



Navigating in change and complexity

Workshop Handout

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1 Invitation and programme

- ✓ Develop your capacity to work in a changing environment
- ✓ Grow your leadership skills
- ✓ Overcome the challenges and issues in your organisation

Background

We all know that our world is in constant change – we feel it in nature, technology, science, economy, art, society, politics and many other perspectives.... And we find our own ways how to live with these changes and influence where we decide to. Our organizations, to keep being successful and meaningful to employees, stakeholders, customers and partners, also face many changes - some are easy to accept and implement and others require more energy, focus, skills and especially performing our roles as managers, team leaders, project managers and influencers well and being fully aware of responsibility and influence on the outcome.

With more speed and dynamic in last 15 years, managing changes became one of the most important leadership competencies. By definition, change management is process of transition, related to people side of change to achieve required outcome. For navigating throughout the process, it is important to understand the nature of change concerning following characteristics:

- Source: self-determined, natural, compromised/agreed upon, enforced
- Dimension: individual, collective, multi-tenant or global
- Domain: simple, complicated, complex, chaotic and disordered

If we want to grow in leadership capacity individually and collectively, manage changes and help others to understand nature and benefits of change, following questions are often asked:

- What happens when change and complexity meet each other?
- What kind of leadership works in different situations?
- How to support change and make positive impact individually?
- Who are we as a team and what are we capable collectively?
- How to become a team that can carry on diverse challenges successfully?

Navigating in change and complexity requires capacity to stay long enough in the process and requires skills to facilitate finding clarity and travelling throughout all phases and steps of the process. It also requires tools and methods that can be utilized to help successful transition. When individuals learn, explore and practice together, they build collective capacity that can help their organisation to be readier and smarter in not-yet-experienced situations.

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Purpose

Purpose of this training is to give answers to above questions and understand basic assumptions about change and complexity, grow in leadership skills and build collective capacity to navigate safe throughout the process.

Objectives and outcomes

- Learn core models and frameworks (Chaordic field, Cynevin framework, Situational leadership, Participatory leadership)
- Get to know tools and methods that work in complexity (participatory methods, complex change matrix, etc.)
- Explore burning issues and organizational challenges
- Became a team that is aware of individual strengts and collective potentials
- Explore different roles and how to build relations
- Make plans for implementation and communication across organizational structure

Principles of learning

Principles of working with leadership, change and complexity offered in this training are based on processes that are purpose-driven and allow emergence, new possibilities and new relations needed to achieve desired outcome.

It is common sense that when we seek new solutions for the common good, we need to bring stakeholders together in conversation. When people are invited to work together on what truly matters to them in a self-organizing way, they take ownership and responsibility for moving their issues and ideas into wiser and sustainable actions and therefore make positive organizational impact.

This training is structured as a highly experiential, interactive and motivational. Participants will be working and learning together by using models and methodologies applicable in change and complexity.

Programme

13:00 **Welcome and introduction**

Block 1: What is our orientation point (compass) in our current context?

Challenges and opportunities, Cynefin framework (complexity model), Team exercise

Break

14:45 Block 2: How do we set direction and navigation points?

Living systems, Chaordic field, Directions and aspirations (our compass), Team exercise

Break

16:30 Block 3: How do we navigate and lead the way?

Change matrix, Situational leadership, Participatory leadership, Team exercise, Action plan

19:00 **Feedback and Closing**

2 How to work with change and complexity

For working with change and complexity, there is no “straightforward cookbook” to follow, as this kind of work must be aligned with the organizational context, individual and collective capacity, values, competencies and many other elements and resources, but starting with following general principles can help you to be safer in navigating throughout the process:

- Need and purpose of dealing with some situation are important! They serve as invisible leaders towards solution, so it is recommended to start with finding clarity of need and purpose (Why we are doing this? What are we addressing here? Why this is needed? And why now?)
- Looking at your situation through different lenses can help you to be aware of all perspectives, e.g. challenges and opportunities, stepping stones and obstacles, pros and cons, etc.
- If you know your “compass parameters” (e.g. destination, route), you will be able to choose right directions to navigate towards
- Complexity can be disassembled /unpacked / detached in pieces that are not complex and can be solved – but logical principles must be obeyed depending on the nature of your situation (like in math: summing, subtracting, multiplying and dividing have principles how to be calculated and combined...)
- Individual AND team capacity is important, also relations between team members – some people will need support or coaching to raise their motivation and some others knowledge transfer for building upon existing commitment of doing their tasks – recognizing what kind of leadership is needed and involving people in the right way is one of the key success factors
- It helps to be skilful in methodologies and mental models you will apply in your situation – so “equip” your toolbox and think about knowledge, skills and abilities that will make you become fully competent to perform your role efficient and in defined timeframe

Appreciating what works and learning from existing experiences around change and complexity can help you to define your own principles– so use above inputs to build upon and be creative!

Following paragraphs describe mental models and methodologies which can be used in change and complexity processes.



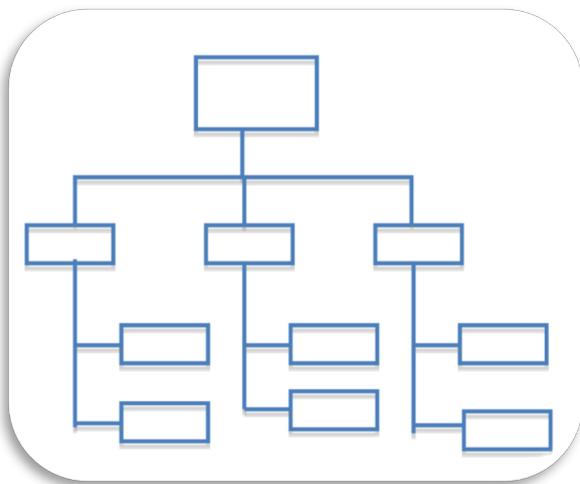
3 Mental models

3.1 Two Complementary worldviews

“In a living system we will need to stop describing tasks and instead facilitate process. We need to become savvy about how to build relationships, how to nurture growing, evolving things. All of us will need better skills in listening, communicating, and facilitating groups, because these are the talents that build strong relationships”

Margaret Wheatley

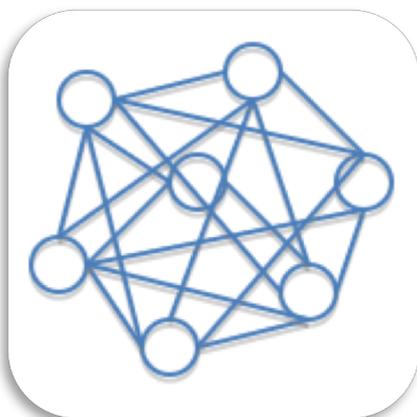
When we are asked to draw our organizations, it usually manifests as an organizational chart or “organigram” with boxes and communication lines.



What are the assumptions and core beliefs we hold about organizations when the picture manifests like this?

This represents a bureaucracy. It also represents a mechanistic view of organizations.

This picture speaks of a belief (basic assumption) that if we can define each part and the relationships between them, the machine will function well. This may also tell us that we believe that leaders are the experts and have the answers, which are why they are at the top of the chart with a bigger office, more responsibility and a bigger pay check. It may also tell us that we believe that people at the bottom of the pyramid do what they are told if they are given a good plan and clear instructions or job definitions. It may communicate a sense of order and having things under control. It is a linear system, which makes it streamlined and effective in stable environments.



The assumptions and core beliefs we hold about organizations when the picture manifests like this are based in a “living systems” worldview or viewing organizations as “complex, adaptive systems”!

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This picture speaks of a belief (basic assumption) that we can self-organize. There is no clear top or center and each part seems as important. There are many leaders and leadership can shift. All the parts are interconnected. It may also seem less orderly.

These two paradigms are almost diametrically opposite and often cause a polarization of views either favoring one or the other. Instead the complexity of our time calls for both. We need to learn how to lead and participate in both contexts and embrace both world-views and know what is needed when.

This is a way how to connect a dot in organization – by moving from hierarchy to network, with clear purpose and need, you are connecting dots (people, stakeholders, good experiences, resources of different kind) and allow diversity to come in and play important role.

Both approaches, living systems and hierarchy have advantages and disadvantages and are good for different things. Living systems or complex adaptive systems are flexible and resilient; they can embrace diversity and can be innovative. Hierarchies can be stable, effective in action and streamlined. Both are needed.

There is a way of thinking and operating in between these two worlds that contain and combine elements of both. We call it “Chaordic field”. Dee Hock, founder of VISA, addressed this approach in the early 90’s.

A Few “Chaordic” Assumptions

- *New Solutions Are Needed*
 - Experiences of increasing complexity in the problems we face, compel us to find new solutions for the common good, whether in corporations, government, education, non-profits, communities, or families. These solutions are more comprehensive and more readily found and owned if they are co-created by the stakeholders.
- *New Solutions Grow Between Chaos and Order*
 - If we want to innovate, or work with change, we must be willing to let go of what we know and step into not knowing. In nature all innovation happens at the edge of chaos, or in the space between chaos and order (the chaordic path). It is in the chaordic space that new connections are created and new possibilities emerge. The way to any major change or transformation will go through chaos into new order.
- *Conversations Matter*
 - It is common sense to bring more people together in conversation. It is the way we have done it in generations past, gathering round fires and sitting in circles.
 - Conversation is the way we think and make meaning together. It is the way we build strong relationships that invite real collaboration.
- *Meaningful Conversations Lead to Wise Actions*
 - Human beings that are involved and invited to work together only pay attention to that which is meaningful to them. Conversations that surface a shared clarity on issues of importance foster ownership and responsibility when ideas and solutions must be put into action. Actions that come out of collective clarity are sustainable.

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▪ *Organizations Are Living Systems*

- When human beings join in an enterprise or organization they have more in common with a living system than with a machine. Living systems are intelligent and capable of self-organizing their own and unique solutions. The way you “lead” a living system is radically different from operating a machine.
- When these systems grow big enough they organize in levels. They need structures, containers and boundaries that can facilitate or act as host for the collective resources and intelligence. The structures are there to support what needs to happen rather than impede it.



3.2 Living Systems

“People are intelligent, creative, adaptive, self-organizing, and meaning-seeking. Organisations are living systems. They too are intelligent, creative, adaptive, self-organising, meaning-seeking”.

For three hundred years, since Descartes and Newton, our thinking has predominantly been influenced by rationalism. We have been able to figure things out and “be in control”. We tend to view our organisations as we view machines—as consisting of clearly defined parts with clearly defined roles and a predictable output.

In a complex world, this mechanistic view may not always be adequate to meet the complex problems and challenges we face. What if organizations should be viewed as living systems as well?

Living systems exist everywhere in nature—bacteria forming colonies or ants coming together to form a system that can create an anthill. Some termite nests even have air conditioning so the temperature stays the same inside the hill.

There are two exciting phenomena in nature and living systems:

- 1) Nature has the capability to self-organise – all parts of the system participate in doing what is needed to sustain the system.
- 2) Self-organisation can lead to emergence = the emergence of totally new properties and qualities = $1+1 = 11$ or something totally new and surprising.

What if organizations really are living systems and there could be a simpler way of organizing that opens the possibility for emergence—provided the right conditions are in place?

What would our organizations and communities look like then?



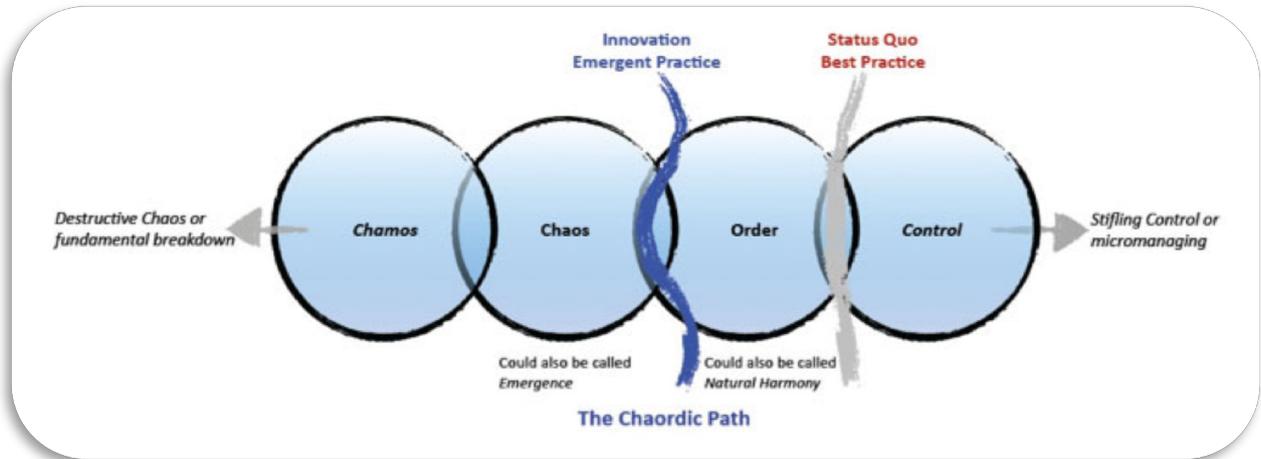
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Here are some of the qualities of living systems that studies have discovered:

- A living system accepts only its own solutions—we only support those things we are part of creating
- A living system pays attention only to that which is meaningful to it here and now
- In nature, a living system participates in the development of its neighbor—an isolated system is doomed
- Nature, and all of nature, including ourselves, is in constant change (without ‘change management’)
- Nature seeks diversity. New relations open new possibilities. It is not a question of survival of the fittest—but everything that is fit—as many species as possible. Diversity increases our chance of survival
- Experimentation opens to what is possible here and now. Nature is not intent on finding perfect solutions, but workable solutions. “Life is intent on finding what works, not what is right”
- All the answers do not exist ‘out there’—we must sometimes experiment to find out what works
- A living system cannot be steered or controlled—it can only be teased, nudged, titillated to see things differently
- A system changes when its perception of itself changes
- Who we are together is always different and more than whom we are alone. Our range of creative expression increases as we join with others. New relationships create new capacities.
- We human beings are capable of self-organizing, given the right conditions
- Self-organization shifts to a higher level of integration, commitment and innovation



3.3 The Chaordic field



Chaos - Order - Control are different states of being and experiencing. We tend to feel safest in the state of order, or for some people, in control. Being out of control is scary if we are looking for predictability. If we have a mechanistic view on organizations, our tendency will be to stay within the realms of order and control, where things are predictable and stable – and where we produce *status quo* or “*more of the same*” – which in some cases is exactly what is needed.

The world and times we live in are, however, are neither predictable nor stable and call for more flexibility as “more of the same” solutions are not meeting the challenges. - If we are looking for *innovative, new solutions* we will find them in a place between chaos and order – the *chaordic* path.

The chaordic path is the story of our natural world – form arises out of nonlinear, complex, diverse systems. “At the edge of chaos” is where life innovates – where things are not hard wired, but are flexible enough for new connections and solutions to occur.

As in nature so in organizations the path between Chaos and Order leads us to the new - to collective learning and real-time innovation. Instead of relying on controlling every detail in our organizations or communities from the top down, many leaders today see the need to access the collective intelligence and collective wisdom of everyone, which can be, at times, a “messy” process until we reach new insight and clarity. To lead our organization on the chaordic path we need “chaordic confidence”, to have the courage to stay in the dance of order and chaos long enough to support a generative emergence that allows the new, collective intelligence and wise action to occur.

As we tread the line between chaos and order, individually and collectively, we move through confusion and conflict toward clarity. – It is in the phase of not knowing, before we reach new clarity, that the temptation to rush for certainty or grab for control is strongest. - We are all called to walk this path with open minds and some confidence if we want to reach something wholly new. In this space of emergence, we leave our collective encounters with something that *not one of us individually* brought into the room.

The art is to stay in the fine balance between chaos and order. Straying too far to either side is counterproductive. - On the far side of chaos is *chamos* or destructive chaos where everything disintegrates

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and dies. On the far side of order is stifling control – where there is no movement which eventually means death. When we move toward either of these extremes, the result is apathy or rebellion - the very opposite of chaotic confidence. - Staying on the chaotic path is where the balance is and where life thrives.

3.4 Complex Adaptive Systems – The Cynefin Framework

The way we lead is very much formed by the way we perceive reality. Social reality has become an object of systems research and cognitive science, which in turn offers now us a whole range of realities that our actual reality is made of. In what follows we introduce the notion of a system to understand social reality. A system is the whole of its elements and their relationships as well as its rules of behavior or processes. You may wonder where the borders of a system are. If the elements of a system include living beings like humans, or nature then it tends to be dynamic and may move its borders. It defines them by its own rules.

A highly instructive synopsis on the various states of systems is found in the "Cynefin framework". Developed by the Welsh researcher Dave Snowden, it distinguishes five domains of reality that a given system may represent; the framework classifies the systems by their state of complexity and order and offers advice on what strategy to adopt to impact each.



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The First Four Domains Are:

Simple, in which the relationship between cause and effect is obvious to all, the approach is to *Sense - Categorize - Respond* and we can apply *best practice*.

This is the area we know from the assembly line. The factory work environment constrains any actor so much, that they are left with few options and perform as the system instructs them to do.

Complicated, in which the relationship between cause and effect requires analysis or some other form of investigation and/or the application of expert knowledge. The approach is to *Sense - Analyze - Respond* and we can apply *good practice*.

This is the area of the "expert" that knows better than the actors how the system's relationships fit best together. The experts design the way to follow and sound managers implement this advice. Note that in the "complicated" domain, there are linear cause-effect relationships, but there are so many and not obvious that some expert insight is necessary to find a good way through.

Complex, in which the relationship between cause and effect can only be perceived in retrospect, but not in advance, the approach is to *Probe - Sense - Respond* and we can sense *emergent practice*.

Here the system's relationships are mutually influenced by the actors' behavior. Thus, it is impossible to discern causal relationships in advance; and experts fail as much as anyone else in trying so.

Leading in complexity is a game of trial and learning. The art is to launch several different possible actions together and see what works better. Those are then amplified, and the less effective ones might be stopped or revised. Here we work on the basis that we understand that we do not know the best way in advance.

Chaotic, in which there is no relationship between cause and effect at systems level, the approach is to *Act - Sense - Respond* and we can discover *novel practice*.

Leading in Chaos is stressful, as the whole system is in stress mode. Systems tend to be unstable and fall from chaotic into simple. This is a catastrophic collapse, as the simplification brought into the system tends to overdo and to suppress the inherent complexity and the system might re-collapse back into chaos again.

The way to stabilise chaotic situations is by Acting-Sensing. That is acting at large scale at once (there is no time left for trying), until the chaos stabilizes into 'normal' complexity where further actions can be tested.

The fifth domain is **Disorder**, which is the state of not knowing what type of causality exists and in which state people will revert to their own comfort zone when deciding.

In full use, the Cynefin framework has sub-domains, and the boundary between simple and chaotic is a catastrophic one: complacency leads to failure.

The new perspective gained by this is the view from complexity. **Leading in complexity is simple**. It suffices to maintain several **high-quality learning nodes** around constant experiments about what a new or improved way of could be acting in the face of constantly fresh constellations; in a world where all actors have some large degree of freedom constrained lightly through boundaries and rules of the system.

4 Methods and tools

4.1 Change matrix

The Managing Complex Change model was created by Dr. Mary Lippitt, founder and president of Enterprise Management in 1987, when complexity was present in different ways than today, but it was present and it also required knowledge, skills and abilities for successful transition throughout the change process.

This model is also known as a Change Matrix and is easily understood by different organizational roles and different professions.

Model describes that managing complex change requires FIVE COMPONENTS.



The above matrix, which illustrates the components necessary to bring about and manage complex change, has applications in many types of organizational change.

Applying the model, **it takes vision, skills, incentives, resources and an action plan to get a coalition / (e.g. alignment or partnership) to produce change in an organization.** If you have all five, you will likely end up with change. And, if you leave one of the components out, you will likely end up with something different.

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If you have skills, incentives, resources and an action plan but you **don't have a vision** — that guiding force behind what you're trying to do — you will not end up with change. You will end up with **confusion** because you won't have that guiding force to refer to during the process.

If you have a vision, incentives, resources and an action plan, but **leave out the skills** necessary (i.e. communication, public speaking, political or advocacy) to effect the change you seek, you will be left with **anxiety** among your coalition members. If you have people who are unprepared to do the work, it doesn't matter if they have a great vision.

If you have the vision, skills, resources and action plan, but **leave out the incentives** — the types of things (rewards, recognition, celebrations) that keep key stakeholders involved — you may have change, but it will be more **gradual change**. It may take years to years to accomplish what you could have done in a shorter period.

If you have the vision, skills, incentives and action plan, but **leave out the resources** (money, time, equipment), you will end up with a lot of **frustration** because you've got a plan, and you know how to accomplish it, but you don't have the resources to get the job done.

If you have the vision, skills, incentive and resources, but **no action plan** — a plan broken down into steps that people can take and accomplish in small bits — you will end up with a lot of **false starts**. The members may take off in a certain direction, only to realize that an important step was skipped, forcing them to stop their progress and go back and take care of it.

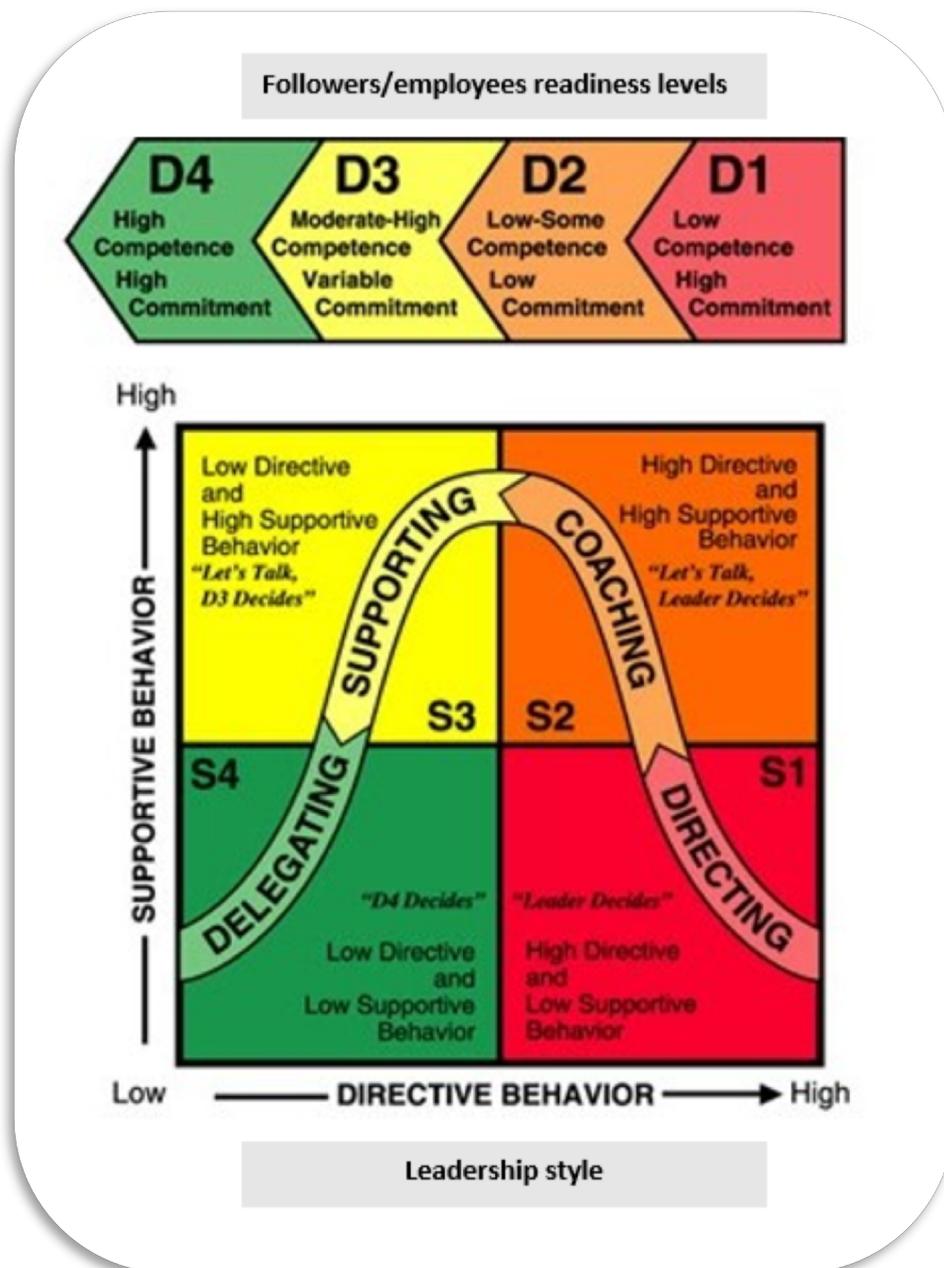
This matrix provides overall change framework, by reminding on elements which must be transparent and understood by all people affected by change. Details should be designed in alignment with organizational practices and general regulations (legislation, strategy, values, culture, etc.) By combining change matrix with right leadership model, the probability of successful transition is much higher!!



4.2 Situational leadership

The Situational Leadership Model provides leaders with an understanding of the relationship between an effective style of leadership and the level of readiness followers exhibit for a specific task.

Developed by Dr. Paul Hersey in the late 1960s, the Situational Leadership® Model is a powerful, yet flexible tool that enables leaders of all kinds; managers, salespeople, peer leaders, teachers or parents to more effectively influence others.



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Dr. Hersey's original Situational Leadership® Model is based on the relationship between leaders and followers and serves as a framework to analyse each situation based on:

- The amount of guidance and direction (task behaviour) a leader gives
- The amount of socioemotional support (relationship behaviour) a leader provides
- The readiness level that followers exhibit in performing a specific task, function, or objective

This means that leadership style differentiates how much a leader is focused on tasks and therefore provides guidance and directions, and how much on relationship and therefore providing support. It is important to understand that leader should align his/her leadership style according to the situation and task, and not in general for an employee / follower.

Instructions according to follower level:

S1 – DIRECTING (TELLING)

... for employees who do not have competency (knowledge, skills, abilities) to perform the task

Responsibility of a leader:

- Communicating targets and expected outcome
- Dealing with challenges and offering solutions
- Taking decisions by which follower can perform the tasks
- Monitoring executions

Recommendations for directing:

- Disassemble task in smaller parts
- Explain all steps and milestones
- Ask reflecting questions to check understanding (how did you understand this?)
- Be consistent in monitoring and checking understanding

S2 – COACHING (SELLING)

... for employees who have some competencies so besides directions, they need support and raising self confidence

Responsibility of a leader:

- Two-way communication
- Sharing ideas, but also asking questions and giving space for employee to suggest ideas
- Listening and encouraging
- Talking and explaining decisions, but being open for suggestions and other opinions

Recommendations for coaching:

- Constant monitoring of performance
- Regular feedback, focused on raising motivation
- Be specific by giving feedback and sharing impression
- Agree on next steps
- Take common decision about deadline

S3 – SUPPORTING

... for employees who have needed competencies for performing task, but they disrupted commitment, self-confidence or motivation

Responsibility of a leader:

- Supporting effort of employee to perform task
- Encouraging and giving positive feedback and commends when appropriate
- Not offering solutions, but asking right questions which stimulate finding solutions and thinking out of the box

Recommendations for coaching:

- Raise self-confidence
- Showing empathy helps here
- Don't judge, don't criticize ideas
- Listen for insights and accept different perspectives
- Explore and find sources of motivation disruption
- Work together for finding solution
- Don't go into personal issues, stay on professional level
- Take common decision about deadline

S4 – DELEGATING

... for employees who have needed competencies for performing the task and demonstrate commitment, self-confidence and motivation clearly

Responsibility of a leader:

- Delegate task to the “right” person (ready, competent, committed)

Recommendations for coaching:

- Delegate mandate (not just responsibility)
- Share all relevant information, targets and expected outcomes
- Inform about available resources
- Agree upon roles and responsibilities precisely and check understanding
- Agree on monitoring, following and reporting about the progress (status meetings are recommended)
- Communicate delegated mandate and all agreed information to others (team members, employees, partners...)
- Be available for questions and support if needed
- Give positive feedback and commend when something is done well
- Do not interfere if not necessary

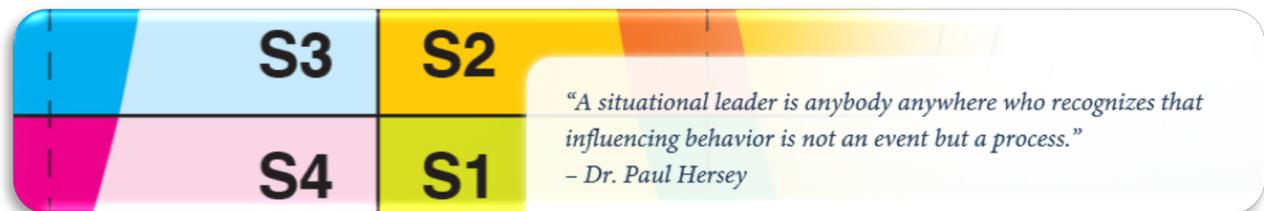
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Situational Leaders learn to demonstrate four core, common and critical leadership competencies:

- Diagnose “Understand the situation they are trying to influence”
- Adapt “Adjust their behaviour in response to the contingences of the situation”
- Communicate “Interact with others in a manner they can understand and accept”
- Advance “Manage the movement”

Common goal of situational leader is support employees coming to the higher readiness level (D1 => D2 => D3 => D4).

Situational Leadership, which stresses flexibility and simplicity in execution, can equip leaders in your organization with the tools necessary to skillfully navigate the demands of an increasingly diverse workforce and evolving global marketplace. Infinitely adaptable to any circumstance, the model prepares leaders to address the most pressing challenges pervasive in today’s work environment.



4.3 Participatory leadership

Principles of working in complexity are based on participatory processes which allow emergence, new possibilities and new relations needed to facilitate process of unpacking complexity and finding solution. It is common sense that when we seek new solutions for the common good, we need to bring stakeholders together in conversation. When people are invited to work together on what truly matters to them in a self-organizing way, they take ownership and responsibility for moving their issues and ideas into wiser and sustainable actions.

Based on hosting and harvesting meaningful conversations, Participatory Leadership (PL) is approach to leadership that scales up from personal to systemic usage of dialogue, facilitation, collaboration and cocreation of new solutions to address complex challenges that we face in our organizations today!

PL integrates powerful methodologies and mental models that support true collaboration and honest involvement of whole team /organization / any group you work with. Essence of the PL is in using systematic approach for connecting individual insights and contributions into collective wisdom, so much needed for complex challenges where "copy/paste" solutions do not work.

PL is supported by principles that maximize collective intelligence, welcome and listen to diverse viewpoints, maximize participation and transform conflict into creative cooperation.

How does participatory way of working complement the more traditional ways of working?

Traditional ways of working	Participatory way of working
Mechanistic	Organic – if you treat the system like a machine, it responds like a living system
Hierarchical lines of management	Community of practice
Top-down agenda setting	Set agenda together
Silos/hierarchical structures	More networks
Executing procedures	Innovating processes
Individuals responsible for decisions	Using collective intelligence to support decision-making
No single person has the right answer but somebody has to decide	Together we can reach greater clarity - intelligence through diversity
Dealing with complaints by forwarding them to the hierarchy for action	Dealing with complaints directly, with hierarchy trusting that solution can come from the staff
Consultation through surveys, questionnaires, etc.	Co-creating solutions together in real time, in presence of the whole system
Result-oriented	Purpose-oriented– the rest falls into place
Seeking answers	Seeking questions
Broadcasting, boring, painful meetings	Meetings where every voice is heard, participants leave energized

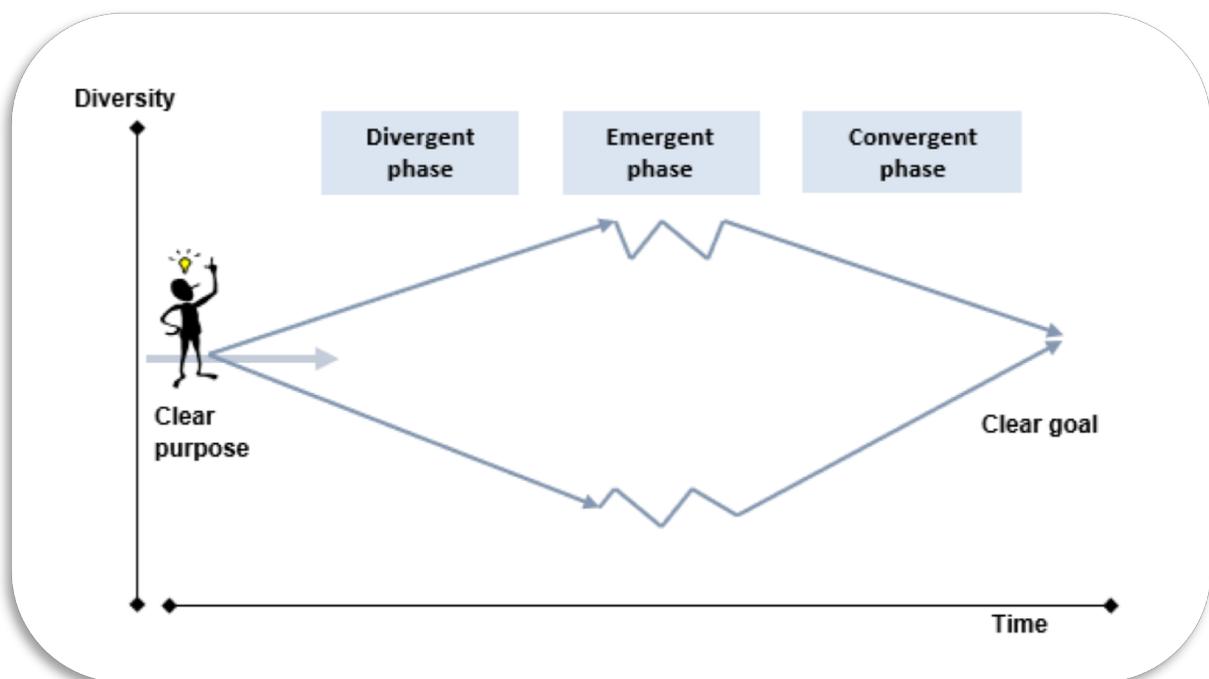
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The methods and tools integrated within PL are mostly derived from to The Art of Hosting Conversations that matter practice www.artofhosting.org

This practice evolved as a response to the increasingly complex and fragmented world, where solutions and innovations lie not in one leader or one viewpoint, but in the bigger picture of collective intelligence.

By entering an inquiry or conversation that matters, we operate with three different phases in the process—divergent, emergent and convergent. Each of these phases are different and it is important to know where we are in the process and what is needed in each phase.

Divergent and convergent ways of thinking and working are complimentary and different. The 'breath' of divergence and convergence, of breathing in and breathing out, is at the heart of our process design. Every process goes through several such breathing cycles.



In the divergent phase, or “Pre-ject”, there is yet no clear goal. This is a “goal-seeking” phase where a clear shared purpose gives the collective direction. Another driver in this phase is asking the right questions.

Divergent Thinking: Typically generates alternatives, has free-for-all open discussion, gathers diverse points of view and unpacks the problem.

The Divergent Phase Is non-linear and needs “chaos time”. It is purpose and process-oriented and needs prolonged decision time.

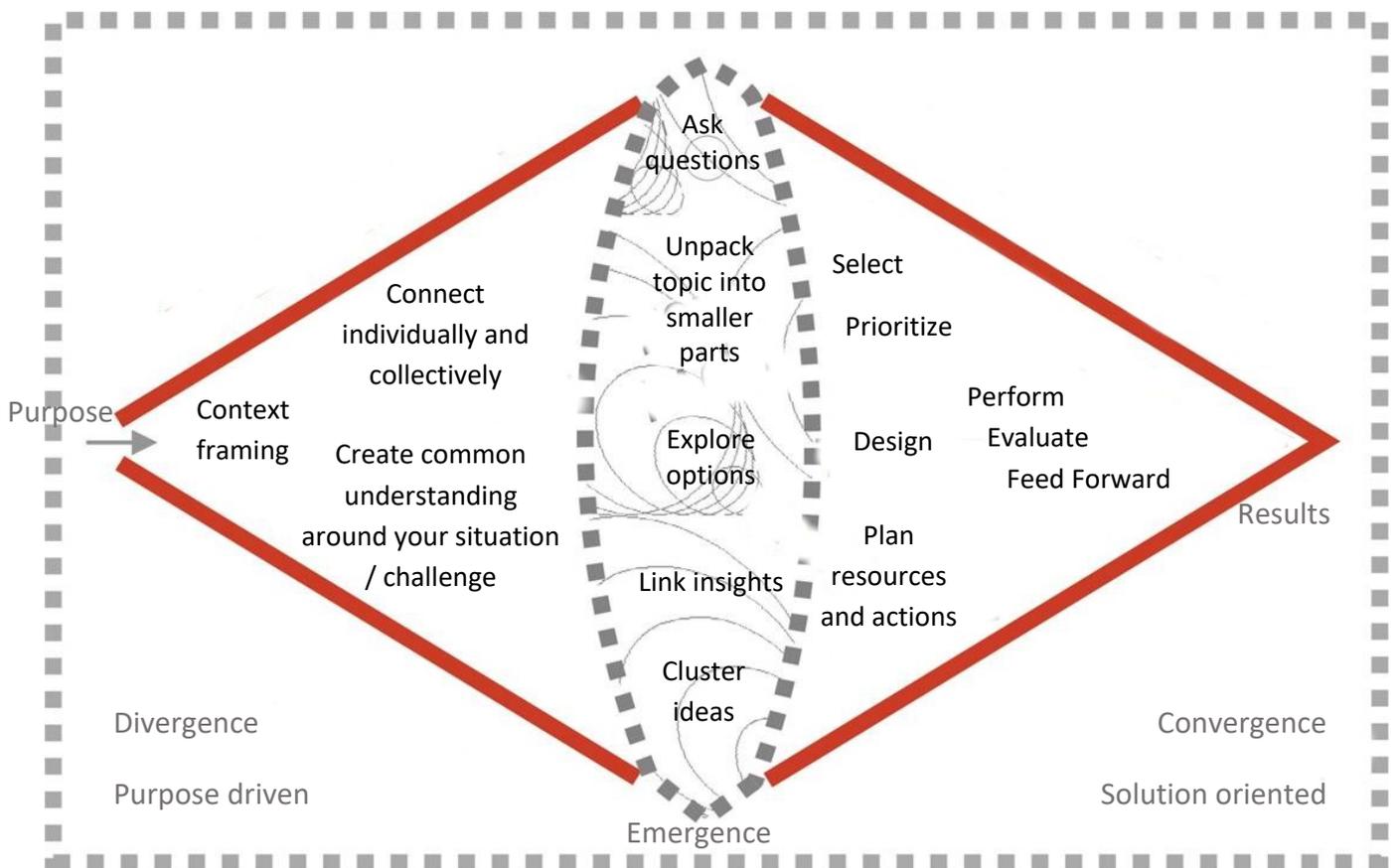
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Convergent Thinking: Means evaluating alternatives, summarizing key points, sorting ideas into categories and arriving at general conclusions.

The Convergent Phase Is goal-oriented and focused, linear, structured and usually subject to time constraints. It is focused on getting results and may require quick decisions.

The Emergent Phase Between the divergent and convergent phase, is fondly known as the 'groan zone'. It is the phase where different ideas and needs are integrated. It may require us to stretch our own understanding to hold and include other points of view. We call it the groan zone because it may feel messy, an uncomfortable stretch, but it is also the phase where the new solution emerges.

Example of participatory process structure:



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There are many good practices and methodologies used in participatory leadership (like Appreciative Inquiry, Circle practice, Open Space Technology, World Café, etc.). They are designed to engage a group of people (large or small) in strategic conversations, where our collective wisdom and intelligence can be engaged in service of finding the best solutions for a common purpose.

Following **principles** are identified as common to all participatory methodologies:

- They offer a **simple structure** that helps to engage small or large groups in conversations that can lead to results.
- They are usually **based on dialogue**, with **intentional speaking** (speaking when you really have something to say) and **attentive listening** (listening to understand) as **basic practices**, allowing us to go on an exploration and discovery together, rather than trying to convince each other of our own present truths.
- **Suspending assumptions** is a basic practice. It allows us to listen without bias (or with less bias) and to examine our own present truths.
- **Circle is the basic organisational form**, whether used as the only form (e.g. circle practice) or used as many smaller conversation circles, woven into a bigger conversation, (e.g. World Café, Open Space)
- Meeting in a circle is a **meeting of equals**. Generally, all these methodologies inspire peer-to-peer discovery and learning.
- **Inquiry or powerful questions are a driving force**. Answers tend to close a conversation while inquiry keeps the conversation going deeper.
- The purpose of all this is to “think well together, that is to **engage the collective intelligence for better solutions**.
- **Facilitating** these engagements or conversations is more like stewarding or “**hosting**”, allowing the solutions to emerge from the wisdom in the middle. Hosting well requires a certain proficiency in the four-fold practice of: being present in the moment to what is happening, engaging in conversations with others, hosting conversations and co-creating or co-hosting with others.
- There are several **conditions** that need to be in place for engagement to work well. Any engagement or strategic conversation needs to be based in a **real need** and must have a **clear purpose**. Any “**givens**” or **boundary conditions** need to be clear ahead of time. You may also have defined success-criteria or have an idea of the outcome even if the concrete **solutions will emerge from the conversations** (see also the section on design)

Additional resources about methodologies and practice:

- Circle <http://www.thecircleway.net/>
- World Café <http://www.theworldcafe.com/>
- Open Space Technology <http://openspaceworld.org/wp2/>
- Appreciative Inquiry <http://www.davidcooperrider.com/ai-process/>
- Resources and information about trainings in Croatia <http://aoplcroatia.weebly.com/resources.html>

5 Reflection and notes

Following questions are offered as reflection to deepen your learning and support implementation:

- What is your learning about change and complexity?
- What is needed in your organization now?
- What could help you to apply new learning in your work?

Navigating in change and complexity

Notes



6 The Hosting Team

Jan Hein Nielsen and Jasmina Lukačević collaborate since 2003 as consultants in the area of organizational and people development, with specific focus on supporting organizations, teams and individuals in designing and implementing participatory processes and building leadership capacity. Their knowledge and professional experience are complementary and they are passionate about engaging in projects which create positive impact and are meaningful to participants and stakeholders.

Jan Hein Nielsen has been working in the field of systemic organizational change and development since 1995 in positions of both middle and senior management and as consultant and coach.

Since the beginning, he was inspired by the potential in leaders engaging and empowering staff and stakeholders in co-creating collaborative and innovative solutions. He has made it a core competence to implement participatory governance and leadership in organizational development and as a capacity for people of all levels in the organizations and communities to integrate and practice. Jan is one of the co-founders of "The Art of Hosting" and "The Flow Game" and is the author of the book, "Idea Development – from head to hands".

www.heinnielsen.com

Jasmina Lukačević works as human resources and organizational development professional, with specific experience in IT sector, both in management role and as external consultant.

Jasmina is interested in developing competences and supporting organizational projects driven by collective purpose and real-time engagement across all organizational levels. Her work is based on designing and hosting participatory processes and conversations that matter "here and now" with wise and sustainable outcomes. She is The Art of Hosting practitioner since 2003 and Flow Game host since 2010. By primary education, Jasmina is M.Sc. in Mathematics and currently attending university specialization in human resources.

www.sestioeblik.hr