

Collective Leadership Training
for the launch of a Multi-Stakeholder Dialogue Platform
on Employment Injury Insurance in Bangladesh

Participant Workbook

Participant Name

30 November to 01 December 2022

facilitated by

Collective Leadership Institute



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PROGRAMME OUTLINE

Training Goals

Concrete Goals:

- Develop a common language and capacity in stakeholder dialogues among the EII Initiative's Collaboration Ecosystem
- Discuss communication strategy for EII Pilot partners

Relationship Goals:

- Build greater understanding and trust among EII tripartite stakeholders
- Strengthen the relationships and cohesion within and between EII participating sectors

Process Goal:

- Contribute to an ongoing planning process among participants to further solidify, strengthen and legitimize sector-level dialogue and collaboration platforms for the Pilot

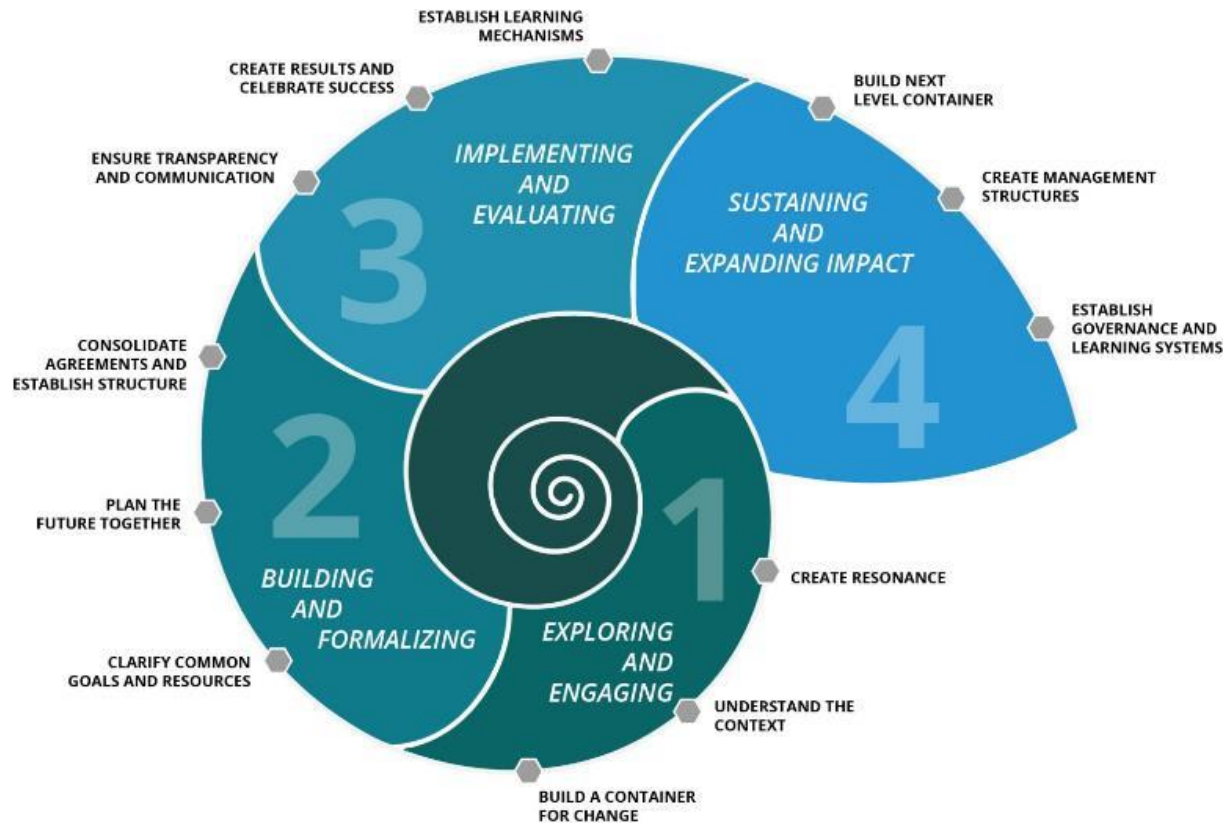
Day 1: Wednesday, 30 November 2022

Time (BST)	Session
08:30	Mandatory Technical Orientation for the organizing team and CLI
09:00	Official Welcome of Participants and Introductions Workshop Agenda Overview and Norms
09:30	GIZ Q&A
10:00	The What and Why of Multi-Stakeholder Collaboration <ul style="list-style-type: none"> • Conceptual input • Group Work 1: The Magic of Collaboration • Plenary reflection
10:45	Coffee Break
11:00	Formats of Multi-Stakeholder Collaboration <ul style="list-style-type: none"> • Conceptual Input • Group work 2 • Presentation
12:30	Lunch Break
13:30	Readiness check for your collaboration initiative <ul style="list-style-type: none"> • Introduction to group work • Group Work 3 • Presentations and plenary reflections
15:00	Short Break
15:15	From Thinking Alone to Thinking Together
15:30	The Dialogic Practices <ul style="list-style-type: none"> • Group work 4 and conceptual input
16:30-16:45	Day 2 Outlook and Check-out

Day 2: Thursday, 01 December 2022

Time (BST)	Session
09:00	Check-in and Day 1 recap
09:15	Conceptual input: Overview of the Dialogic Change Model and Phase 1
09:45	Stakeholder mapping exercise Part 1 <ul style="list-style-type: none"> • Introduction to group work • Group Work 5
10:45	Coffee Break
11:00	Stakeholder mapping exercise Part 2 <ul style="list-style-type: none"> • Presentations of the stakeholder mapping exercise • Potential backloading
11:45	Navigating Differences <ul style="list-style-type: none"> • Group work 6 • Presentations followed by conceptual input.
13:00	Lunch Break
14:00	The Dialogic Change Model for the Implementation of Stakeholder Collaborations <ul style="list-style-type: none"> • Conceptual input: Phase 2
14:45	Discussion about the next steps until the MSD <ul style="list-style-type: none"> • What must be done in between • Who are the persons responsible / the conveners?
15:45	Short Break
16:00	Approaches to Change in Multi-Stakeholder Collaboration <ul style="list-style-type: none"> • Interactive group work (7), followed by a plenary discussion • Conceptual input
17:00-17:15	Check-out

THE DIALOGIC CHANGE MODEL



The Dialogic Change Model (DCM) is based on the ancient human knowledge of dialogue. It structures the design and implementation of transformative change into four distinct phases that help actors design and implement multi-stakeholder collaboration in the most effective way. In that way, it supports and observes the emergence of the underlying principles of co-creating, maintaining, and safeguarding systems aliveness. Beneath the surface of the four phases in multi-stakeholder collaboration is a wealth of knowledge about transformative interaction and communication processes (Kuenkel et al., 2011; Kuenkel, 2015, 2019).

DIALOGIC PRACTICES

Dialogue is known as **‘the art of thinking together’**. In our working groups, it helps to keep some key inter-related principles in mind:

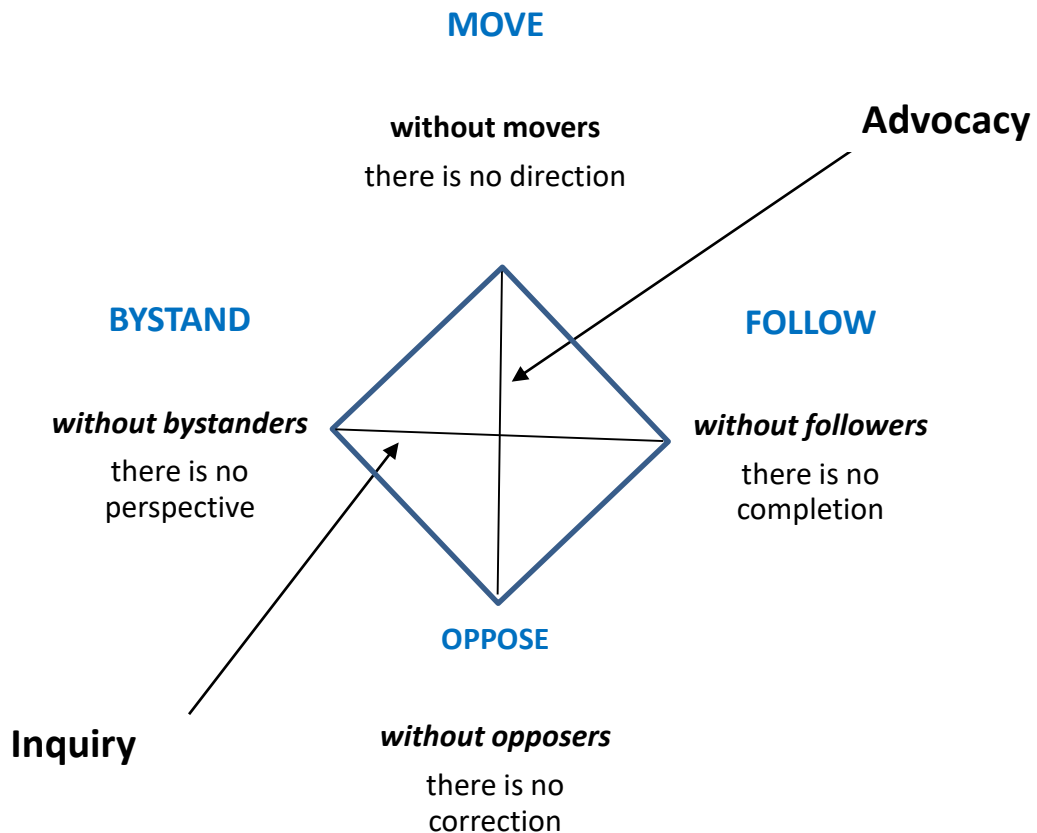
Voice – ensure that all voices are heard. Be willing to give your opinions clearly and briefly with your reasoning and examples.

Listen – give the speaker your full attention, listening to what is said (and not said); be genuinely curious about what they are saying. Ask open questions to get a richer understanding of their perspective.

Respect - if we want to generate open dialogue, it is essential to hold an inner intention of ‘respect’ towards others – irrespective of whether their views and style are like yours or not. Asking questions from this intention helps to introduce new perspectives and to explore assumptions.

Suspend/inquire – dialogue benefits from a high level of self-awareness; notice when you are judging the statements of others (positively or negatively) as this often stops us from listening; suspend your agreement and disagreement until they have finished what they have to say. Non-interruption is key here! Then inquire to build understanding.

ACTION MODES



(Inspired by and adapted from David Kantor 2012)

Action mode: move

The action mode move shows up in the form of people making proposals, initiating something, suggesting solutions, or pushing decisions. Its underlying intention is the setting of direction. If stakeholders or institutions in the stakeholder landscape are weak in this action mode, other stakeholders might dominate them. If, in a collaboration ecosystem, one stakeholder (group) is constantly in “move” mode, e.g., pressing for fast decision-making or wanting to control outcomes, the multi-stakeholder collaboration will become unbalanced, because other stakeholders feel that the direction is influenced by one actor.

Action mode: oppose

The action mode oppose has as its underlying intention in correction. It hints to the unsaid or unseen and reminds powerful stakeholders of what they neglect or ignore. It often brings a different way of seeing things to the surface and to the attention of all stakeholders. Unheard or ignored, it can turn into fierce opposition. If continuously ignored, this may turn into violent

opposition. In multi-stakeholder collaboration, this action mode in its mild form is reflected in any action that seeks to counteract stakeholder positions, suggests different routes to take, blocks the process, or threatens to exit the collaboration ecosystem.

Action mode: follow

The action mode follow aims at consensus, integration, and is most often shown through confirming addition or agreement. Its underlying intention is completion. Without this action mode multi-stakeholder collaborations cannot succeed, as consensual agreements are the cornerstone of success. However, if a continuous pattern of move/follow develops in a collaboration ecosystem, this might be as detrimental to the overall process in the long run. It is time to ask whether all-important aspects are truly being addressed. Move/follow patterns seem to be effective and fast in the short term, but they usually lack the different perspectives and corrective views necessary for quality decision-making.

Action mode: bystand

The action mode bystand has as its underlying intention in bringing in a different perspective. It is more than just observation, but an active search for perspective and collective wisdom, often as an attempt to inquire into the situation and into the interests of participating actors, or to describe observations that can take the conversation forward. When this action mode is missing, participants in multi-stakeholder collaboration lack the ability to look from a distance and assess their joint progress.

But if well developed, regular reflection becomes part of the process. If a stakeholder group's tolerance for differences of opinion is low, or if it has little patience for dealing with different opinions or mindsets, it can be difficult to create an atmosphere of mutual respect.

EXERCISE 1: THE MAGIC OF LEADING IN COLLABORATION

Please agree (1) on a timekeeper, (2) who will moderate the group, (3) who will document results (*flipchart or pinboard*), and (4) who will report back in plenary. In this exercise, please listen to each other's stories, do not comment on them.

What makes multi-stakeholder collaboration succeed or fail?

Task: Based on your experience, please discuss the following questions in your group:

- What are the 3-5 major factors that make collaboration between people from different groups or institutions successful?
- What are 3-5 major factors that make collaboration between people from different groups or institutions fail?

Please give supporting statement for your answers.

EXERCISE 2: FORMATS OF MULTI-STAKEHOLDER COLLABORATION

Please agree (1) on a timekeeper, (2) who will moderate the group, (3) who will document results (flipchart or pinboard), and (4) who will report back in plenary.

TASK:

GOAL: Understand different formats for multi-stakeholder collaboration and their relevance to your experiences

TASK: Please discuss multi-stakeholder collaborations (consultation and cooperation) that you are familiar with following these guiding questions:

- What was (is, or will be) the purpose of your collaboration initiative?
- At which level? (*Multi? Local government level, National?*)
- What was (is, or will be) the focus: on consultation or cooperation?
- Which of the formats matches?

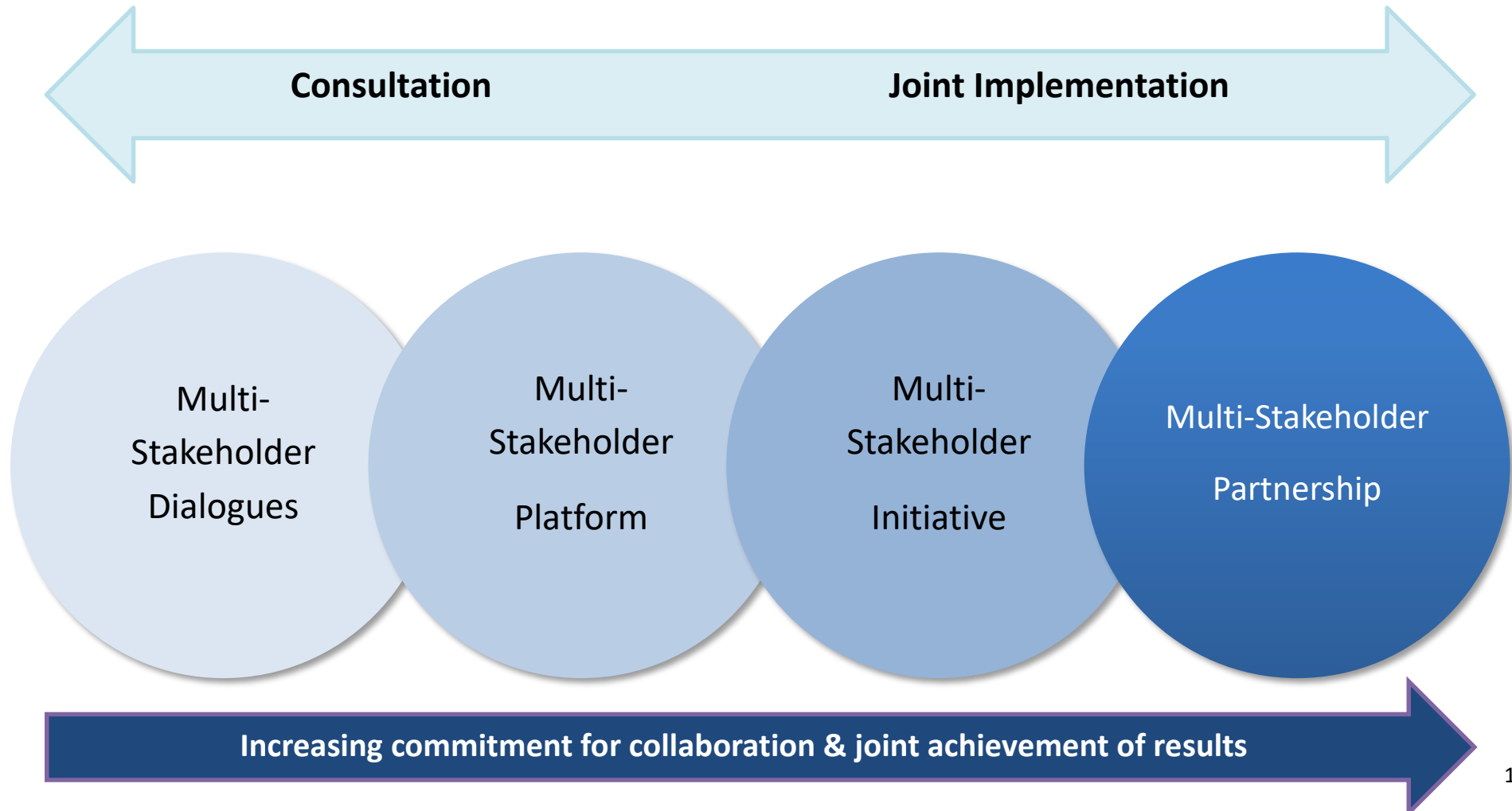
Typical Formats of Multi-Stakeholder Collaboration

	Consultation processes	Cooperation processes
Purpose	<ul style="list-style-type: none"> The structured integration of perspectives and interests from a variety of stakeholders 	<ul style="list-style-type: none"> The cooperation of various stakeholders to achieve jointly agreed objectives
Role of initiators	<ul style="list-style-type: none"> Drivers and owners of results Steering of process Decision on next steps in the process 	<ul style="list-style-type: none"> Facilitators of the collaboration process Enablers of joint planning and decision-making Promoters of joint ownership for results
Typical application	<ul style="list-style-type: none"> Policy development (Public sector) Situational analysis (NGOs) Compliance management and stakeholder engagement (Companies) 	<ul style="list-style-type: none"> Development of voluntary sustainability standards (public sector, NGOs, and private sector) Sustainable value chain development (Private sector, NGOs) Sustainable natural resource management (public sector, NGOs, and private sector) Improving living conditions and social development (public sector, NGOs, and private sector)

Formats of Multi-Stakeholder Collaboration – Summary of Purpose & Application

Format	Purpose	Applications
Multi-stakeholder dialogues	<ul style="list-style-type: none"> To raise stakeholders' interest in or awareness of a particular issue To get feedback from different stakeholders about a specific issue 	<ul style="list-style-type: none"> Awareness raising for SDG implementation Development of national or local sustainability strategies Policy development around SDG implementation topics Policy implementation review Environmental or social impact assessment
Multi-stakeholder platforms	<ul style="list-style-type: none"> Exchange of experience between different stakeholders Fostering cross-sector working relationships Coordination of various SDG implementation activities within an overall framework of transformative change 	<ul style="list-style-type: none"> Exchange of lessons learned from SDG implementation Development of sustainability standards Harmonization of standards or approaches to transformative change Coordination of complex tasks in e.g., resource managements that require multiple stakeholders Multi-stakeholder advocacy for SDG implementation and sustainability issues Advocacy for political or economic development agenda
Multi-stakeholder initiatives	<ul style="list-style-type: none"> Delivering transformative change for SDG implementation complex constellations of stakeholders with measurable results within a certain time-period. 	<ul style="list-style-type: none"> Complex collaborative implementation projects Strategic alliances for transformative systems change around SDGs Sector-wide collective behaviour changes in value chains resource management or poverty alleviation. SDG-specific coordinated implementation of various activities
Multi-stakeholder partnerships	<ul style="list-style-type: none"> Achieving specific project results with complementary resources from selected stakeholder partners in specific timeframe 	<ul style="list-style-type: none"> Concrete and localized improvement projects for SDG implementation. Innovative approaches to solve specific problems. Improving service delivery to people in complementary action.

TYPICAL FORMATS OF MULTI-STAKEHOLDER COLLABORATION



EXERCISE 3: NAVIGATING THE COMPLEXITY OF COLLABORATION WITH THE READINESS CHECK

Select a moderator, timekeeper, notetaker, and presenter. Apply your Group Norms throughout.

Task

1. **Complete the Readiness Check:** Discuss and answer each point: yes or no using the table provided below.
2. **Identify possible actions:** For the Readiness Check Points that you have decided are not yet ready/done, jointly decide on actions your Container Group will take next for Phase 1 engagement of your stakeholders (slide 9)
3. **Prioritize and develop an action plan:** Discuss priority actions **for the next few months**, including responsible persons and concrete dates

Step 1 and 2

PHASE 1: EXPLORING AND ENGAGING			
Step 1: Create resonance	YES/NO	The actions we have taken	Actions we have yet to take
1.1 Have we identified relevant key stakeholders, do we know their perspectives, and have we created bonds between them?			
1.2 Have we been able to get the vision for a transformed future across to potentially relevant actors through formal and informal conversations?			
1.3 Have we been able to convince high-level or influential actors of the urgency of the initiative and gained their support?			
Step 2: Understand the context	YES/NO	The actions we have taken	Actions we have yet to take
2.1 Have we explored the context of our collaboration initiative and know other activities well enough?			
2.2 Are we aware of positive or negative factors/structures/trends which influence the transformative change endeavour, or why change has not occurred earlier?			
2.3 Have we researched best practices or results from similar initiatives that we can adopt or learn from?			

2.4 Have we conducted a Stakeholder Analysis and assessed what needs to be done for to engage both influential and interested stakeholders?			
2.5 Have we assessed the resources required to organize the transformative change architecture?			
2.6 Have we explored potential conflict situations that might arise?			
Step 3: Build a Container for change	YES/NO	The actions we have taken	Actions we have yet to take
3.1 Have we built a strong core group (Container) composed of key stakeholders, and does it have a sufficient mandate?			
3.2 Does the core group (Container) meet regularly and jointly plans the roadmap and next steps?			
3.3 Have we successfully completed a first small meeting of key stakeholders with jointly agreed results?			
3.4 Does the core group have a good overview of the stakeholder system and the ability to engage key stakeholders into a broader container?			
3.5 Have we ensured that the core group and important actors are knowledgeable about content issues as well transformative change methodologies? Dialogue?			

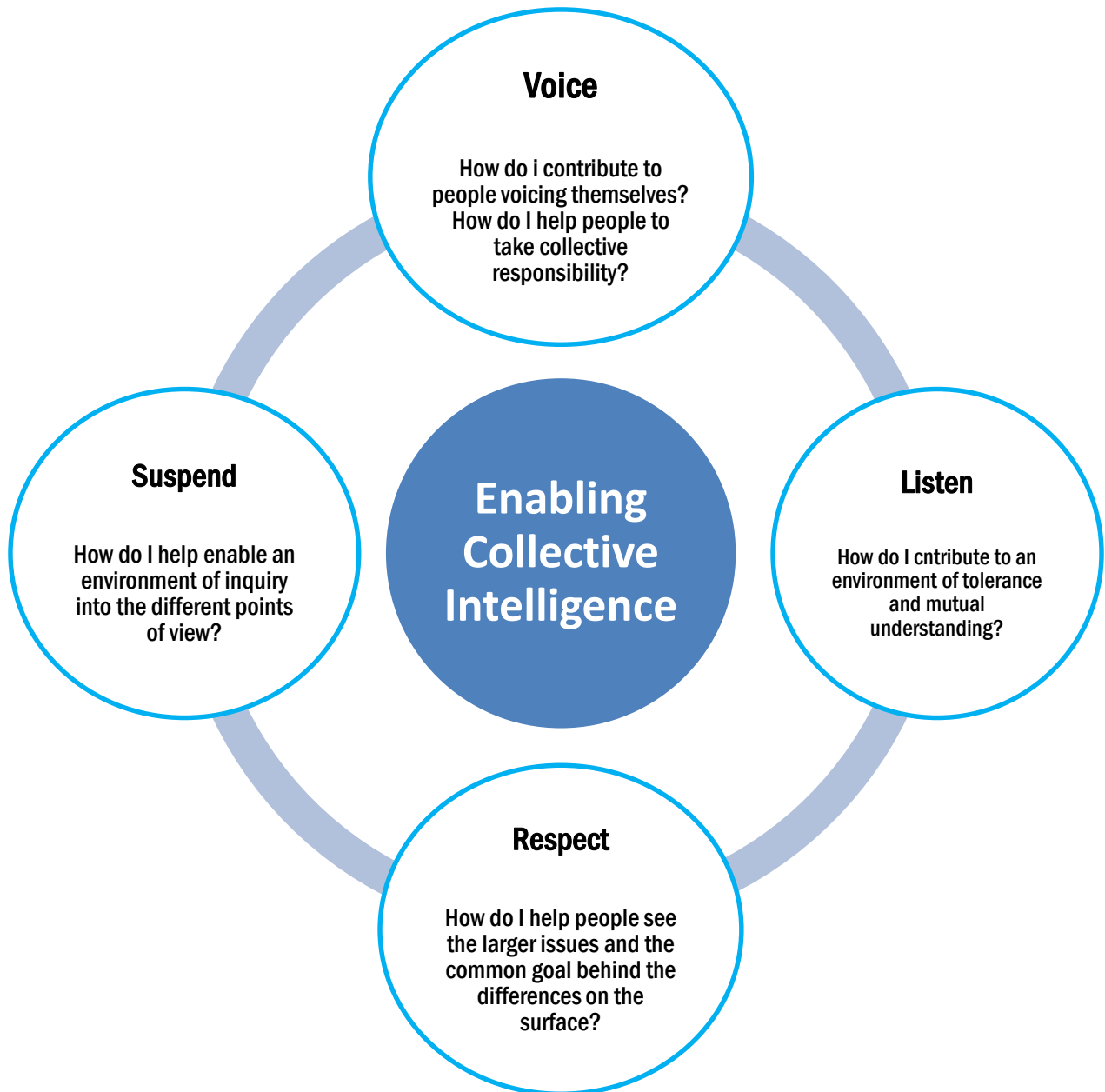
Step 3

Action Plan

Discuss priority actions **for the next few weeks and months**, including responsible persons and concrete dates. See what you can achieve realistically before the second module.

EXERCISE 4: FROM THINKING ALONE, TO THINKING TOGETHER

Dialogic Practices



Source: Inspired by and adapted from Isaacs, 1999

EXERCISE 5A: STAKEHOLDER MAPPING

Please agree (1) on a timekeeper, (2) who will moderate the group, (3) who will document results (flipchart or pinboard), and (4) who will report back in plenary.

Preparing Multi-Stakeholder Collaborations in Phase 1 of the Dialogic Change Model

- **Step 1:** Define the purpose of your multi-stakeholder collaboration that you are currently helping to initiate (This will help you determine which stakeholders are essential to consider in Step 2) – Write it as a headline on top of your flipchart/pin-board and then draw the grid below on your flipchart but leave it blank apart from the words on the left side and bottom.
- **Step 2:** Identify key stakeholders (e.g., names of organisations and names of individuals, be specific as much as possible) and write each on the moderation cards provided (consider using different colours for different sectors or other criteria you want to use)
- **Step 3:** Place each card in the interest / influence grid

If you have time: Start to discuss the results of your grid and any implications for your stakeholder engagement strategy.

Reminder: Interest Influence Grid for Stakeholder Analysis

Power/Influence	High	<i>If important to engage, raise their interest</i>	<i>Engage</i>
	Low	<i>Do not engage (at least at the beginning)</i>	<i>If important to engage, strengthen their capacity to get heard</i>
		Low	High
		Interest	

Phase 1 of the Dialogic Change Model

Goals

- Understanding context and different perspectives
- Involve stakeholders in the topic and concerns

- Build up interest and energy for the desired change

Duration

- From at least two months (single Stakeholder Events)
- up to one year and more (Multi-Stakeholder Partnerships)

Expected results

- Participating stakeholders are identified
- Trust between key stakeholders is established and mistrust is reduced
- Explicit feedback for dialogic initiative or change processes is obtained
- Credibility of the implementation process is established
- Context and external factors are explored

Creating Resonance

Principles:

- ✓ Promote the idea and test the common ground
- ✓ Create first resonance and build trust
- ✓ Identify common goals

Guiding questions:

- Who shares the common goal?
- Which important stakeholders can support our cause?
- What makes our cause attractive to the different actors?
- Where can we see already energy/willingness for change?
- Who do we need to speak to generate support?

Understanding Context

Principles:

- ✓ Conduct a stakeholder analysis (conflict mapping, situation analysis, capacity...)
- ✓ Clarify different interests and motivation – be aware of potential areas of conflict
- ✓ Understand the wider field: research, feasibility studies, benchmarking...

Guiding questions:

- Which partners do we need to ensure the success of our case?

- Who has influence in the outcome of our initiative, and how can we influence them?
- Are there existing best practices/experiences in similar situations?
- Who do we have to talk to in order to complete our understanding of the overall system? What are the potential difficulties?

Building a Container for Change

Principles:

- ✓ Generate first structured dialogue, get commitment by most important stakeholders
- ✓ Create a sustainable, open process design (setting) where people can take ownership of the results and the process
- ✓ Ensure that the change initiative has **'high level sponsorship'** and/or patronage

Guiding questions:

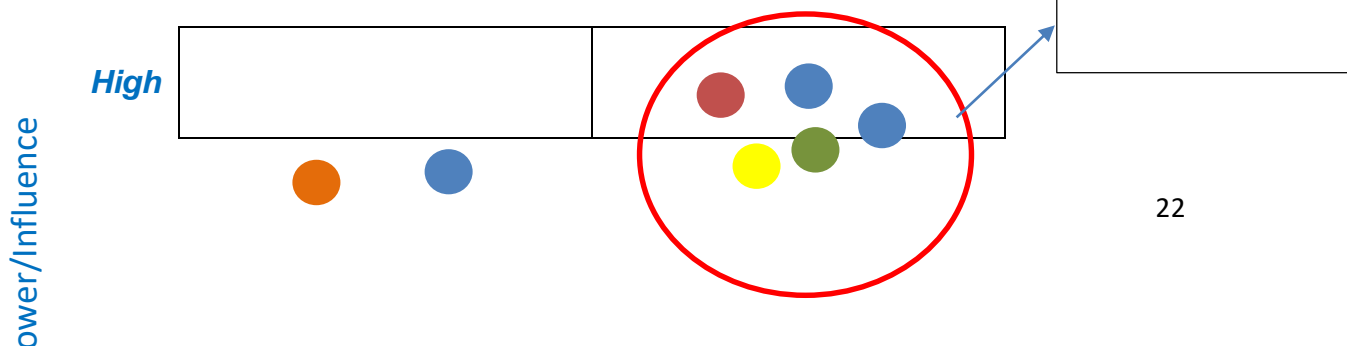
- Which actors do we need to at the beginning of the process?
- Who are the people who can drive the change?
- Which actors represent the larger system?
- What setting for the first meeting will enhance stakeholders' commitment and process ownership?
- What needs to be discussed during the first meeting?

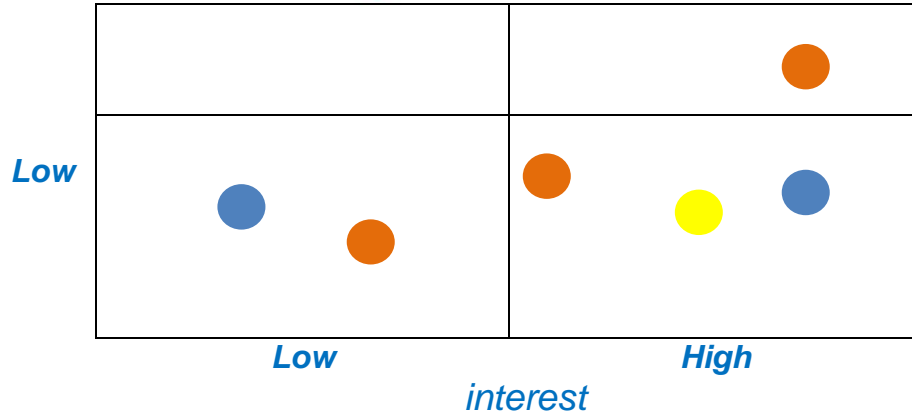
What is a Container for Change?

The term "Container" refers to the function and quality of an initiating team or core group of interested actors in Stakeholder Collaboration.

A good Container exists if these actors are:

- ✓ dedicated to the change envisaged
- ✓ emotionally engaged with each other and future possibilities
- ✓ committed to initiating and implementing the change jointly





EXERCISE 5B: STAKEHOLDER ANALYSIS

Please agree (1) on a timekeeper, (2) who will moderate the group, (3) who will document results (flipchart or pinboard), and (4) who will report back in plenary.

Preparing Multi-Stakeholder Collaborations in Phase 1 of the Dialogic Change Model

- **Step 1:** Look at your stakeholder grid and discuss **general observations or insights**.

- **Step 2:** Respond to these questions on a new flipchart page or the backside of your pinboard:
 - i. Who are the key institutions (*and, if known, specific people*) that need to be in your **core container**?
 - ii. How will you **secure their commitment** to collectively initiate your multi-stakeholder collaboration?
 - iii. Which **high-level actors** need to support your emerging multi-stakeholder collaboration?
 - iv. How will you **secure their support** of your multi-stakeholder collaboration?

EXERCISE 6: NAVIGATING DIFFERENCES

Stakeholder group	Rationale	Decision-making and organizational culture	Motivation to engage in multi-stakeholder collaborations	Potential risks for engaging in multi-stakeholder collaborations
Public sector	<p><i>Guard the rule of law, ensure access to resources, deliver services</i></p> <ul style="list-style-type: none"> • Rights-orientation of law and order • Access, Information, Stability, Legitimacy • Designing and enforcing rules and regulations • Service delivery • Acting on behalf of the common good 	<ul style="list-style-type: none"> • Slow, bureaucratic, hierarchical, political • Internal consultation processes are key • Loyal to law and order • Keeping to traditions, processes, procedures, structures • Not necessarily innovative • Protocol important 	<ul style="list-style-type: none"> • Opportunity to establish broader platforms to promote and implement regulations or voluntary behaviour for the common good (i. e. standards, codes of conduct) • Greater efficiency in the implementation of government regulations, public services, the management of public resources, or large infrastructure projects • Opportunity to create a broader base for necessary regulations or restrictions 	<ul style="list-style-type: none"> • Danger of loss of reputation when talking to more radical groups, or by supporting certain private-sector companies too much • Withdrawal of mandate for engagement in multi-stakeholder collaborations from hierarchy

<p>Private sector</p>	<p>Grow and seek business opportunities</p> <ul style="list-style-type: none"> • Profit orientation, loyal to the business case • Guided by company strategy • Depend on performance indicators, stock-exchange analysts • Efficiency and strategic purpose at the forefront 	<ul style="list-style-type: none"> • Fast, short-term, impatient decision-making • Participatory or hierarchical, depending on the organizational culture • Loyal to the business model • Innovative • Differences between business associations and individual companies; between businesses in developed and developing countries; between privately owned and public companies 	<ul style="list-style-type: none"> • Advocacy for enabling business environment • Reputation management • Compliance management • Customer relationship management • Long-term or short-term market development • Risk management 	<ul style="list-style-type: none"> • Danger of not being able to argue the business case • Danger of being accused of lip service if nothing follows from the multi-stakeholder collaborations
<p>Civil society</p>	<p>Ensure social and environmental rights, development</p> <ul style="list-style-type: none"> • Reacts to injustice and concerns of overall society, provokes attention • Ethical orientation, value orientation • Advocacy on behalf of voiceless (vulnerable) groups, the environment, etc. • Exposing perceived misbehaviour of other sectors (private, public), watchdog, whistle-blower 	<ul style="list-style-type: none"> • Slow, participatory (due to heterogeneity, participatory approach, few resources) • Analytical: research as core element of decision-making • Loyal towards the values and principles of the organization • Loyal towards constituencies 	<ul style="list-style-type: none"> • Influence the private sector and government – beyond campaigning and charity • Additional opportunities for advocacy • Higher efficiency and effectiveness in implementing organizational goals (social, developmental, environmental, human rights, etc.) 	<ul style="list-style-type: none"> • Danger of losing reputation among constituencies for talking with the enemy' • Loss of face, being perceived as sell-outs by members • Internal conflicts • Loss of rationale: campaigning, advocacy • Danger of co-option • Loss of financial support

	<ul style="list-style-type: none">• Campaigning			
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In the context of your sector:

1. What is your sector's main motivation?
2. What are the challenges your sector has in cooperating with other sectoral stakeholders?
3. What challenges do other sector stakeholders have in cooperating with your sector?
4. What will keep you engaged in the process of creating a Multi-Stakeholder Dialogue Platform?

EXERCISE 7: APPROACHES TO CHANGE

<p>Transforming individual consciousness through:</p> <ul style="list-style-type: none"> • Personal and spiritual growth • Reflection and contemplation • Transformation of mental models and belief systems • Strengthening individual competence • Value-orientation <p>Underlying assumption: • Change happens when individuals choose to change themselves. Consciousness determines behaviour.</p>	<p>Transforming information flows through:</p> <ul style="list-style-type: none"> • Broad mass education • Campaigns • Marketing and media information • Knowledge dissemination • New technologies o Transparency <p>Underlying assumption: • Change happens when people have timely access to relevant information. Knowledge determines behaviour.</p>
<p>Transforming culture and relationships through:</p> <ul style="list-style-type: none"> • Collective reflection • Changing or reviving collective value systems • Promoting reconciliation, inclusion, and participation • Relationship building • Respect and recognition <p>Underlying assumption: • Change happens through transformation of collective patterns of thought and respectful dialogue. Shared values determine behaviour.</p>	<p>Transforming structures and rules through:</p> <ul style="list-style-type: none"> • Reforming policies and regulations • Establishing bodies, organizations, and institutions • Creating laws, • Reallocating resources • Developing systems to measure change <p>Underlying assumption: • Change happens through transformation of governance institutions and laws. Structure determines behaviour.</p>

Source: Inspired by Wilber, 2002

TASK:

Make your case for why change starts according to your chosen approach. Use examples and be ready to share verbally in plenary

Group 1: Individual consciousness

Group 2: Information flows

Group 3: Culture and relationships

Group 4: Structures and laws



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