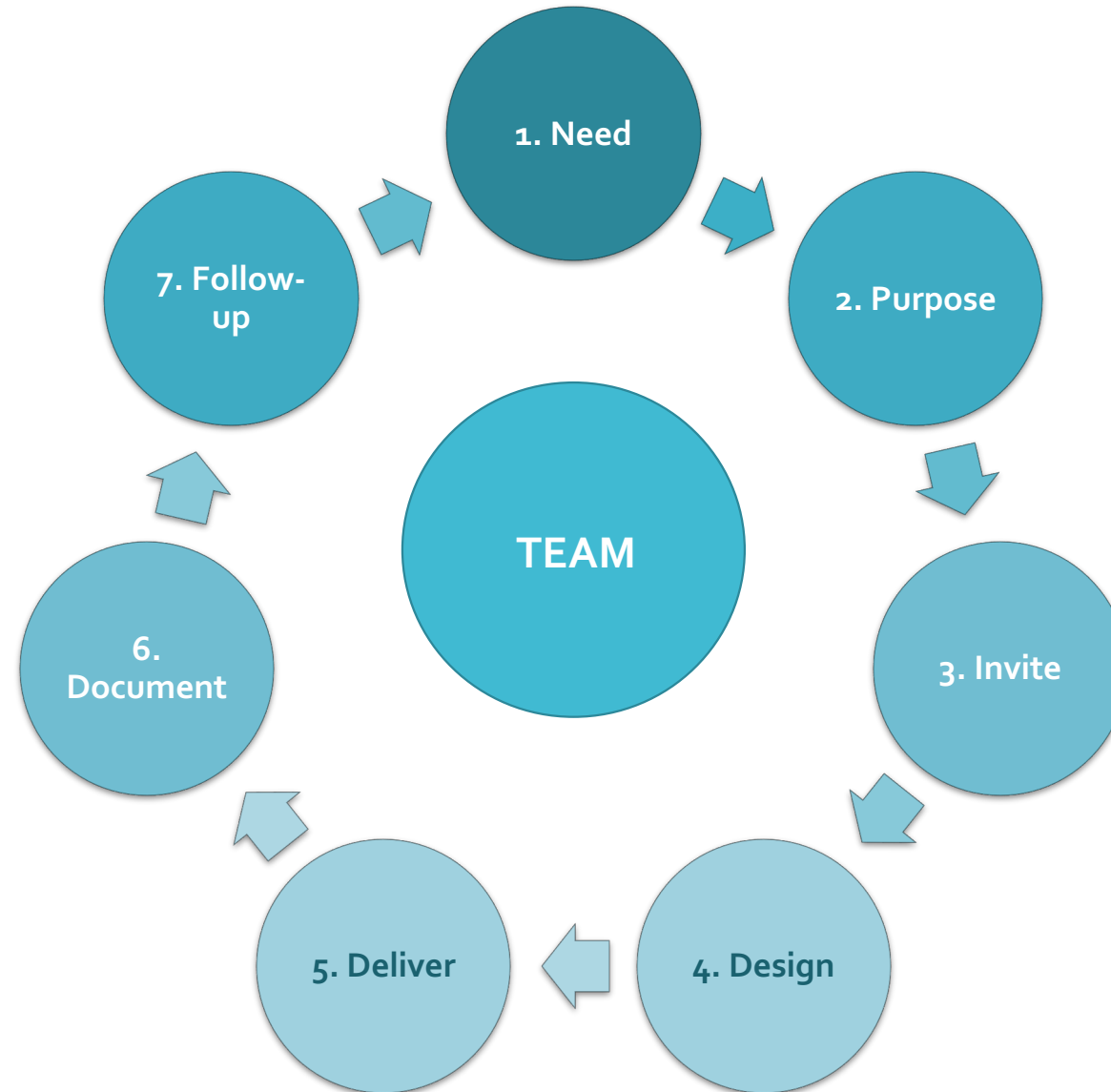
# The nature of organisations and its approach to learning and organising.



**Organisational context** (habitat)  
and the primary approach to learning and leadership.



How does a  
participatory  
development  
process look  
like?



## Key success factors.



Make it real and meaningful



Have, and share, ownership of process and content



Follow-up on results



# What is my role?

- Initiator
- Designer
- Facilitator
- Documentor
- Supporter
- Contributor



# Questions and answers.

