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Consultancy and Coaching

# How to follow up on a process of participatory leadership?

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## **Recommended planning of follow-up on workshop**

It is important that staff are informed and involved as much as possible of the outcome of the workshop to continue the engagement and ownership of all.

### **Communication planning process**

1. Send the workshop report to all staff.
2. Inform staff of action plan and invitation to join task forces.
3. When ready share the action roadmaps with all staff.
4. Keep all staff informed of the progress of all actions decided to implement.

### **Action planning process**

1. If needed, invite staff to prioritise actions. E.g. top 3 or 5. (see below)
2. Invite staff to form task forces on (prioritised) actions.
3. Task forces are planning roadmaps of actions.
4. Action roadmaps are decided by task force (and possible management if needed)
5. Action roadmaps are communicated to all staff.
6. Actions are worked on and implemented as they progress.
7. After a period e.g. 2-3 months follow-up on the task forces and the actions to support their work. Continue to do so during the needed period and remember to communicate progress.

For the different actions following approach could be useful:

- Overall for all actions it is recommended that staff is actively involved in the projecting, planning and implementation and thereby continue the ownership of outcome co-created at the workshop.
- If needed, the x number of ideas of actions can be prioritised. Both approaches can also be combined if needed.
  1. First approach to prioritise is to give all staff three sticky dots (or use a red marker) and ask them to mark the idea of actions they think is most important/urgent.

2. A second approach to prioritise is to determine which of the projects are:
    - *Ready to go* – do not need any/much prep.work/resources to get started. Timeline 1-4 weeks.
    - *Need work* – need some projecting/planning and possible resources before initiation. Timeline 1-3 months.
    - *Need another workshop* – intention and content are still unclear so will need involvement from all or many staff members. Timeline 3-12 months.
- Concretely I recommend that task forces or action groups of staff members are formed to project, plan and implement the actions.
  - The task forces include a roadmap (who does what when?) and maybe a resource budget (hours & euro) in their planning.
  - If needed it can be a part of the process that the task forces meet with management with their plan to have them mandated and adjusted if needed. This meeting leads to decision of which actions will be implemented when and how and by whom.